



Portfolio, Programme, and Project Management (P3M3): An Assessment to Maturity Level

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Abstract— Assessment is very important as without assessment there will be no improvement, innovations, and inventions because assessment gives us the areas that need improvements for the betterment of the community. The use of the P3M3 tool was applied in the assessment of the maturity level of the different offices within a City in the Northern Philippines. The findings will help the officialdoms to recognize strengths, and advance the different areas that need improvements.

Keywords— Maturity level, Portfolio, Programme, Project Management, P3M

I. INTRODUCTION

A maturity model is well-defined as a conceptual model that consists of different yet subsequent maturity levels for processes in one or more areas and represents a wanted evolutionary path for these processes. Maturity models are widely used in organizations worldwide, for they attempt to systematize processes and areas within an organization. Maturity models consist of, a set of maturity levels and provide precise criteria to achieve each level of maturity. Scaling up along those levels means the organization has improved. Because of this, the concept of maturity is linked to the success/failure rate an organization holds (Pirannejad, A., & Ingrams, A., 2022.)

The focus of this paper will be on the assessment of government agencies in terms of the maturity level base on Program, Portfolio, and Project Management.

II. OBJECTIVES AND LIMITATIONS

In this study, the maturity level using the P3M3 tool was assessed. Specifically, to answer the following questions: What is the level of Maturity of the different government offices in terms of Portfolio, Programme, and Portfolio Management? What are the key practices within the

agencies? What are the possible factors affecting the maturity of the offices?

LIMITATIONS

This study focused only on one city in the Northern Region, Philippines: the Department of Agriculture (DA), the Department of Health (DOH), and the Department of Social Welfare and Development(DSWD). The survey will be given to the different heads within the organization. The data gathered through the survey will then be interpreted using frequency and qualitative analysis.

III. REVIEW OF RELATED LITERATURE

The use of a maturity model by Borbinha, J. et. al. (2016, September) allows an organization to have its methods and processes assessed according to management best practices, against a clear set of external benchmarks. Maturity is indicated by the award of a particular "Maturity Level. "

Portfolio, Programme, and Project Management Maturity Model help organizations address fundamental aspects of managing portfolios, programs, and projects. It improves

the likelihood of quality results, and successful outcomes and reduces the likelihood of adverse impacts from risks.

The P3M3 standard (Sowden, R., Hinley, D., & Clarke, S. 2010) is a publically available Project Management self-assessment tool, which uses nine-question sets to evaluate the portfolio, program, or project maturity.

IV. METHODOLOGY AND FINDINGS

The descriptive method of research was utilized in this study. Descriptive research involves gathering data that describe events and then organizing, tabulating, depicting and describing the data collection (Reiners, 2012).

The descriptive method of research was utilized in this study. Descriptive research involves gathering data that describe events and then organizing, tabulating, depicting and describing the data collection. Descriptive research was utilized in accomplishing the objectives of the study.

Sources of Data

The primary sources of data were based on a survey questionnaire and interviews with different heads of the 3 government agencies (DA, DOH, DSWD). The interview covers the current business process and the experiences employees encountered, and the survey questionnaire determines the level of maturity of the agency. The P3M3 questionnaire was distributed to different office heads for each agency to answer

V. DATA ANALYSIS

Use of weighted mean: These weightings determine the relative importance of each quantity on the average

The weights used are the levels answered by the respondent. The scale below (Table 1) was used to interpret the total responses of all the respondents for every survey question by computing the average weighted mean:

Levels	Range	Result
level 1	1-1.99	Awareness
level 2	2-2.99	Repeatable
level 3	3-3.99	Defined
level 4	4-4.99	Managed
level 5	5	Optimized

FINDINGS: DA

Department of Agriculture		
Table 1. Portfolio Management		
Item Number	Weighted Mean	
Q1	3.91	
Q2	4.00	
Q3	3.54	
Q4	4.45	
Q5	3.82	
Q6	3.82	
Q7	3.82	
Q8	4.18	
Q9	4.56	
Total	4.00	

Table 2. Program Management		
Item Number	Weighted Mean	
Q1	3.82	
Q2	4.05	
Q3	3.55	
Q4	4.55	
Q5	4.15	
Q6	3.71	
Q7	4.00	
Q8	4.25	
Q9	4.25	
Total	4.05	

Table 3. Project Management		
Item Number	Weighted Mean	
Q1	3.91	
Q2	4.18	
Q3	3.91	
Q4	4.45	
Q5	4.27	
Q6	3.91	
Q7	4.27	
Q8	4.45	
Q9	4.55	
Total	4.21	

FINDINGS: DSWD

Department of Social Welfare and Development		
Table 4. Portfolio Management		
Item Number	Weighted Mean	
Q1	3.55	
Q2	3.45	
Q3	3.09	
Q4	3.73	
Q5	3.36	
Q6	3.55	
Q7	3.73	
Q8	3.55	
Q9	3.73	
Total	3.53	

Table 5. Program Management		
Item Number	Weighted Mean	
Q1	3.82	
Q2	3.73	
Q3	3.73	
Q4	4.00	
Q5	3.91	
Q6	3.82	
Q7	3.64	
Q8	3.64	
Q9	3.73	
Total	3.78	

Table 6. Project Management		
Item Number	Weighted Mean	
Q1	4.00	
Q2	3.55	
Q3	3.45	
Q4	3.45	
Q5	3.36	
Q6	3.73	
Q7	3.73	
Q8	3.64	
Q9	3.82	
Total	3.64	

FINDINGS: DOH

Department of Health		
Table 7. Portfolio Management		
Item Number	Weighted Mean	
Q1	3.82	
Q2	4.00	
Q3	3.82	
Q4	3.36	
Q5	3.09	
Q6	3.55	
Q7	3.73	
Q8	2.55	
Q9	3.82	
Total	3.62	

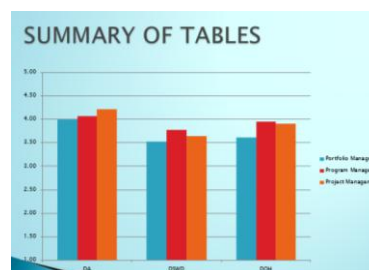
Table 8. Program Management		
Item Number	Weighted Mean	
Q1	4.45	
Q2	4.00	
Q3	2.82	
Q4	4.00	
Q5	4.00	
Q6	2.55	
Q7	2.91	
Q8	4.00	
Q9	2.84	
Total	3.95	

Table 9. Project Management		
Item Number	Weighted Mean	
Q1	4.18	
Q2	4.00	
Q3	3.82	
Q4	3.91	
Q5	4.00	
Q6	3.91	
Q7	3.82	
Q8	3.55	
Q9	3.91	
Total	3.90	

Summary of Weighted Mean

Area	DA	DSWD	DOH
Portfolio Management	4.00	3.53	3.62
Program Management	4.06	3.78	3.95
Project Management	4.21	3.64	3.90

Summary of Findings in Grap



In DA, within the portfolio management area, the practice with the highest rating is the financial management which includes portfolio investment management and costs. It receives a 4.45 rating. For program management, the item with the highest rating is also financial management,

receiving a rating of 4.55. For project management, the final item receives the highest rating, which states that the organization has centrally controlled project processes and individual projects that can flex within the processes to suit the particular project. This receives a rating of 4.55.

In DSWD, three items receive the highest rating, 3.73, in Portfolio Management. These are financial management, organizational governance, and centrally controlled programs and processes. For program management, financial management receives the highest rating of 4. For the project management, the general characterization of the organization receives the highest rating of 4. This characterization includes standardization and documentation of processes, senior management engagement, training programs, and the scope of standard processes.

In DOH, the highest-rated item for portfolio management is management control. It has a rating of 4. For program management, the general characterization of the organization receives the highest rating of 4.45. This includes financial management, organizational governance, and centrally controlled programs and processes. Similarly, for project management, the general characterization of the organization receives the highest rating of 4.18.

VI. CONCLUSION AND RECOMMENDATIONS

The findings show that the most mature is the Department of Agriculture and the least mature is the Department of Social Welfare and Development. The highest-rated item that occurs in the most area of management for each agency is financial management. The lowest rated item that occurs in the most area of management for each agency is the benefits management.

The researchers used questionnaires that assess the maturity level of organizations, however, future studies may modify the questions to suit the services of governmental offices and agencies. This way, not only will it be easier for the respondents to answer, it will help the researchers in identifying with more depth the areas of improvement within that organization. Also, upcoming research may improve upon this by including other levels or positions of employees.

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