## Integrated Strategic Maturity Model (ISMM)

Enterprise Project Management Office (EPMO) and Risk Management (ERM)

				LEVEL 5 - STRATEGIC ALIGNMENT MATURITY			_		
		LEVEL 4 -BUSINESS MATURITY	Connective intelligence (CI)	The organization that has	LEVEL 4 – BUSINESS MATURITY				
		LEVEL 3 - PORTFOLIO SUPPORT	Business connectivity with	which provides a practical collaborative innovation	developed the ability to identify, measure, manages and monitors	There is a clear understanding of	LEVEL 3 - PORTFOLIO SUPPORT		
LEVEL 1 – PROJECT OVERSIGHT  Stand-alone Project Manager achieving project deliverables and objectives:  • Cost, • Schedule • Resources • 1 or more Projects	LEVEL 2 – PROGRAM CONTROL  Limited PMO with multiple project oversight providing a repeatable Project Management methodology across all projects.  • Multiple Projects • Multiple Project Managers • Program Manager • Minimal Part-time PMO Staff	Establish capability and infrastructure to support and govern a cohesive portfolio and program environment.  • Multiple Programs  • Portfolio Management  • Multiple Project Managers  • Program Managers  • Portfolio Manager  • Full-time PMO Staff	project management maturity aligned with business objectives.  Sub-Tier Projects Sub-Tier Programs Multiple Portfolios Program Managers Portfolio Managers PMO Manager/Director Dedicated PMO Staff	methodology to accelerate the organization's ability to create new value and sustain growth with external partners and customers.  • Multiple Portfolios • PMO VP/Director • Dedicated PMO Technical Staff • External IV&V Auditors • Big Data Analytics	risks; risk management processes are dynamic and adapt to changing risks and business cycles:  • Formal statements of risk appetite and tolerance exist and guide decision making • Risk and risk management information is explicitly considered in decision processes • Analysis is consistently applied, incorporating qualitative & quantitative techniques • Risk management is viewed as providing a competitive advantage with a focus on optimizing risk-reward trade-offs	the organization's key risks and also a consistent execution of activities to address these risks; some functional areas may employ more sophisticated techniques:  • The set of loss and tolerance guidelines are predetermined or developing • Explicit consideration of risk and risk management information is taken in key decisions • Analysis is consistently applied, incorporating both qualitative and quantitative techniques	The organization understands and is addressing its key risks; capabilities to measure, manage and monitor risks are in place but may be inconsistent across the organization:  • Guidelines for loss and risk tolerance are less developed • Risk and risk management information is considered informally implicitly in decision making • Analysis is consistently applied, with a focus on qualitative approaches	There is inconsistent understanding, management and monitoring of key risks across the organization; capabilities to consistently identify, assess, manage and monitor risks are limited:  • Risk management activities occur at the functional level rather than the enterprise level • Risk management activities emphasize compliance • Risk and risk management information is considered informally or implicitly in decision making, often on an ad hoc basis	If the organization identifies and addresses risks it is done within silos only; components and activities of the risk management process are limited in scope and implemented in an ad-hoc manner.
PROJECT OFFICE	CENTRAL PMO	FUNCTIONAL PMO	INTEGRATED PMO	WORLD CLASS EPMO		INTEGRATED RM	FUNCTIONAL RM	CENTRAL RM	PROJECT RM