



Project Management Standards Program  
“standards which are widely recognized and consistently applied”

# Organizational Project Management Maturity Model

## Emerging Standards

John Schlichter

- Describe strategic context of OPM3
- Describe Elements of the Model
  - and capabilities
- Explain Key Processes
  - and process improvement steps
- Explain Integration - preliminary design
- Describe Prototyping
- Describe Beta Testing

- Organizational Project Management
  - not simply single-project management, i.e. *PMBOK® Guide*
  - strategic domain encompassing more than the multiple project delivery systems of program management
  - spans both activities that align projects to strategic priorities and infrastructure that enables the project environment



# Strategic Context

**STRATEGIC  
PROJECTS**

**Project Delivery Systems**

**PRODUCT &  
MARKET-  
RELATED  
PROJECTS**

**Enterprise Project  
Management**

**COMPANY  
STRATEGIC  
OBJECTIVES**

**OPERATIONAL PROJECTS**

**CAPITAL EXPANSION PROJECTS**



# Strategic Context

“Networked Organizations”

ORGANIZATIONAL  
PROJECT  
MANAGEMENT

Work between organizations

- We want to strengthen the link between organizational strategy and execution so project outcomes equate to organizational success.
- Capabilities distinguish organizations that can translate organization strategy repeatedly and reliably into successful project outcomes
- Organizational routines or processes can be made “capable”
  - processes driven by strategic priorities, including launching and prioritizing projects, managing the portfolio of projects, and managing the organizational environment

- Whether an organization is fully “projectized” or not, OPM3 provides guidance regarding how to
  - articulate project success
  - measure project performance
  - make the delivery of projects more predictable
  - help projects work together instead of against each other in a multi-project environment





# About This Presentation

Best Practices

+

Processes

=

Integrated  
Model  
Design





- Using a version of Delphi

**Round 1 – Open**

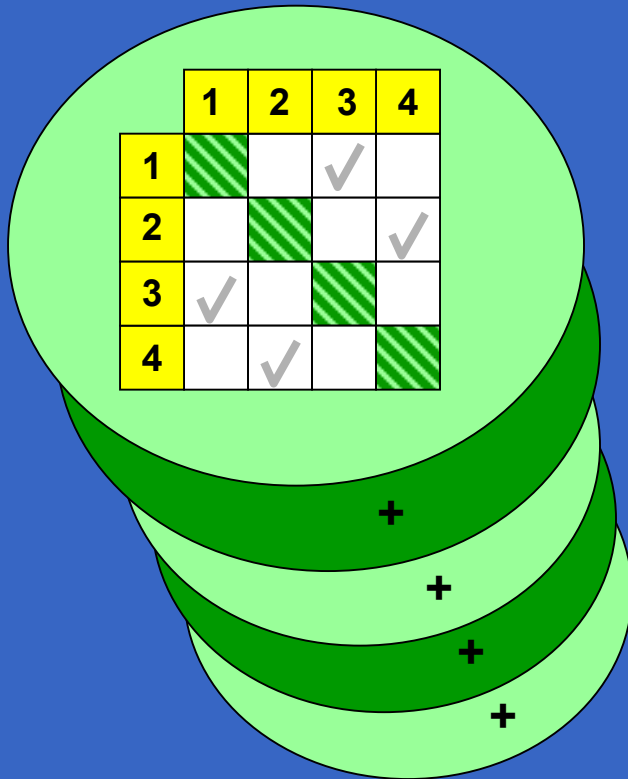
**Guidance Team (GT)  
Output = Possible Elements.**

**Round 2 – Semi-Closed**

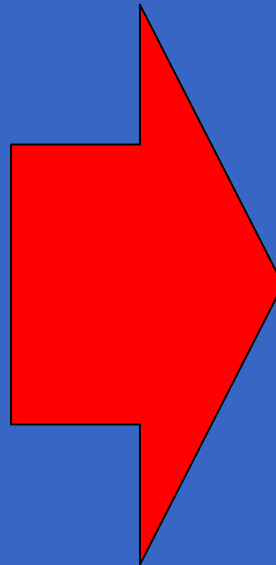
**GT + Standards Open Day  
Output = Revised Elements.**

**Round 3 – Closed**

**Pilot + Wide participation  
Output = Priorities/Consensus.**



5 Groups



## Consolidated Results

	1	2	3	4
1	✓	2	5	1
2	2	✓	1	4
3	5	1	✓	2
4	1	4	2	✓

Led to "Clusters"



# OPM3 Clusters

- Standardization & Integration of Processes
- Project Success Criteria
- Project Alignment & Prioritization
- Allocating Resources to Projects
- Performance Metrics
- Commitment to the Project Management Process
- People & Competence
- Organizational Fit
- Teamwork
- Continuous Improvement

**Single project management is a fundamental building block of OPM3, yet there is much more.**



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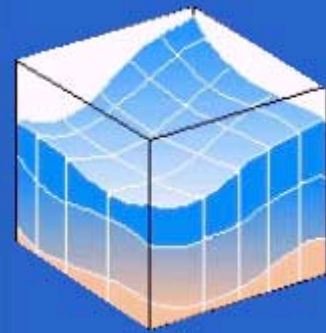
**Single project management is a fundamental building block of OPM3, yet there is much more.**



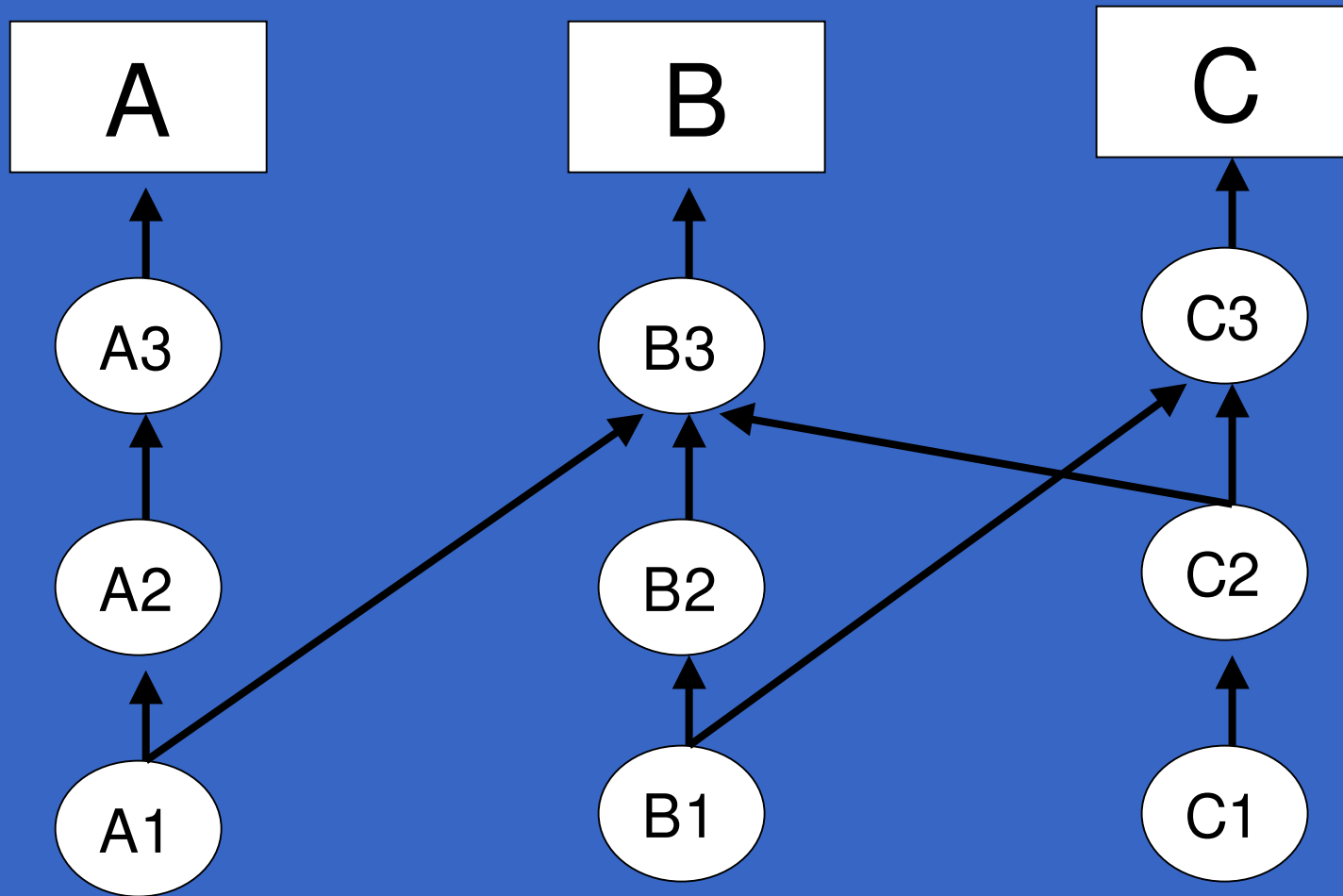
# Performance Metrics

- **Maturity improvement program**
- **Process compliance metrics**
- **Organizational effectiveness tracking**
- **Real-time project performance figures**
- **Standard presentation formats**
- **Measured training**
- **Best-in-class benchmarking**
- **Track record**
- **Customer satisfaction metrics**
- **Project ROI tracking**
- **Organizational performance tracking**
- **Integration of PM standards**
- **Performance system**
- **Formal performance assessment**
- **Full performance summary metrics**
- **Planning baseline**
- **Project baseline tracking**
- **Lifecycle-linked metrics**
- **Product quality and customer satisfaction metrics**
- **Best-in-class gap analysis**
- **Repeat business due to projects**
- **Risk plans**
- **Risk management**
- **Quantifiable specifications**
- **Quantifiable lessons**
- **Mathematical models for planning**
- **Consistency**
- **Accuracy**
- **Process analysis and improvement metrics**

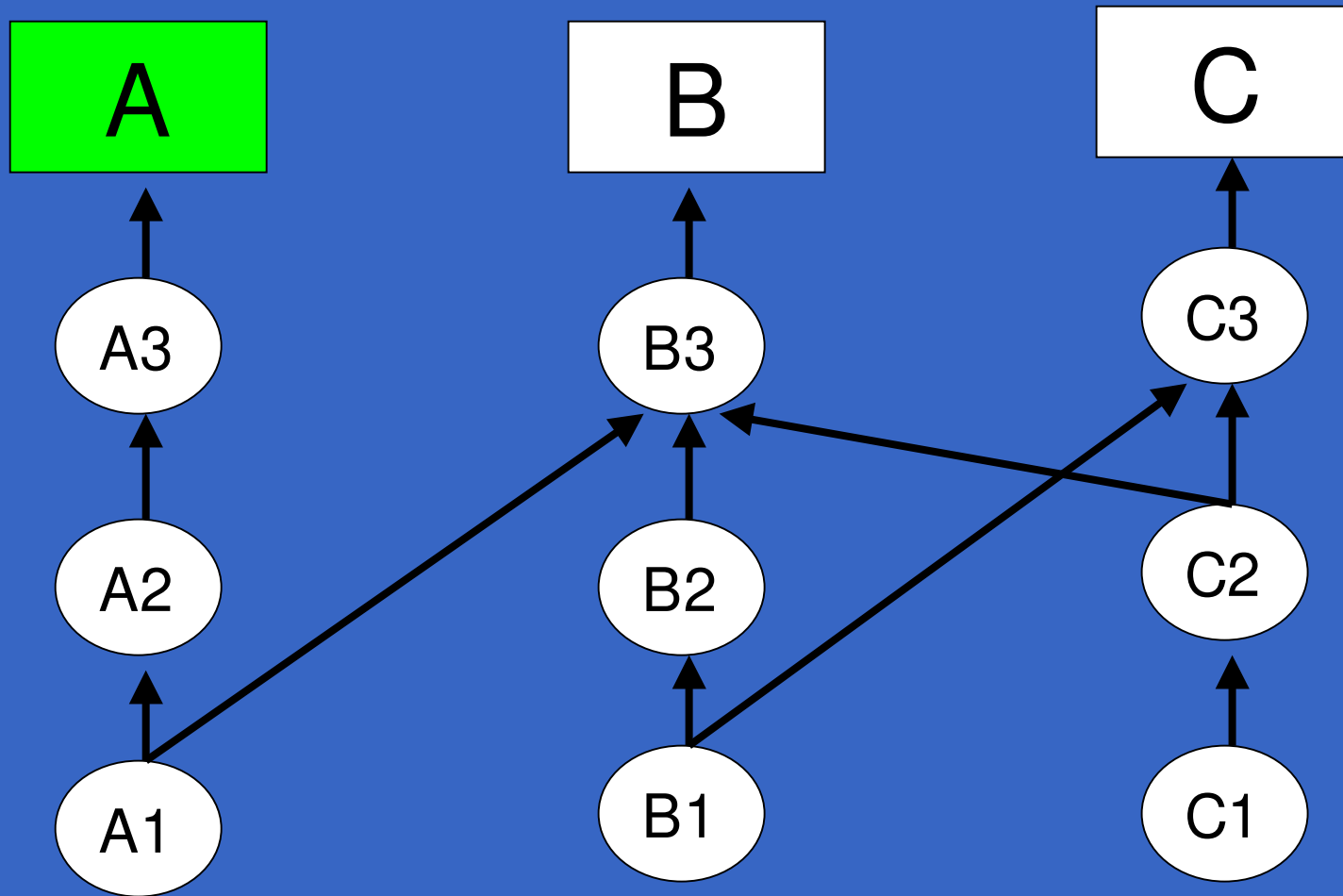
- In most cases, you can not implement these “best practices” overnight
- Must develop incremental capabilities that aggregate to the best practices
- There are often dependencies among these incremental capabilities

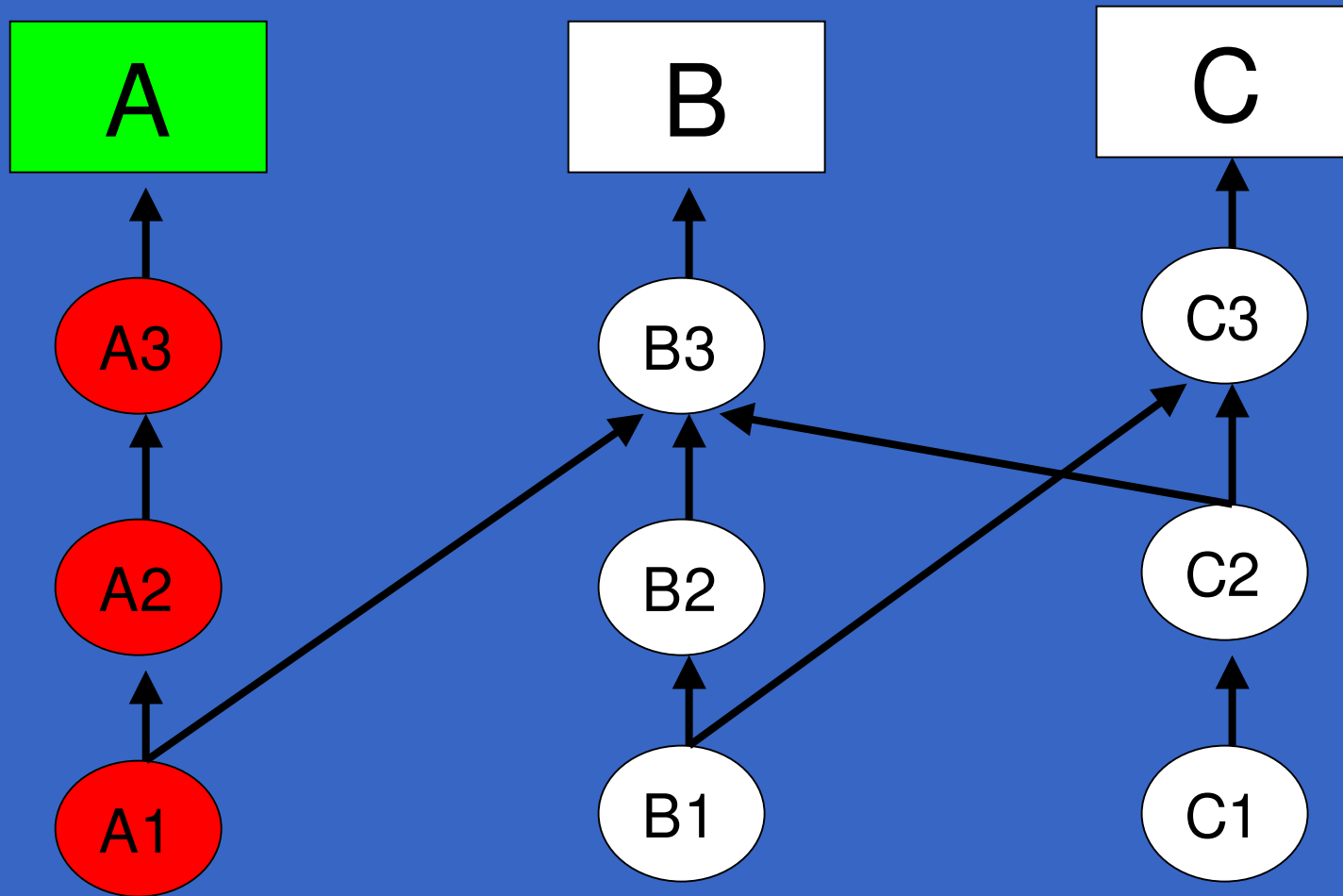


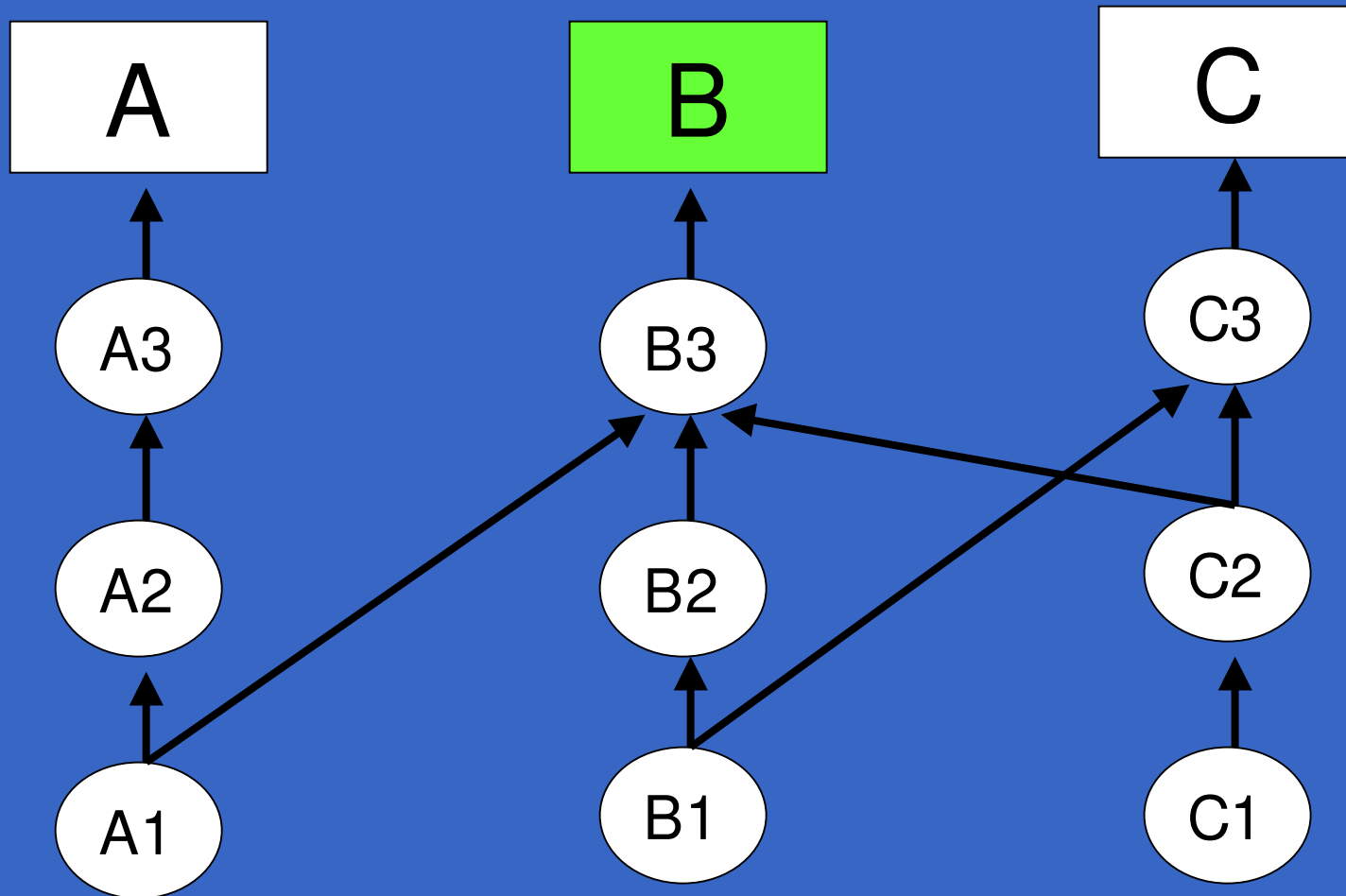
- Best Practice “Best-in-class Benchmarking”
- Incremental capabilities leading up to this best practice:
  - **Per-project basic metrics - Ability to work and measure in isolation**
  - **Metrics gap-analysis - Ability to identify areas of weakness of the existing measures**
  - **Criteria development - Ability to define what needs to be measured and how the results would be used**
  - **Benchmark application - Ability to assess the organization based on best in class measures and historical information**
  - **BIC metrics refinement - Ability to refine goals and measurements to reflect the organizational environment**

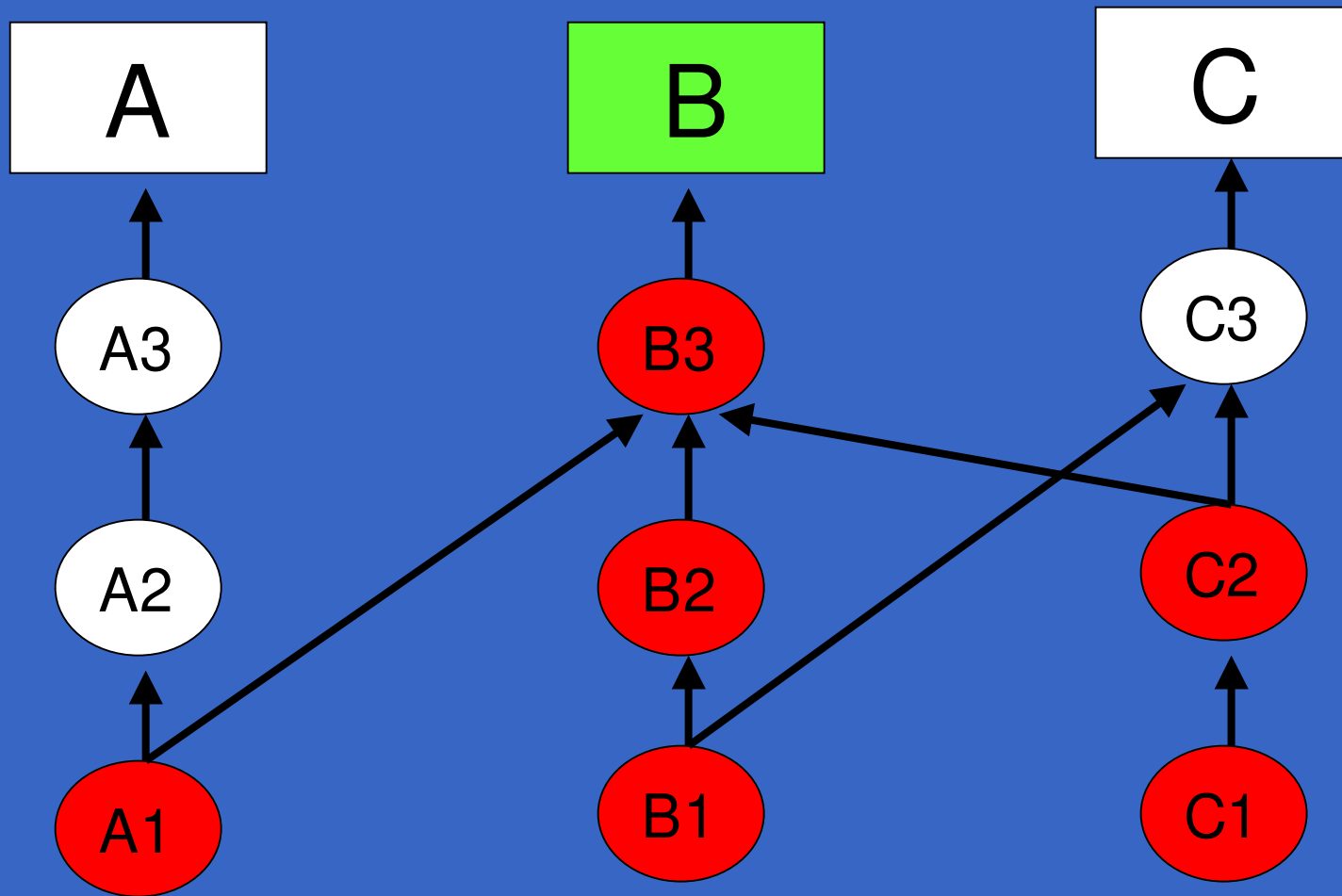


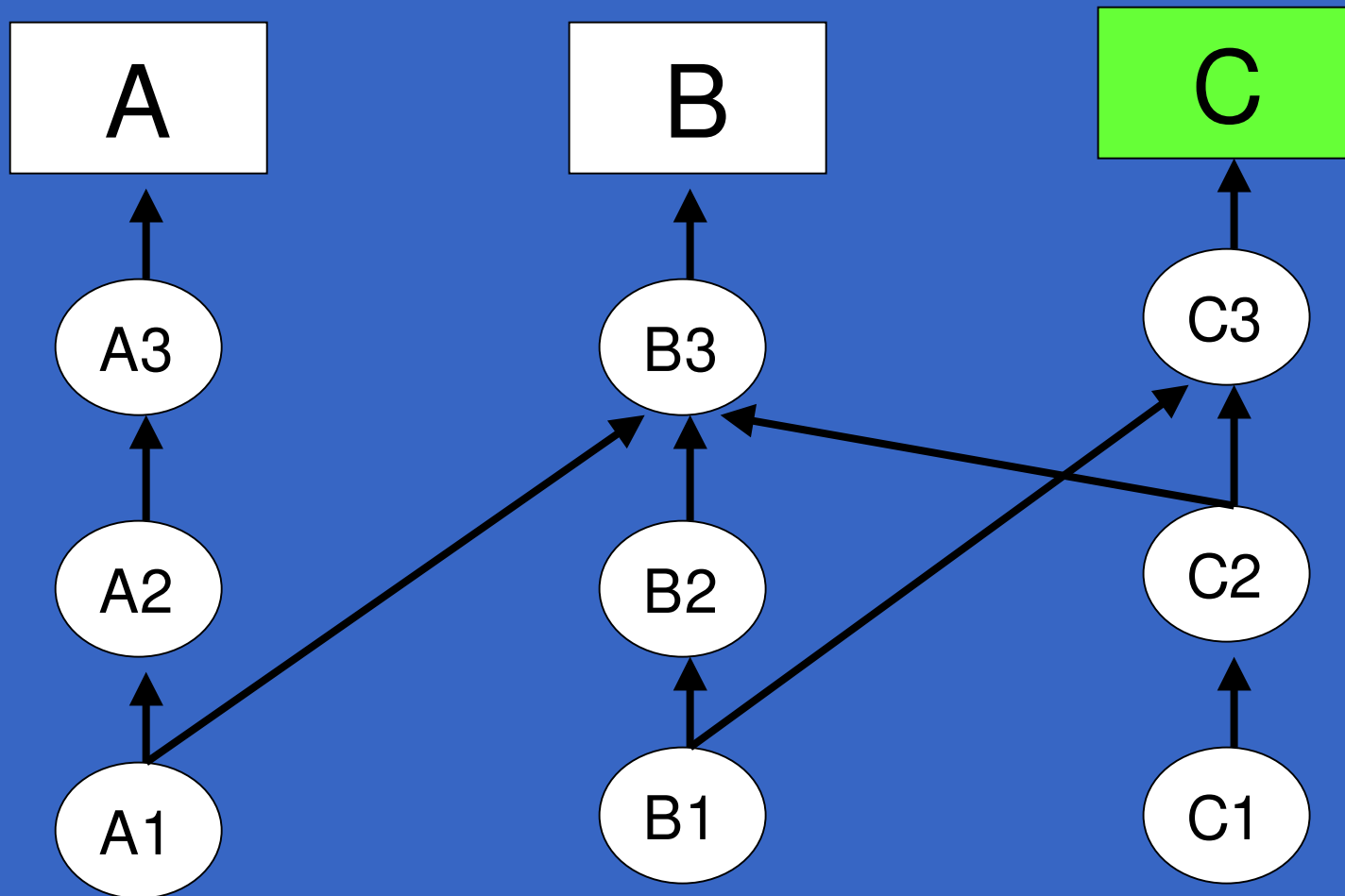


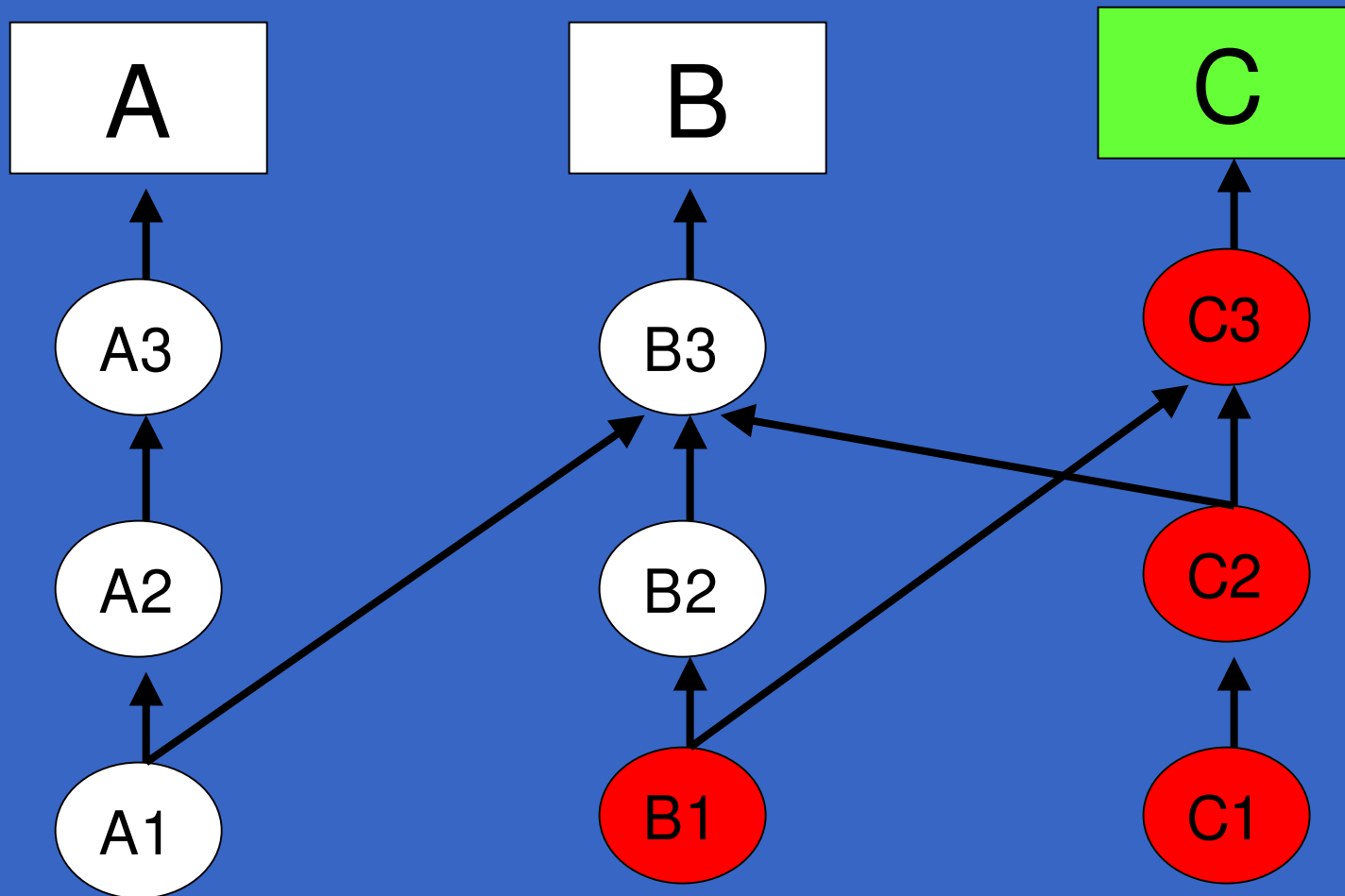














# About This Presentation

Best Practices

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Processes

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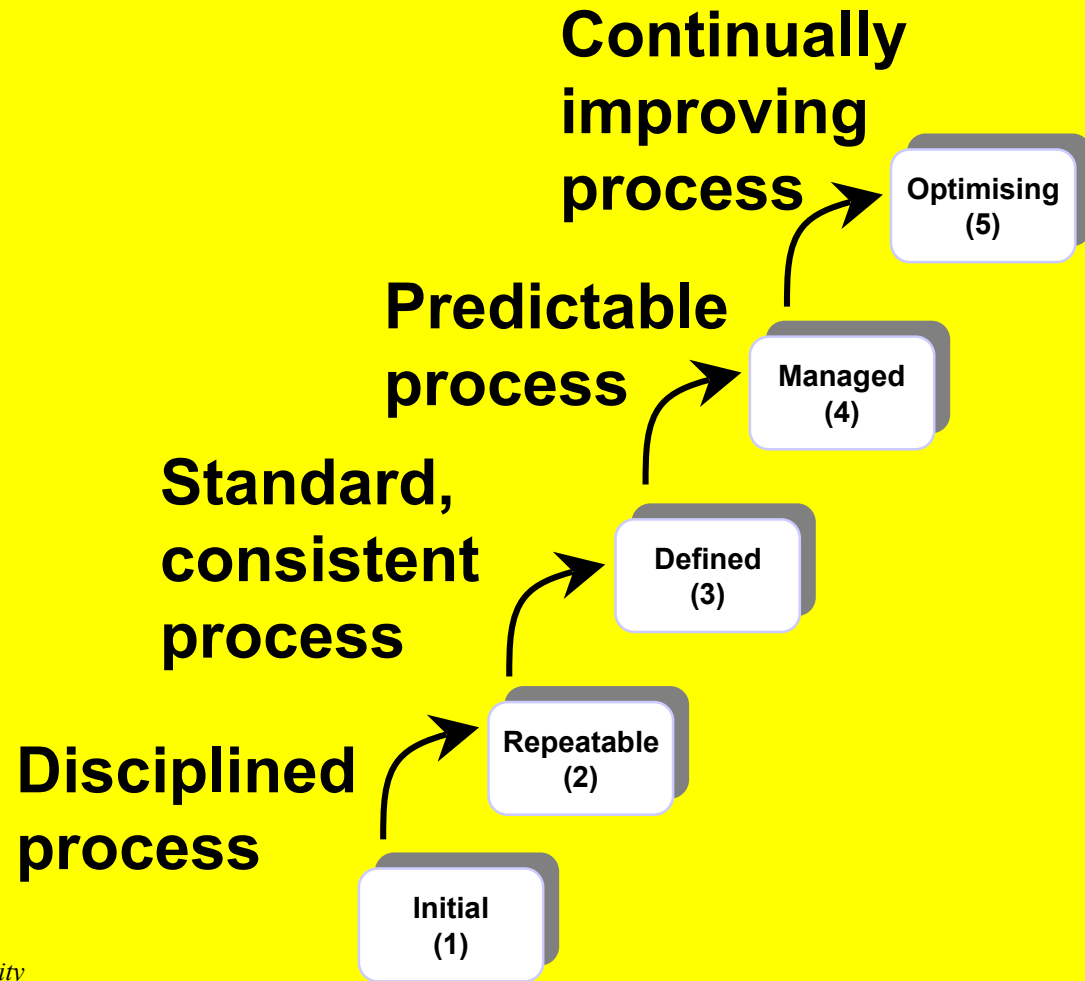
Integrated  
Model  
Design

- We can talk about organizational project management in terms of processes.
  - Process of Planning Strategies
  - Process of Chartering Projects
  - Process of Prioritizing Projects
  - Process of Managing the Program and Project Portfolio
  - Process of Individual Project Management
  - Process of Managing the Environment



- We learned from the Quality Movement that process performance improves when processes are standardized, measured, controlled, and continuously improved.

- **Watts Humphrey's work at SEI.**



*Source: Mark C. Paulk, Bill Curtis, Mary Beth Chrissis and Charles V. Weber. (1993) "Capability Maturity Model for Software v1.1". SEI. Carnegie-Mellon University. Pittsburgh*

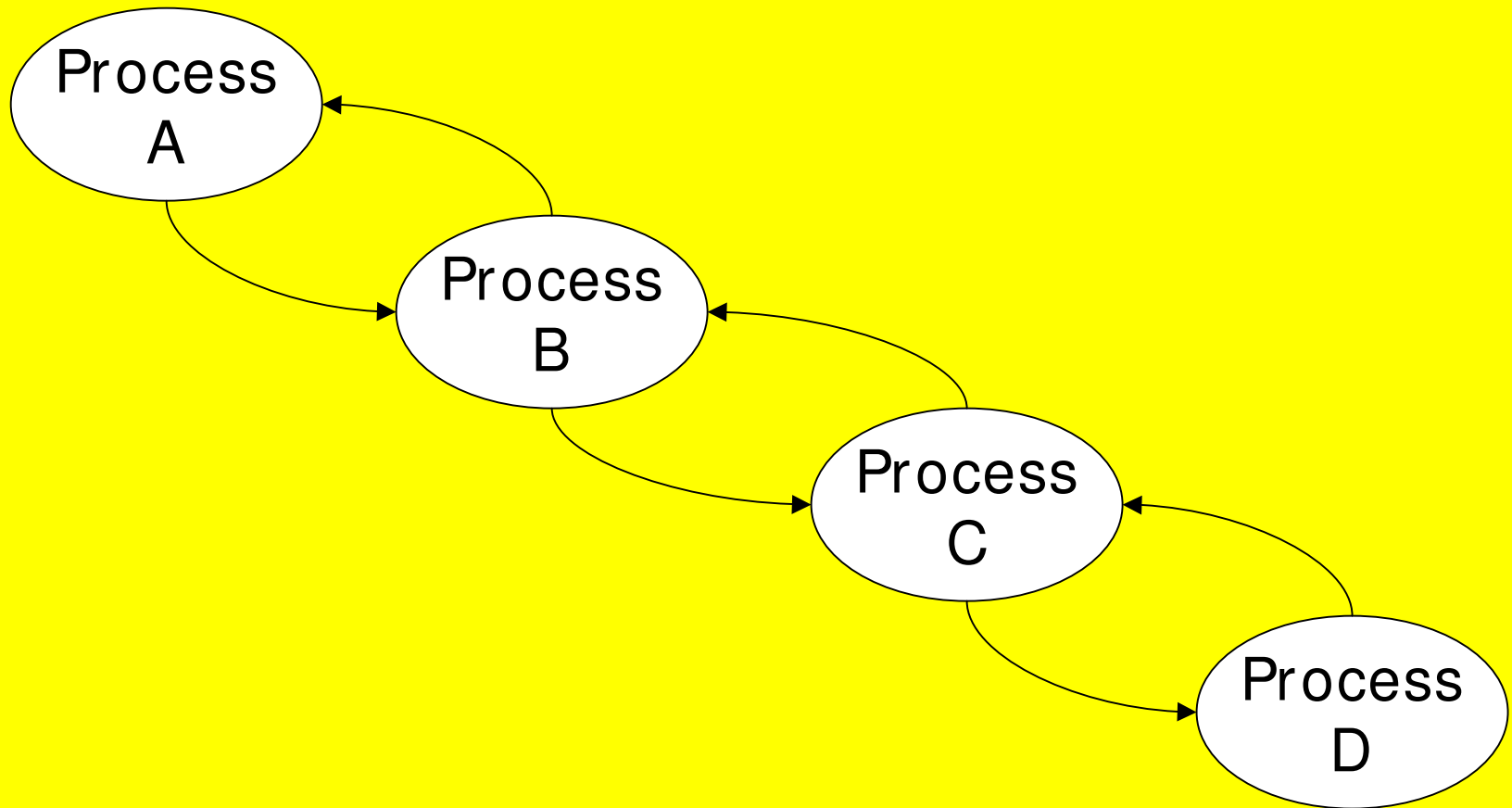
- The classic process model consists of four components:
  - Process
  - Measurement
  - Control
  - Continuous Improvement
- These are the essentials of process improvement.

- A “process” is a well-defined, conceptually repeatable, systematic sequence of steps, methods, strategies, and/or approaches for transforming inputs to outputs.
- Operational definitions create uniform and correct behavior by the process operators, achieving standardization.
- Standardization means uniform implementation of the work methods.

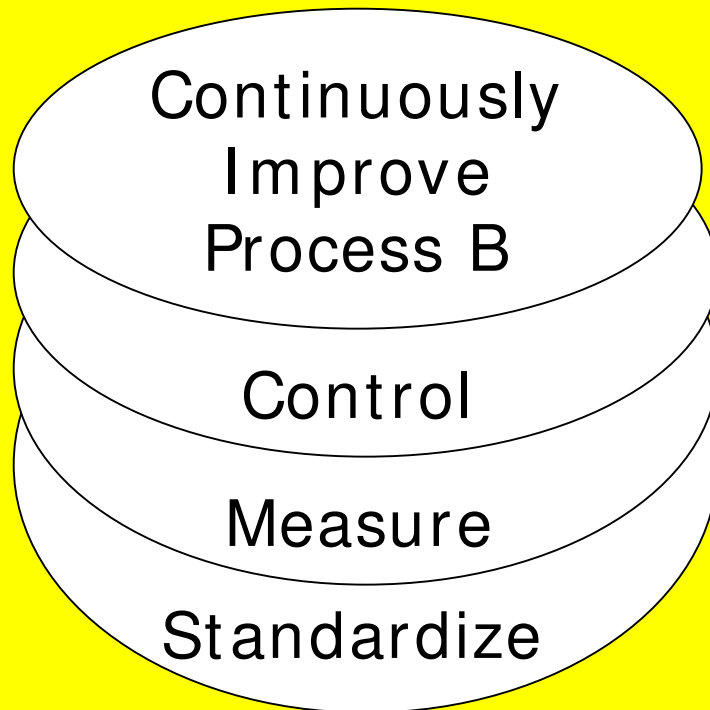
- All processes can be measured, and must be measured in order to control and improve them.
- Through measurement, we seek to increase the value of processes and to simplify them.
- Process measurement should focus on the critical process characteristics or key performance indicators.
- Measurement techniques must be well defined.

- In order for a process to be stable, the outputs must be stable, how the process is operated must be stable, and (in nearly all cases) the inputs must be stable.
- Focus is on preventing process upsets.
- A system for maintaining process control must include:
  1. An operational definition of stability
  2. A mechanism for detecting if stability is lost, i.e. for detecting a process upset.

- Continuous improvement means routine, systematic and sustained improvement of processes and thus the products they produce.
- “Making improvements” is fire-fighting, while CI is systematic root-cause elimination based on analysis, integration with systems that standardize improvements, and widespread deployment of involvement in improvement.



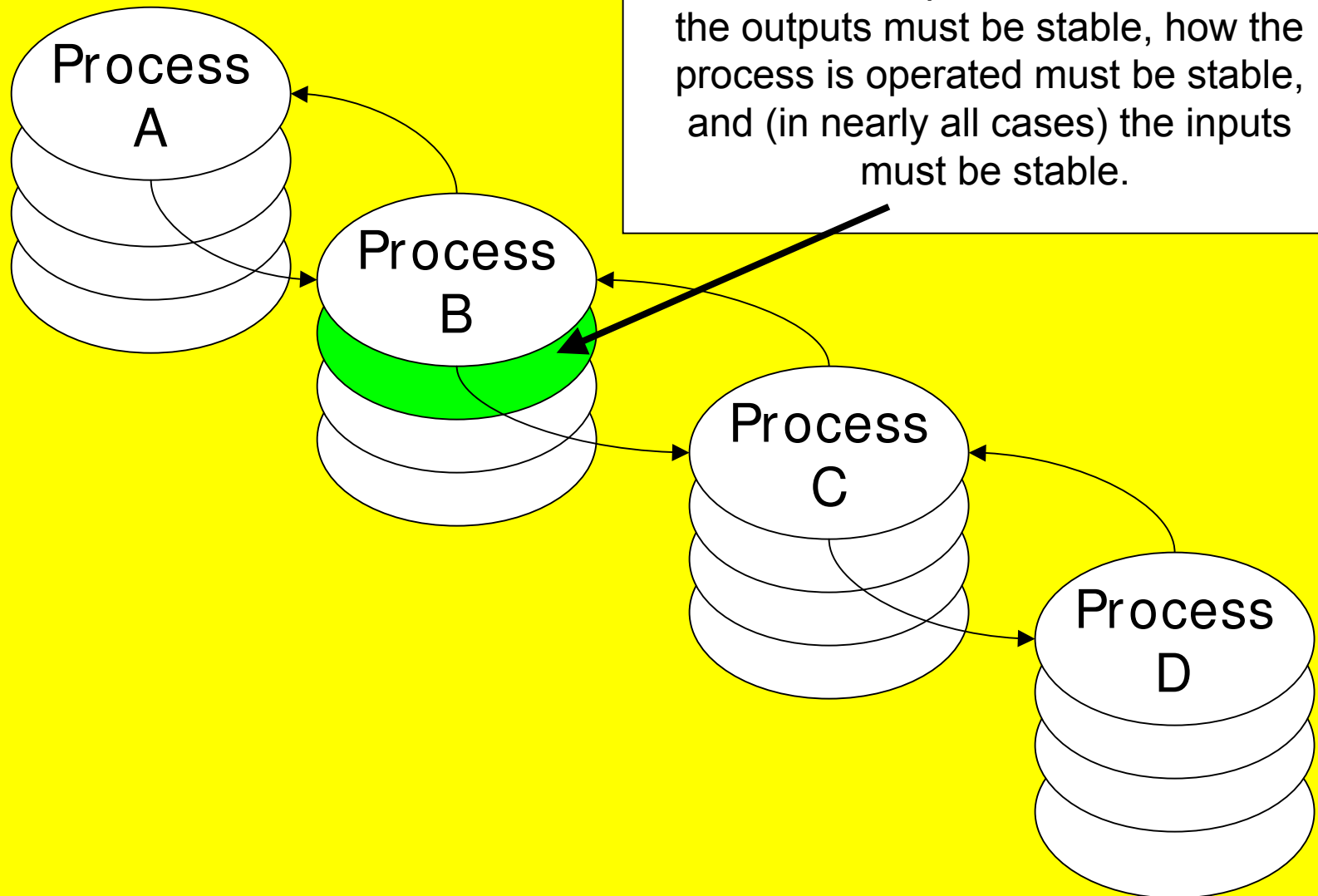




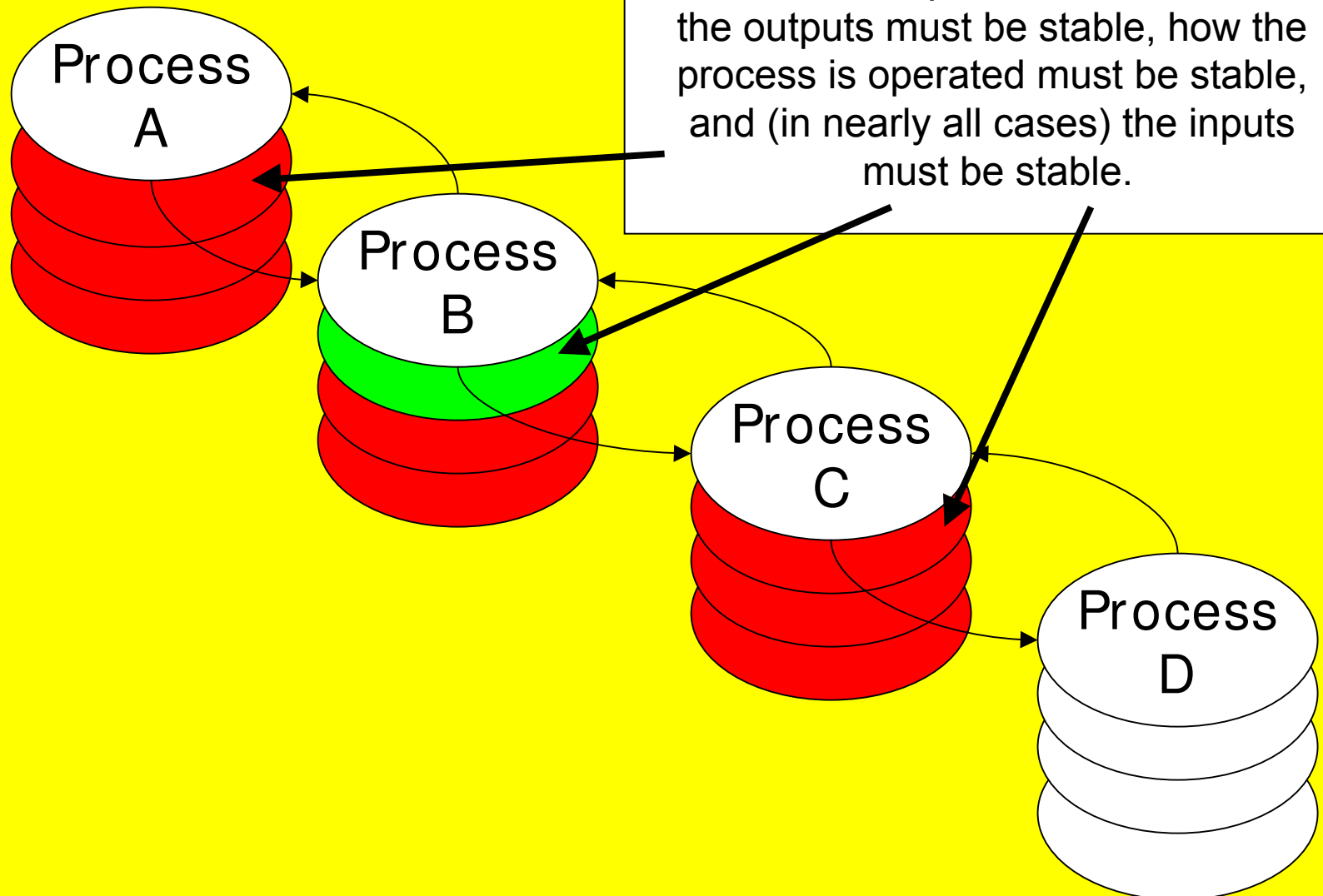
Systematic and sustained improvement of processes and thus the products they produce.

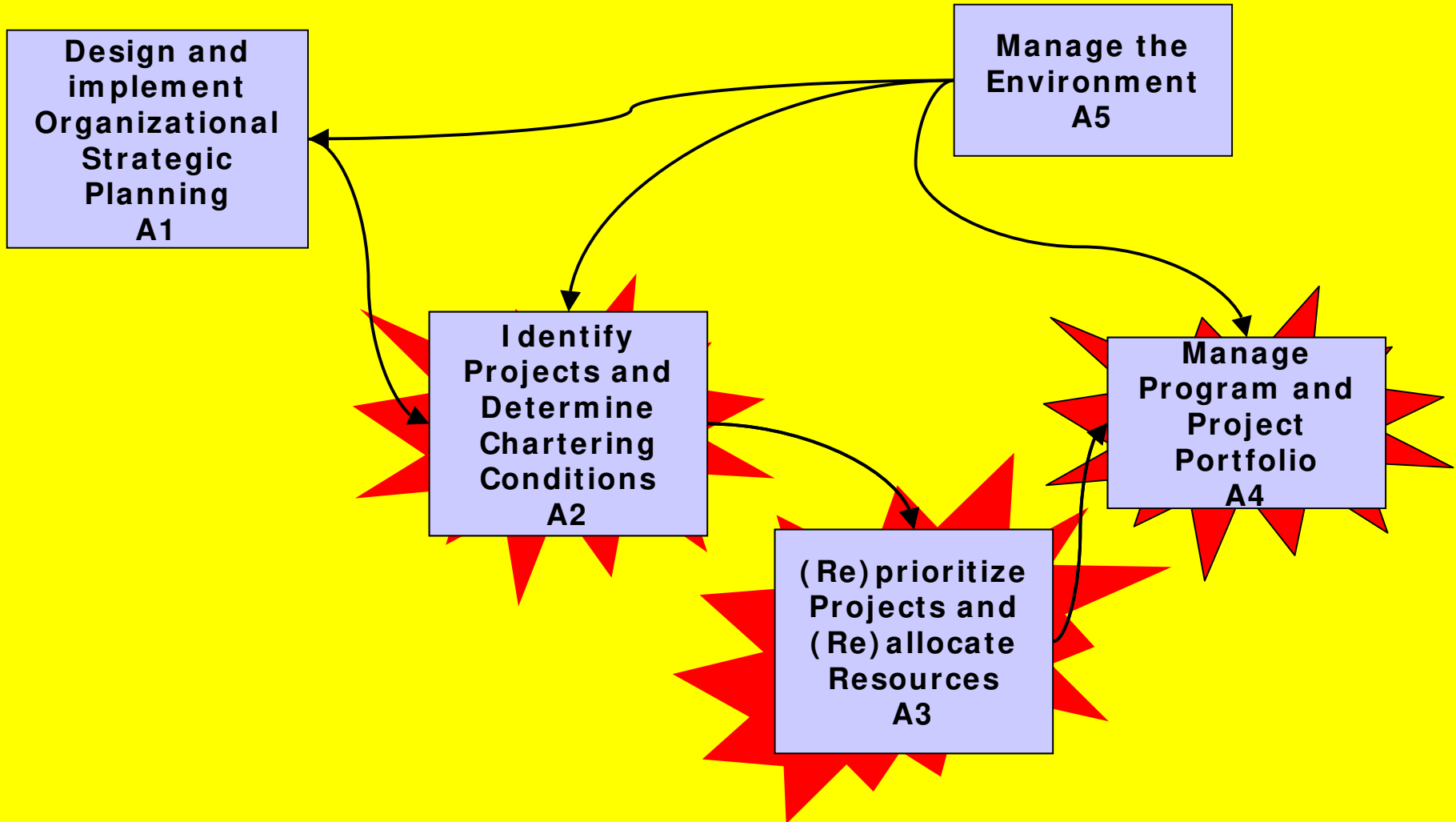
# What-if

In order for a process to be stable, the outputs must be stable, how the process is operated must be stable, and (in nearly all cases) the inputs must be stable.



# What-if







# About This Presentation

Best Practices

+

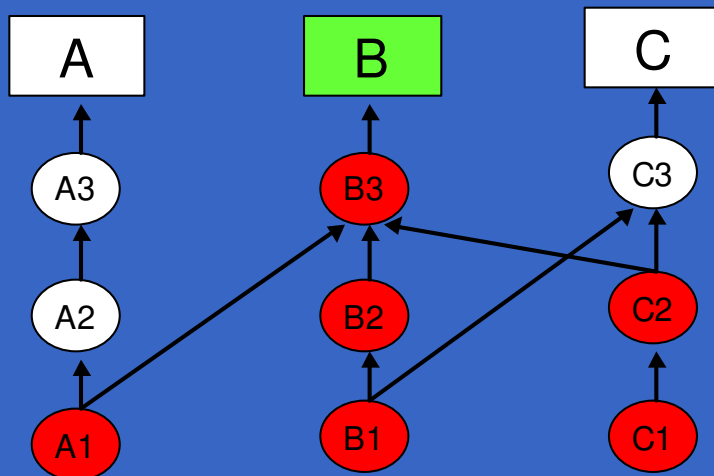
Processes

=

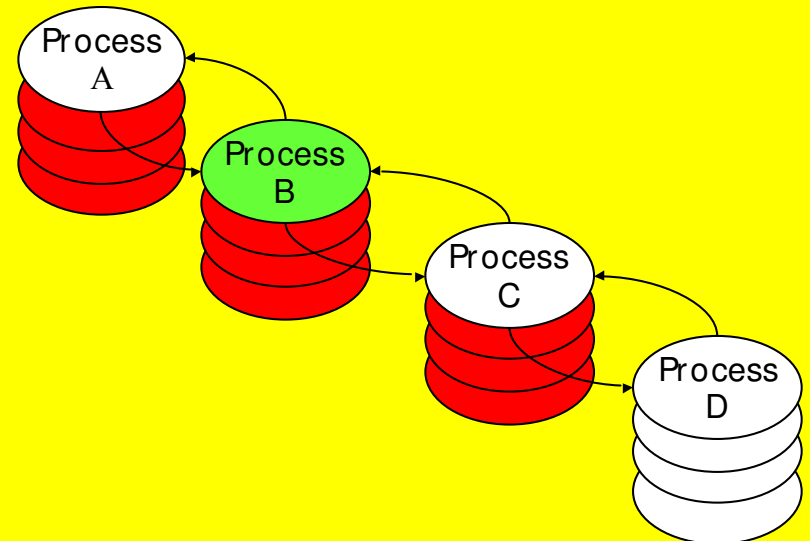
Integrated  
Model  
Design

- The dependency logic of our clusters and the process improvement stages represent our preliminary design.
- We must fully integrate these to achieve a detailed design.

PMI® Dependency Logic



PMI® Process Improvement



- The scope of capabilities represented by OPM3 is a large body of knowledge.
- Organizations may be interested in improving one domain of organizational project management but not all domains.
- The model must allow the user to make intelligent trade-off decisions easily regarding the organization's path to improvement.



- To navigate the model, you must know where you are today, and you must know the routes available to get you where you want to be.
  - Assess your initial condition
  - Identify trade-off's, or what-if scenarios
  - Enable choices
  - Provide recommendations based on your choices





# OPM3 Design

To navigate the journey of performance improvement, you must know where you are and routes to get where you want to be.

Number of  
“best practices”: 161.  
Number of  
capabilities: 689.  
Number of  
outcomes: 799.

organizational project  
management capabilities and  
their corresponding outcomes

Number of key  
performance indicators  
estimated 800+ .

sequence for  
developing  
capabilities

maturity  
model

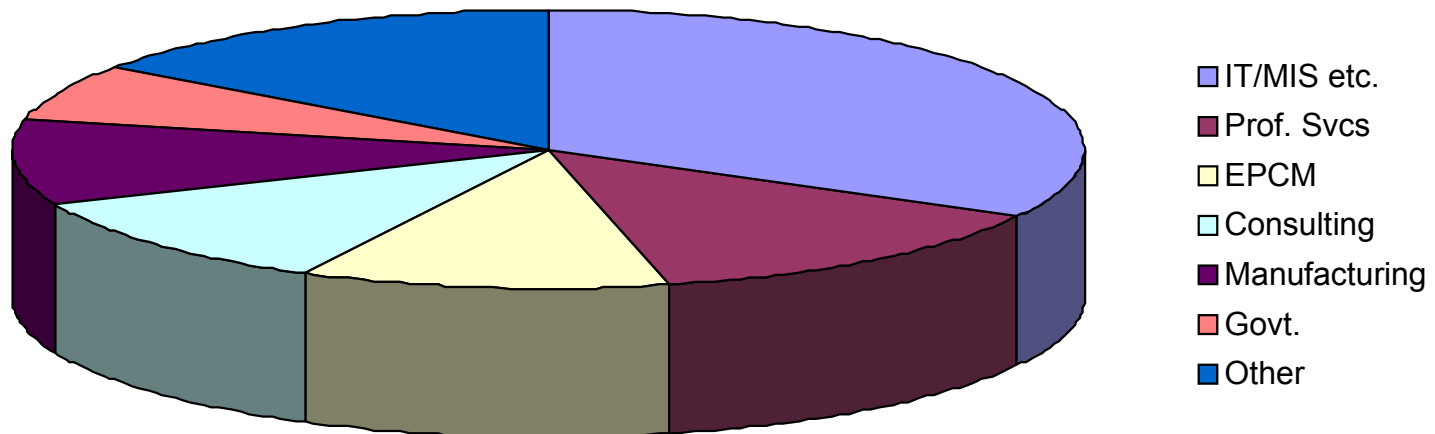
methods for  
assessing  
capabilities

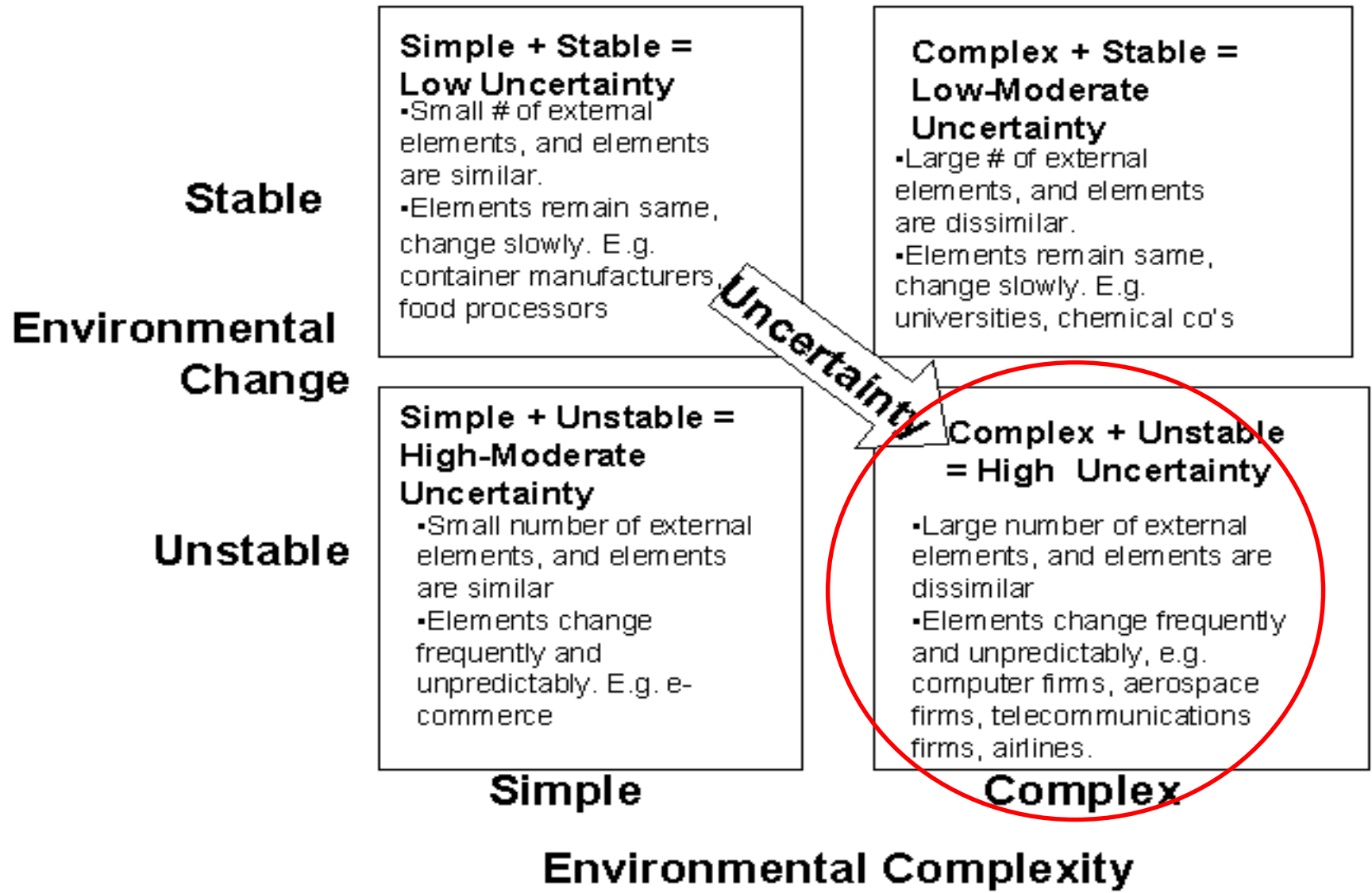
Number of  
relationships: 3,930.

Each of these three dimensions is a necessary condition for the model.

- Research guides our work
  - Extensive surveys of practitioners
  - Exhaustive analysis of existing maturity models

- **Very Strong Response**
  - 1,970 from 10,000 PMI members
  - 75%+ invited return surveys
- **Respondents**
  - 56%+ work in large organizations (>5,000)
  - 66%+ see business environment changes every 5 years or less.
  - 33% deliver solutions, 33% do all types of project.
  - 63% complete projects in <1 year.
  - 45% are full-time PMs in multi-project environment.





- **Maturity Issues**

- 66%+ have project selection criteria.
- 66%+ explicitly align projects → strategy
- BUT only 25% have well-balanced portfolios.

- ***PMBOK® Guide* Issues**

- 80%+ desire OPM3 ↔ PMBOK® link.
- 85%+ want self-assessment & uniform 3<sup>rd</sup> party assessments.
- Nearly 90% wish PMI to provide benchmarks across industries



# Survey Highlights

- If you are interested in participating in our next survey to refine and prioritize requirements for the model, contact

**FJS3@MINDSPRING.COM**

**or**

**[lisa.kruszewski@pmi.org](mailto:lisa.kruszewski@pmi.org)**

- **Realistic & Credible**
  - is based on the results of valid test runs in representative organizations that exercise the breadth and depth of the model
- **Accurate**
  - uses a consistent and repeatable method to draw on evidence to assess and characterize organizational capabilities and outcomes at discrete points in the maturity continuum
- **Consistent & Verifiable**
  - provides consistent and valid results from one assessment to the next
  - enables assessments and comparisons between sub-units within a single organization

- Focused on Performance Improvement and the Bottom Line
  - Enables performance improvement recommendations to be derived for each capability of the model
- Practical
  - provides a roadmap for navigating the model toward improved capabilities and outcomes
  - provides the means to justify the investment required to build a project management infrastructure and grow capabilities



- Easy to Use
  - shall be written such that users with the equivalent of a High School Certificate can understand and apply it
  - is accessible (i.e., form factor promotes ease of use).
  - produces automated assessment results that are easily interpreted
  - must facilitate self-assessments; users shall require no assistance to navigate the Model

- **Authoritative**
  - complies with the *PMBOK® Guide*
  - is recognized by appropriate standard-setting bodies (ANSI, IEEE, etc), industry professionals, and thought leaders as the international standard
- **Agent of Change**
  - provides the means to measure how project performance compares with that achieved in organizations using generally accepted best practices

- **Fast**
  - minimizes the time required for organizations to navigate through the model, determine current capabilities, and plot next steps
- **Cost-effective & reasonably priced**
  - optimizes purchase price and cost of application
- **Scalable and Flexible**
  - applies and is effective regardless of the structure, size, culture, industry segment, level of application within a company (for example, Marketing, Finance), maturity level, etc.

- Organization-related
  - addresses the influence of organizational culture, structure, strategy, and change on project performance
- Arbiter/Facilitator
  - shows “cause and effect” – defines the relationship between capabilities, the success of projects and measures of organizational effectiveness.

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**or**

**[lisa.kruszewski@pmi.org](mailto:lisa.kruszewski@pmi.org)**



- More than 30 models used to assess PM Maturity.
  - Quality derivatives.
  - CMM derivatives.
  - Individually or corporately developed.
- No existing maturity model addresses all of the issues raised by our research

- Let's imagine what the OPM3 product might look like.
- Something that enables quick yet intelligent trade-off decisions regarding improvement efforts through self-assessment and what-if scenarios.
- Something aligned to the *PMBOK® Guide*.
- Organizes rich content in a meaningful way, i.e. by processes.







**Welcome to the OPM3 web site. Tell us about your organization:**

- Organization Definition**
- Structure**
- Size**
- Strategic Priorities**
- Number of Projects**

**Press the submit button below to store this information and begin navigation of the OPM3!**

**SUBMIT**



## Initial Capabilities Baseline

Question 1: \_\_\_\_\_

Question 2: \_\_\_\_\_

Question 3: \_\_\_\_\_

Question 4: \_\_\_\_\_

Question N: \_\_\_\_\_

**SUBMIT**



**What domains of organizational project management do you wish to improve?**

**Process Area A: \_\_\_NO\_\_\_**

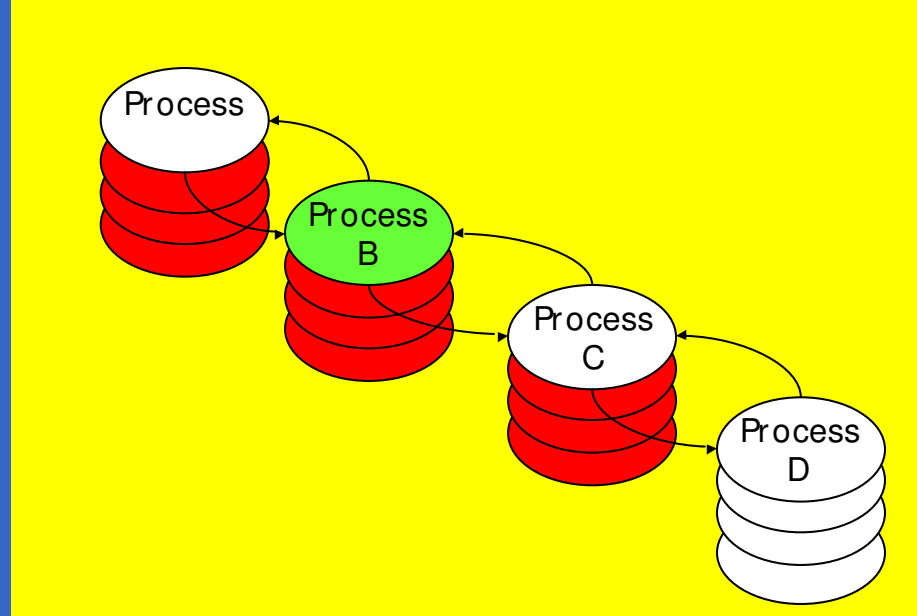
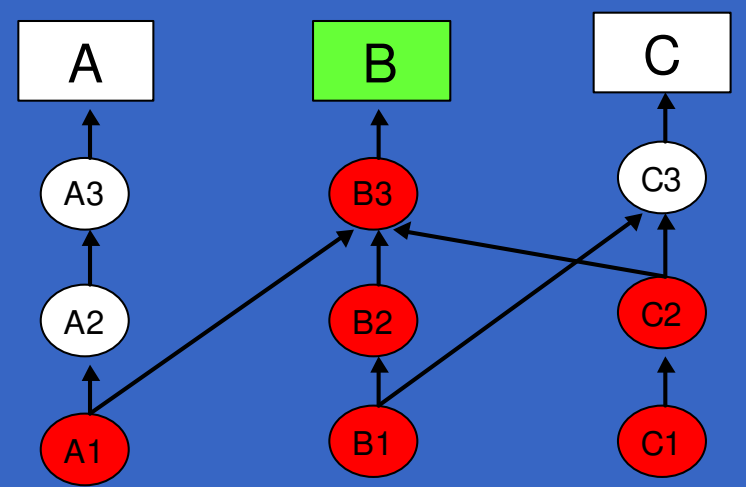
**Process Area B: \_\_\_YES\_\_\_**

**Process Area C: \_\_\_NO\_\_\_**

**Process Area D: \_\_\_NO\_\_\_**

**SUBMIT**

- To achieve advanced capabilities, organization must have basic prerequisites in place.
- The model must clearly demonstrate what is required in order to achieve maturity in areas of interest.







[Link to navigation paths \(sequence of capability development\) and capability descriptions here.](#)

[Link to relevant sections of the \*PMBOK\*® \*Guide\* or access the full online version here.](#)

[After you have developed the appropriate capabilities, click here to evaluate your current position within the model.](#)



## Second Capabilities Baseline

Question 1: \_\_\_\_\_

Question 2: \_\_\_\_\_

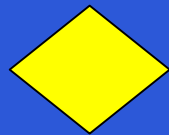
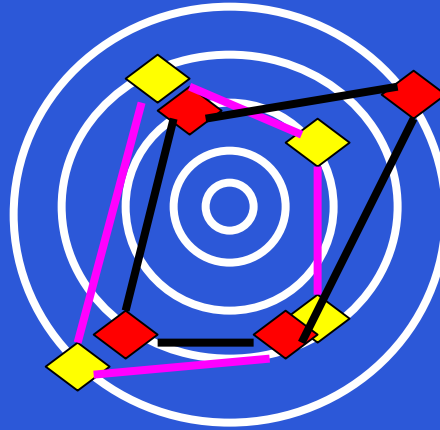
Question 3: \_\_\_\_\_

Question 4: \_\_\_\_\_

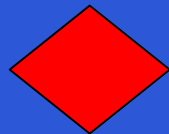
Question N: \_\_\_\_\_

**SUBMIT**

## RESULTS



your original goal

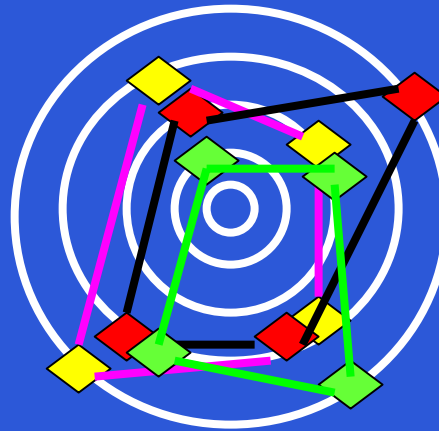


your current state



## RESULTS

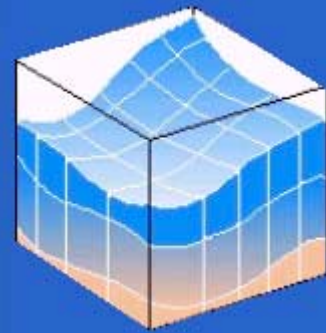
 industry average



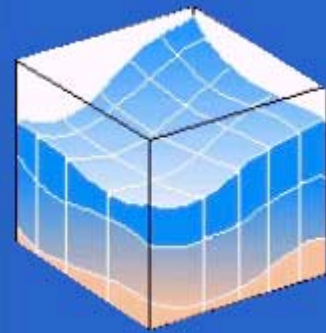
 your original goal

 your current state

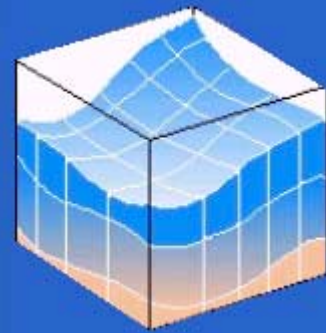
- Once the model is integrated, and navigation standards have been developed, Beta Testing will begin.
- Beta Testing will involve limited deployment of the model within a variety of organizations who will provide feedback to help us refine the model before its release at large.



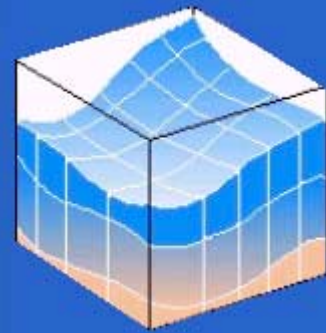
- Beta Test Site organizations must demonstrate the commitment of an Executive Sponsor who has a clear and tangible objective for the engagement, and who has the authority to commit the resources and funds required to conduct the engagement.



- In general, a significant cross-section of the organization should be represented, from the executive (strategic) decision-making to the management (operational) to the project team (tactical) levels.



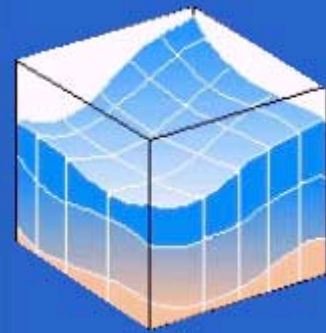
- The Beta Test Site's should plan for a number of visits and follow-ups depending on the size of the organization being assessed.
- Resources required by the OPM3 team will be discussed and provided by the Beta Test Site.



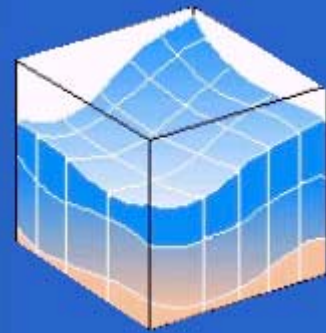


# Beta Testing

- PMI will discuss the intellectual property requirements with firms, as necessary.
- The Beta Test Site's sponsor will be provided the background of each OPM3 team member to determine if a conflict of interest may exist.
- The Beta Test Site sponsor will provide feedback to the OPM3 Beta Test Team for improving the OPM3 model and standard.
- Want to be a Beta Test Site? Contact [lisa.kruszewski@pmi.org](mailto:lisa.kruszewski@pmi.org)



- The tragedies of September 11th have had an impact on our timeline, which we are re-evaluating now.
- Please be patient with us until we republish our schedule.



- Questions?
- [model@tpmg.net](mailto:model@tpmg.net)

