

ABSTRACT

In the execution of the Engineering, Procurement, and Construction (EPC) project, PT XYZ faced issues that directly impacted the value of Schedule Performance Index (SPI) with 60% of on – going projects have SPI value less than 1. Therefore, a measurement of project management maturity was conducted to determine the company's current maturity level and to identify the best strategies to improve its project management capabilities. The measurement of the maturity level utilized the Project Management Maturity Model (PMMM) from PM Solutions, which evaluated the maturity of an organization's project management based on the criteria of a framework developed by Crawford in 2021. This research evaluated 10 project management knowledge areas to identify which areas required improvement. The result showed that PT XYZ was at level 1 of project management maturity in general. Besides, the maturity levels within each knowledge areas showed that eight knowledge areas including Integration Management, Scope Management, Schedule Management, Resource Management, Communications Management, Risk Management, Procurement Management, and Stakeholder Management are at level 1. The remaining two knowledge areas are at level 2 of project management maturity, based on these results, improvement recommendations are focused on all knowledge areas as achieving the standard maturity level required PT XYZ to reach level 3 of project management maturity. The proposed improvements consisted of recommendations for PT XYZ to enhance its project management capabilities in each process of those knowledge areas so that the maturity level could reach the desired target.

Keywords: *project management, project management maturity level, project management maturity model (PMMM).*