OPM3 Engagements Process

The OneWayForward Inc.

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The OneWayForward Inc. is a sole proprietary management consultation firm, certified since 2012 to apply the OPM3® Assessment and Improvement methodologies.
We use our own developed EXCLUSIVE tools to conduct our assessments and improvements.

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A brief statement on what is OPM3:

About Project Management and Organizational Project Management Maturity

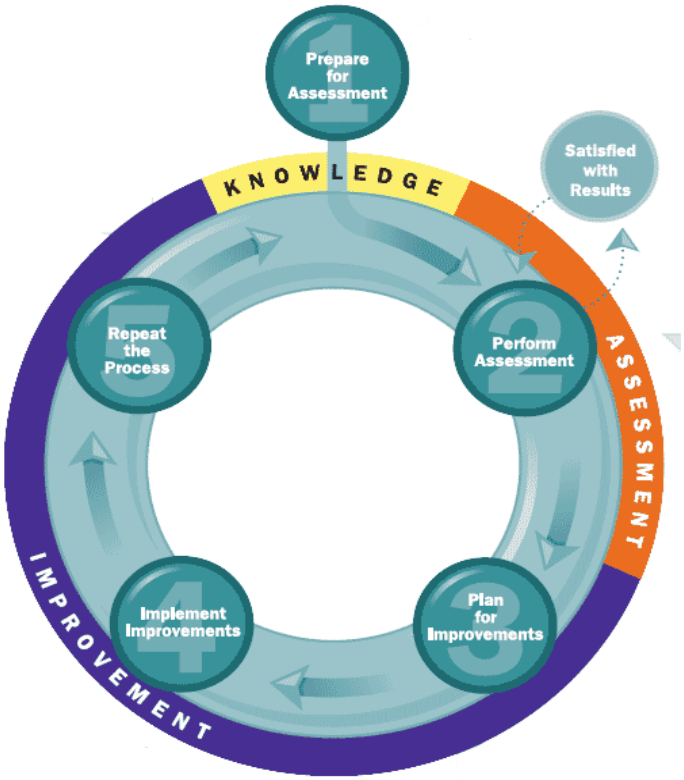
Project management provides organizations with the knowledge, skills, tools and techniques to help plan and execute projects on time and on budget. According to the *PMBOK*® Guide, project management is accomplished through the use of Process Groups, such as Initiating, Planning, Executing, Controlling and Closing.

With increasing competition within all industries and professions, organizations worldwide are embracing project management as a way to successfully complete projects and achieve organizational goals.

Organizational project management focuses on the clear correlation between an organization's capabilities in the management of projects, programs and portfolios and its effectiveness in implementing strategy, which directly impacts its financial results. The degree to which an organization practices this type of project management is referred to as its organizational project management maturity.

About *OPM3*

Developed under the stewardship of the Project Management Institute (PMI), *OPM3* is an acronym for the Organizational Project Management Maturity Model. It is a standard unlike other contemporary maturity models currently available.



OPM3 has three interlocking elements: Knowledge, Assessment and Improvement:

In the Knowledge element the user becomes proficient in *OPM3*, comfortable with the body of Best Practices knowledge it contains, with the idea of organizational project management, with organizational project management maturity, and with the concepts of *OPM3*.

In the Assessment element, which we have completed with this final report, the organization is compared to *OPM3* to determine its current location on the continuum of organizational project management maturity.

In the Improvement element, organizations that decide to move ahead with change initiatives leading to increased maturity can use the results of the Assessment as a basis for planning, and move forward to implement a plan for achieving business performance process improvement.

The Benefits of *OPM3*

- Advance strategic interests through the efficient and successful execution of projects
- Align strategic goals to successful project completion and understand organizational project management maturity
- Assist growing organizations with planning projects to improve maturity while conserving resources

***OPM3* and Your Organization**

Factors that affect the successful application of *OPM3* include: size, complexity and initial maturity of the organization; thoroughness of the assessment; nature of the organization's strategic objectives; and level of resources available.

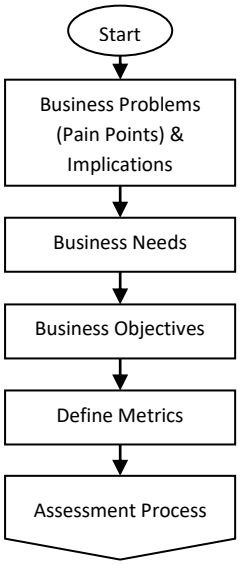
The time period for effective Assessment varies per organization. If an organization decides to act on their Assessment, the time it takes to plan and implement improvements depend on how many Best Practices and related Capabilities an organization decides on at one time.

Assessment and Improvement Tool

Since PMI has retired both software tools used previously for *OPM3* assessments and improvements (the online self-assessment tool and the ProductSuite tool), we have developed our own tools. Our *OPM3* services have become more enhanced and more resilient. We are now using EXCLUSIVE tools for performing our *OPM3* services, which have the following advantages:

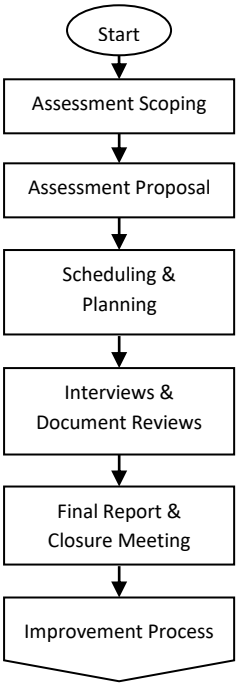
- Compatible with what customers are used to see in previous *OPM3* tools, adopting equivalent methodology and equivalent questions and reports
- Continually updated to the latest editions of the project, program, and portfolio management standards (as compared to the ProductSuite tool which was outdated and wasn't upgraded since 2013 until retired in 2015)
- More reliable and resilient services, as we are using our own tools that are available for us at anytime and anywhere, an enhancement over the ProductSuite tool which repeatedly had backend server failures and front end client technical troubles on various operating systems and hindered consultants job
- Our tools and contents of assessments and improvements are developed and maintained under supervision by Ms. Rania Al-Maghraby, world's topmost scored *OPM3* certified professional in the *OPM3* certification history
- We provide all of our *OPM3* consultation services and deliverables in both Arabic and English language

The following steps depict the process we follow in conducting OPM3 Assessment and Improvement Engagements:



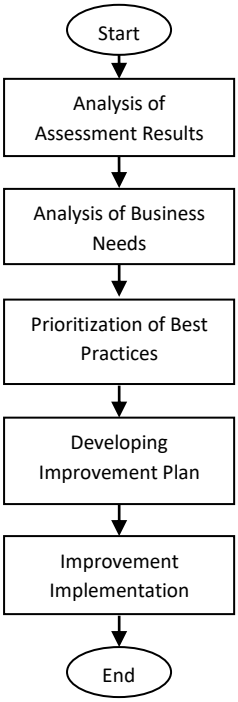
Our Approach is a Business Improvement Approach

We first discuss with you to do situational analysis of your organizational project management status. Together, we identify your organization's problems and the impacts these problems are causing on your performance and business conduct. From this identification, we can touch on your specific needs for improvement. We agree together on the targeted tangible and intangible benefits you aim for. Baseline metrics are then agreed upon so that we can take 'before' and 'after' measures that can be used to benchmark our progress in the endeavor of improving your organization. *Heading now towards current state assessment …*



Project Management Maturity Assessment

We begin assessment of your project management maturity by scoping the assessment in coordination with your main contact person or the project sponsor, in terms of defining the organization that will be assessed, the project management best practices that need to be addressed, the people who will be interviewed, and the number of interviews. Based on that, we will send to you a proposal, including the financial quote and estimated duration. Upon acceptance from you of the proposal, we will develop the assessment plan, including scheduling of all interview slots and duration of each, and any offline work time. On the agreed start date, and according to the planned schedule, interviews will be held at your premises, or remotely by phone, depending on the agreed arrangements and size of work. After all necessary activities pertaining to the assessment are completed, we will prepare a final assessment report for you, and schedule and closing meeting. *Here you go, you are now armed to spark on improvement …*

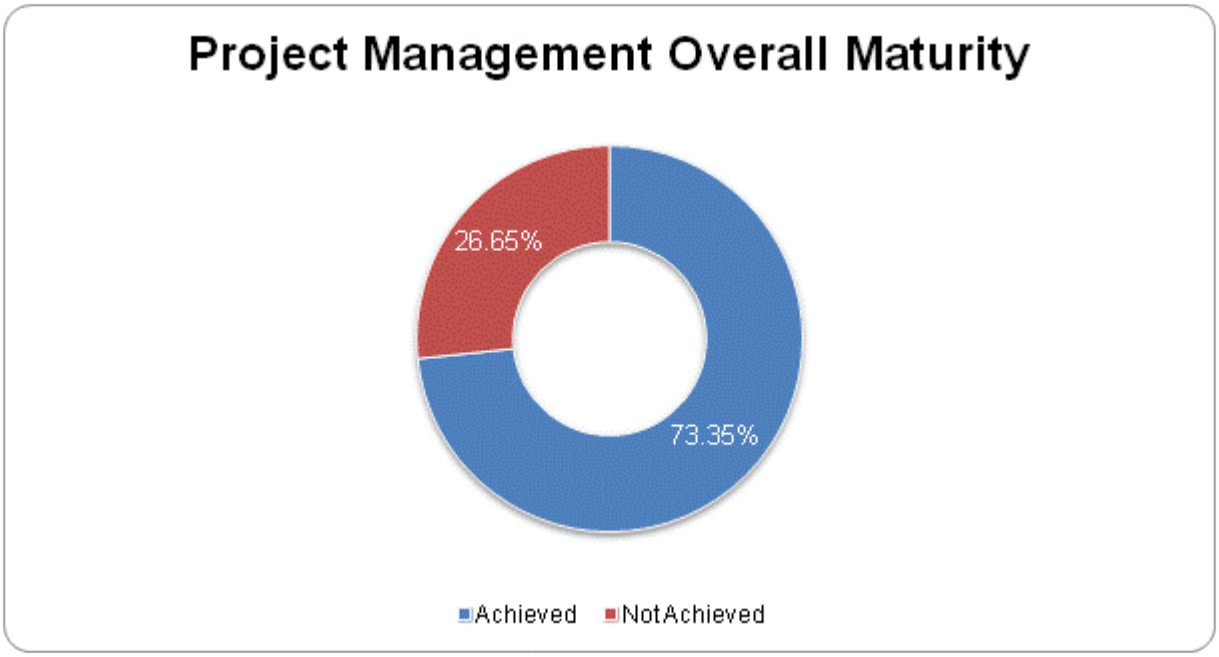


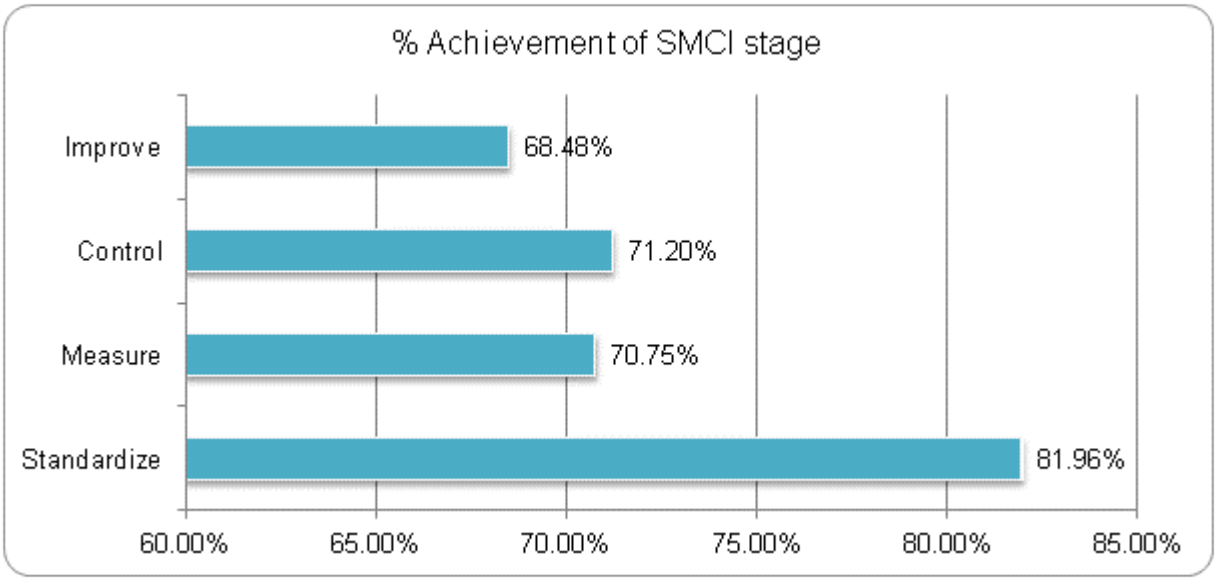
Project Management Maturity Improvement

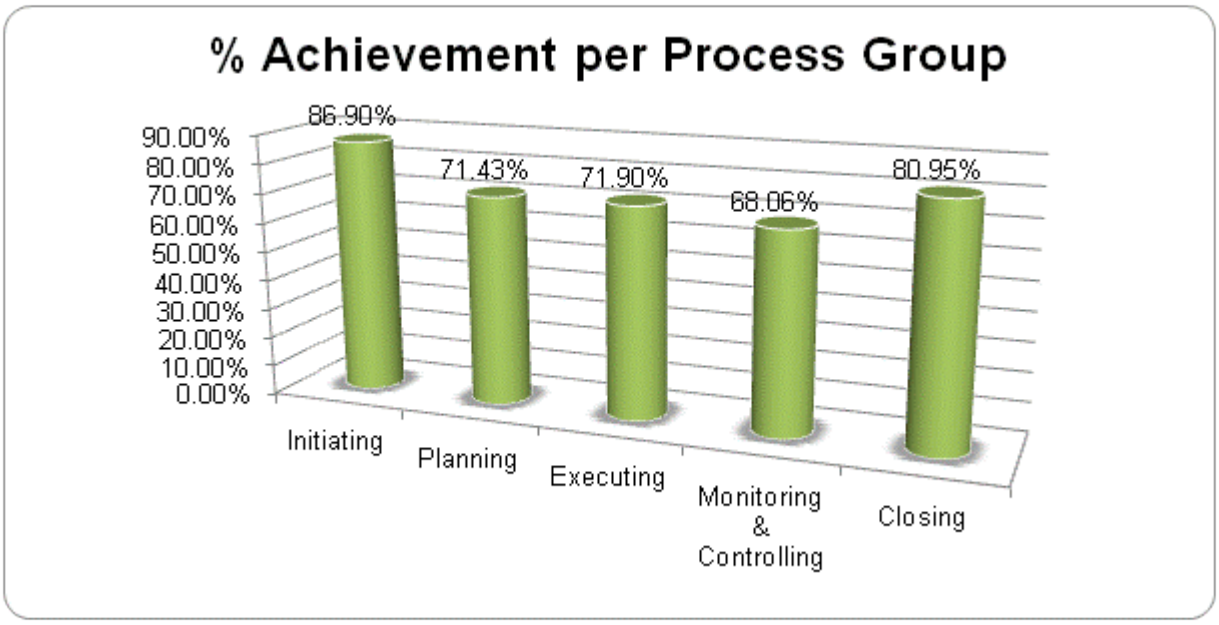
The improvement phase builds on the results of the assessment. We will analyze which best practices that were found to be already existing in your organization, and which are not achieved. Based on your business needs and targeted benefits, the missing best practices will be prioritized for implementation, taking in consideration improvement implementation constraints, like budget and time. We may not need to prioritize if you are agreed to implement all of the missed best practices or if they are limited. The improvement plan will be developed to formulate the schedule and resources of the implementation effort of the selected best practices. We will then work with you on implementing your improvement plan, unless you choose to implement it using your internal resources. An 'after' image of the initially defined business metrics will be taken to assess improvement effect. *Pick up your fruits, and continually repeat the cycle …*

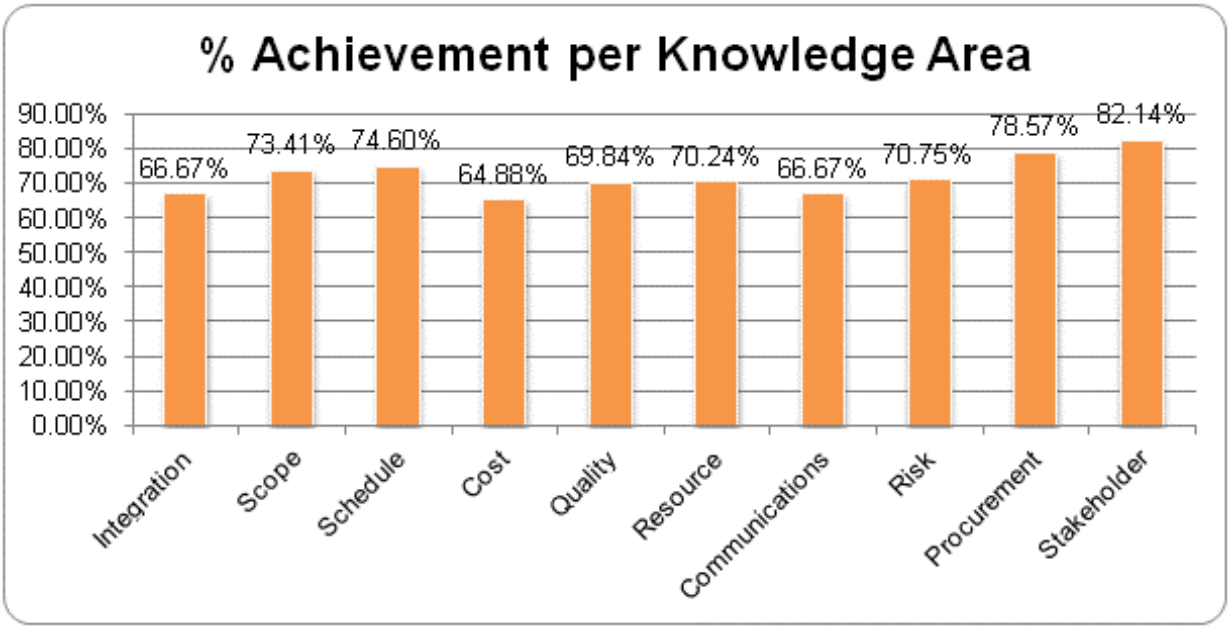
Samples of the insight you will get about how your organization is doing:

The following charts show you what to expect of the information you will receive from the assessment and improvement project using our own EXCLUSIVE tool. The following are results of assessment of the Project Management domain based on fictitious sample data.

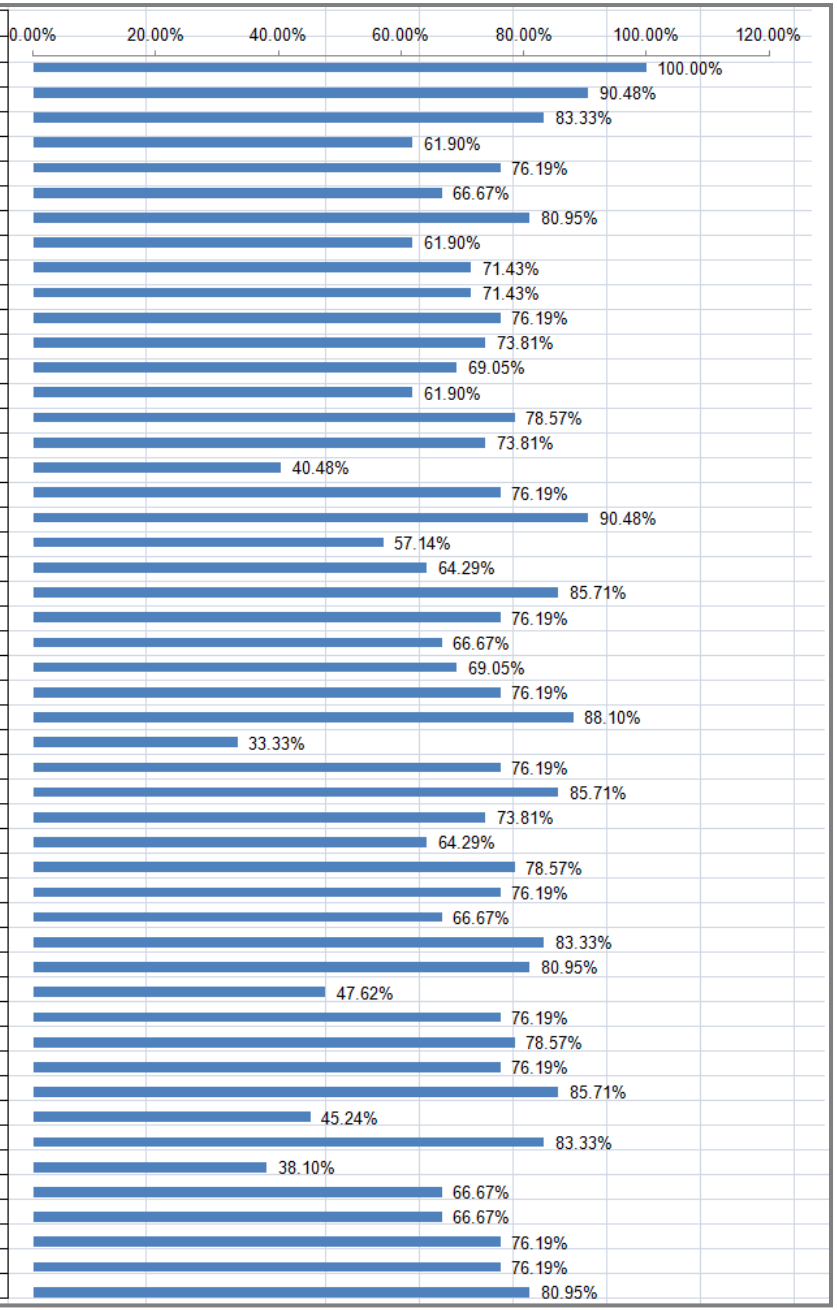





% Achievement per Process Group
90.00%
80.00%
70.00%
60.00%
50.00%
40.00%
30.00%
20.00%
10.00%
0.00%
86.90%
71.43%
71.90%
68.06%
80.95%
Initiating
Planning
Executing
Monitoring & Controlling
Closing


% Achievement per Knowledge Area
90.00%
80.00%
70.00%
60.00%
50.00%
40.00%
30.00%
20.00%
10.00%
0.00%
66.67%
73.41%
74.60%
64.88%
69.84%
70.24%
66.67%
70.75%
78.57%
82.14%
Integration
Scope
Schedule
Cost
Quality
Resource
Communications
Risk
Procurement
Stakeholder

Individual Process Score			
Process	**Available Score**	**Awarded Score**	**% Score**
Process Ownership	141	141	100.00%
Develop Project Charter	42	38	90.48%
Identify Stakeholders	42	35	83.33%
Develop Project Management Plan	42	26	61.90%
Plan Scope Management	42	32	76.19%
Collect Requirements	42	28	66.67%
Define Scope	42	34	80.95%
Create WBS	42	26	61.90%
Plan Schedule Management	42	30	71.43%
Define Activities	42	30	71.43%
Sequence Activities	42	32	76.19%
Estimate Activity Durations	42	31	73.81%
Develop Schedule	42	29	69.05%
Plan Cost Management	42	26	61.90%
Estimate Costs	42	33	78.57%
Determine Budget	42	31	73.81%
Plan Quality Management	42	17	40.48%
Plan Resource Management	42	32	76.19%
Estimate Activity Resources	42	38	90.48%
Plan Communications Management	42	24	57.14%
Plan Risk Management	42	27	64.29%
Identify Risks	42	36	85.71%
Perform Qualitative Risk Analysis	42	32	76.19%
Perform Quantitative Risk Analysis	42	28	66.67%
Plan Risk Responses	42	29	69.05%
Plan Procurement Management	42	32	76.19%
Plan Stakeholder Engagement	42	37	88.10%
Direct and Manage Project Work	42	14	33.33%
Manage Project Knowledge	42	32	76.19%
Manage Quality	42	36	85.71%
Acquire Resources	42	31	73.81%
Develop Team	42	27	64.29%
Manage Team	42	33	78.57%
Manage Communications	42	32	76.19%
Implement Risk Responses	42	28	66.67%
Conduct Procurements	42	35	83.33%
Manage Stakeholder Engagement	42	34	80.95%
Monitor and Control Project Work	42	20	47.62%
Perform Integrated Change Control	42	32	76.19%
Validate Scope	42	33	78.57%
Control Scope	42	32	76.19%
Control Schedule	42	36	85.71%
Control Costs	42	19	45.24%
Control Quality	42	35	83.33%
Control Resources	42	16	38.10%
Monitor Communications	42	28	66.67%
Monitor Risks	42	28	66.67%
Control Procurements	42	32	76.19%
Monitor Stakeholder Engagement	42	32	76.19%
Close Project or Phase	42	34	80.95%



Process	Standardize BP	Measure BP	Control BP	Improve BP	# of BPs Achieved
Develop Project Charter	9	13	9	7	2
Identify Stakeholders	9	12	5	9	2
Develop Project Management Plan	5	15	3	3	1
Plan Scope Management	7	11	8	6	0
Collect Requirements	6	9	4	9	1
Define Scope	5	15	9	5	2
Create WBS	9	9	4	4	1
Plan Schedule Management	6	10	6	8	0
Define Activities	5	10	9	6	1
Sequence Activities	6	9	8	9	1
Estimate Activity Durations	9	6	9	7	2
Develop Schedule	8	10	6	5	0
Plan Cost Management	5	12	6	3	0
Estimate Costs	6	15	5	7	1
Determine Budget	7	6	9	9	2
Plan Quality Management	6	0	9	2	1
Plan Resource Management	8	11	8	5	0
Estimate Activity Resources	8	15	6	9	2
Plan Communications Management	5	12	5	2	0
Plan Risk Management	6	9	4	8	0
Identify Risks	9	11	9	7	2
Perform Qualitative Risk Analysis	8	12	9	3	1
Perform Quantitative Risk Analysis	6	11	2	9	1
Plan Risk Responses	6	9	7	7	0
Plan Procurement Management	9	11	6	6	1
Plan Stakeholder Engagement	5	15	8	9	2
Direct and Manage Project Work	7	0	3	4	0
Manage Project Knowledge	9	11	7	5	1
Manage Quality	7	15	5	9	2
Acquire Resources	7	11	7	6	0
Develop Team	6	9	9	3	1
Manage Team	3	15	9	6	2
Manage Communications	8	15	2	7	1
Implement Risk Responses	9	10	4	5	1
Conduct Procurements	6	11	9	9	2
Manage Stakeholder Engagement	7	12	8	7	0
Monitor and Control Project Work	6	6	6	2	0
Perform Integrated Change Control	9	11	6	6	1
Validate Scope	6	15	5	7	1
Control Scope	8	9	6	9	1
Control Schedule	8	13	9	6	1
Control Costs	5	7	5	2	0
Control Quality	7	15	4	9	2
Control Resources	5	4	3	4	0
Monitor Communications	3	9	9	7	1
Monitor Risks	8	9	2	9	1
Control Procurements	9	12	8	3	1
Monitor Stakeholder Engagement	8	11	6	7	0
Close Project or Phase	7	12	9	6	1

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