

ABSTRACT

Project delays remain a major issue at PT XYZ in the West Bandung region, particularly in the FTTM network construction projects. These delays are caused by undocumented project management methods, ineffective communication, and challenges in material procurement and permitting. This study aims to assess the maturity level of project management using the Kerzner Project Management Maturity Model (KPM3) and to develop governance improvement strategies based on the results. A quantitative approach was applied through surveys using self-assessment questionnaires distributed to project managers and relevant team members. The data were analyzed using descriptive quantitative methods to determine the maturity level and formulate a development roadmap. The results indicate that the project maturity level is at Level 3 (Singular Methodology), where project management practices are applied but not yet fully integrated across the organization. The study concludes that improvements are needed in managerial support, human resource competencies, and process integration to achieve more effective and adaptive project management. This research contributes practical insights for enhancing project governance maturity within PT XYZ's construction unit.

Keywords: *Project Management, Project Delay, KPM3, Maturity Level, Project Governance*