

# PEMM – INFORMATION SHEET (PROCESS THEME - MATURITY ASSESSMENT)

## WHAT?

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A maturity model is a model to assess and/or to guide best practice improvements in organizational maturity and process capability, expressed in lifecycle levels, by taking into account an evolutionary roadmap regarding 6 dimensions, being:

1. Process modeling,
2. Process deployment,
3. Process optimization,
4. Process management,
5. The organization culture and/or
6. The organizational structure. (Amy Van Looy, 2011)

From this definition, we can take away that a Business Process Maturity Model is used for:

- Establishing what the current maturity level is (assess);
- Suggest ways to move to a higher maturity level (guide).

The PEMM, which stands for Process and Enterprise Maturity Model, was developed by Hammer (2007). This model does not only take into account the maturity of the processes within the organizations. They articulate that designing and redesigning business processes involves more than rearranging workflows. The process (re)design should be supported by well-trained personnel, a supportive culture, aligned information systems, etc. Therefore, PEMM defined two sets of dimensions to be scored: the process enablers and the enterprise capabilities. The enterprise capabilities relate to the readiness of the enterprise for designing and sustaining high performing processes.

Process enablers:

- **Design:** this relates to the specification of the how to process is to be executed;
- **Performers:** this relates to the people performing the work;
- **Owner:** this relates to the executive responsible for the process;
- **Infrastructure:** this relates to the IT and other infrastructure supporting the process;
- **Metrics:** this relates to measuring the process performance.

Enterprise capabilities:

- **Leadership:** this relates to top management support for process based approaches;
- **Culture:** this relates to certain values necessary for process based work, such as customer focus and teamwork;
- **Expertise:** this relates to skills in process design and implementation;
- **Governance:** this relates to those mechanisms required to manage the transformation to a process based way of working or improvements in the process based way of working.

## How?

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The process and enterprise maturity of an organization can be derived from the score for each of the dimensions (enablers or capabilities)

The maturity of both processes and the organization can range from P1 to P4 with P4 as the highest maturity level possible. A process is said to be a level N if all dimensions for that process are at least at level N. Also, the PEMM framework prescribes that the enterprise maturity level will determine the highest process maturity level possible. E.g. an organization that does not have an enterprise maturity level of E2 cannot have a process with maturity level P2 or higher.

The process maturity can be evaluated for each process defined in an organization, for instance the “Innovation” process.

## HOW TO USE THE TEMPLATE?

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To determine the process and enterprise maturity levels, we refer to the templates provided by Hammer (2007). Hammer (2007) provides templates for the maturity assessment of both [enterprises \(https://hbr.org/resources/pdfs/hbr-articles/2007/04/hammer-evaluating-worksheet.pdf\)](https://hbr.org/resources/pdfs/hbr-articles/2007/04/hammer-evaluating-worksheet.pdf) and [processes \(https://hbr.org/resources/pdfs/hbr-articles/2007/04/hammer-assessing-worksheet.pdf\)](https://hbr.org/resources/pdfs/hbr-articles/2007/04/hammer-assessing-worksheet.pdf).

For each dimension four statements, which represent the four maturity levels, are described. By means of the colors green, orange and red, one should indicate to which extent a statement is applicable to the organization or to a certain process.

The overall maturity is only as high as the least mature dimension.

## MORE INFORMATION

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Hammer, M. (2007, April). The Process Audit. *Harvard Business Review*, 85(4).