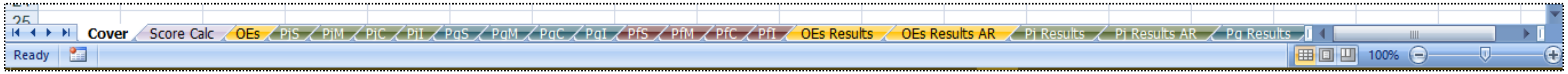
OPM3 Assessment Tool

Version 2.1, 2018

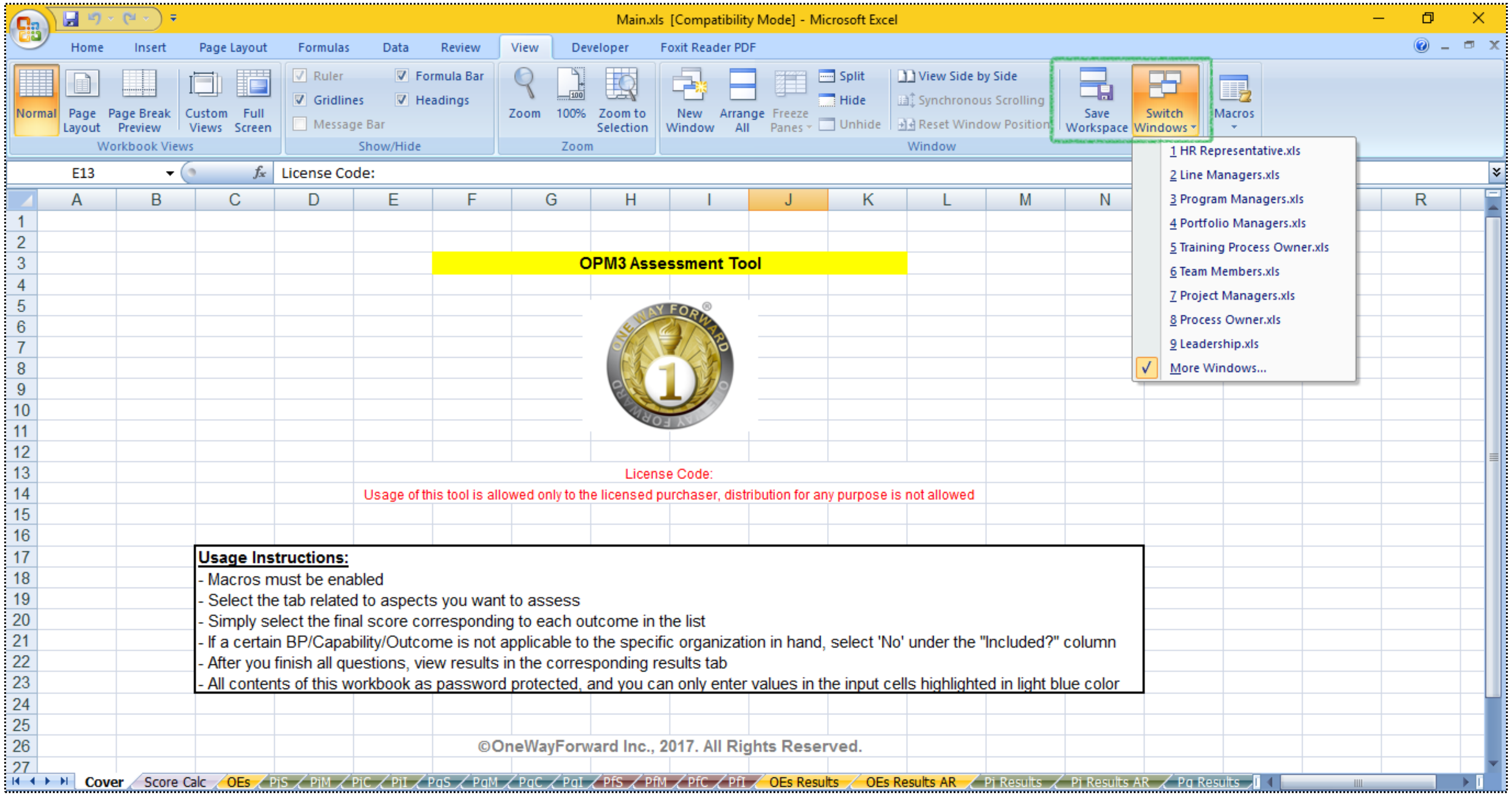
http://www.onewayforward.com

File Structure

The tool consists of a set of files, one main consolidation workbook, and 9 role-based assessment workbooks. The main file is the central control interface for consolidating total scores and generating assessment reports. Moreover, Excel offers the feature of creating workspace file that saves the set of open files if you have work in progress so that you can save all files and reopen all of them at once to resume work later instead of opening files one by one.

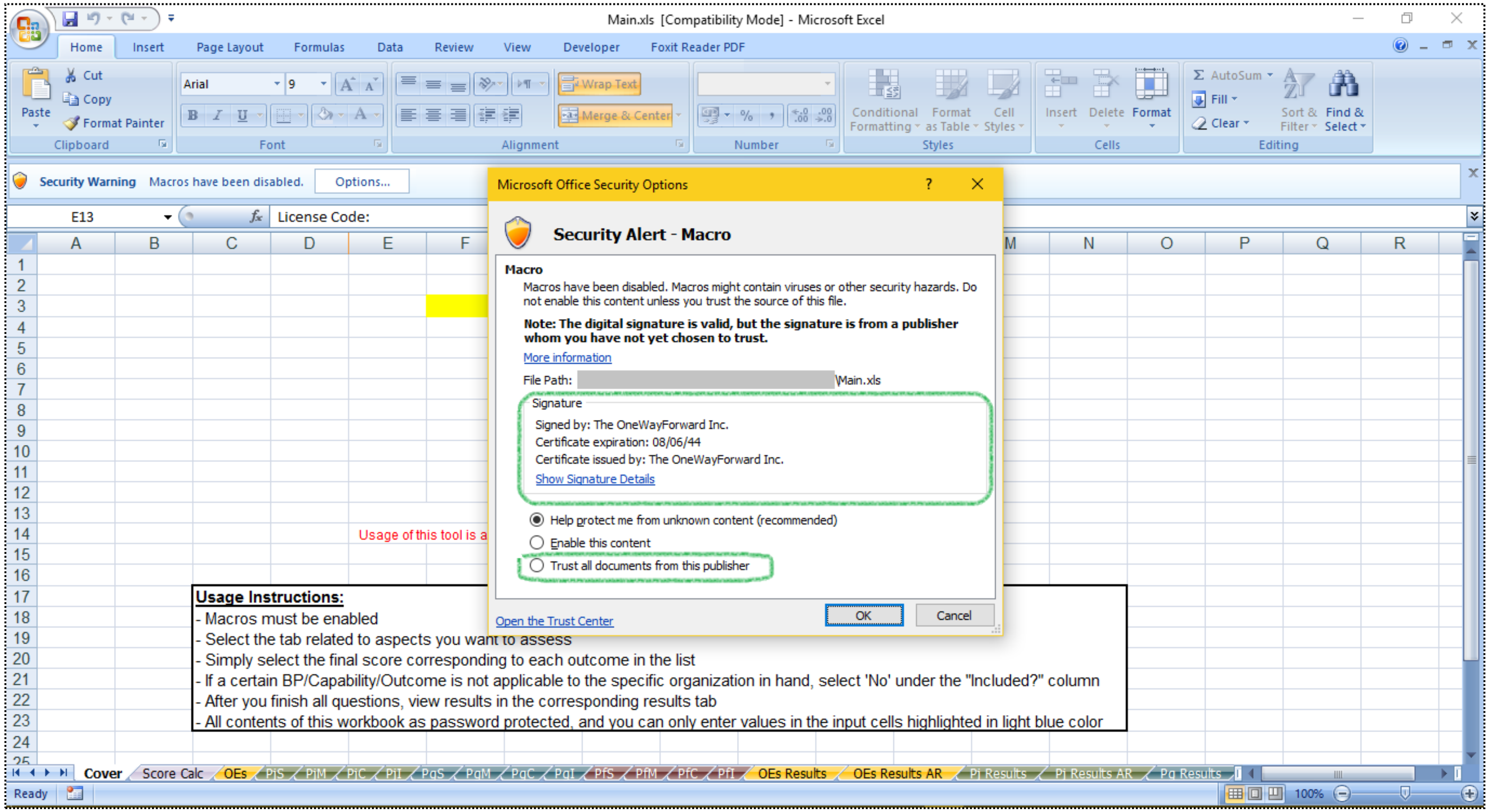


Tabs in the main workbook correspond to each set of assessment questions in a worksheet, classified by domain and by SMCI stage, along with result reports tabs, and a score calculator tab.



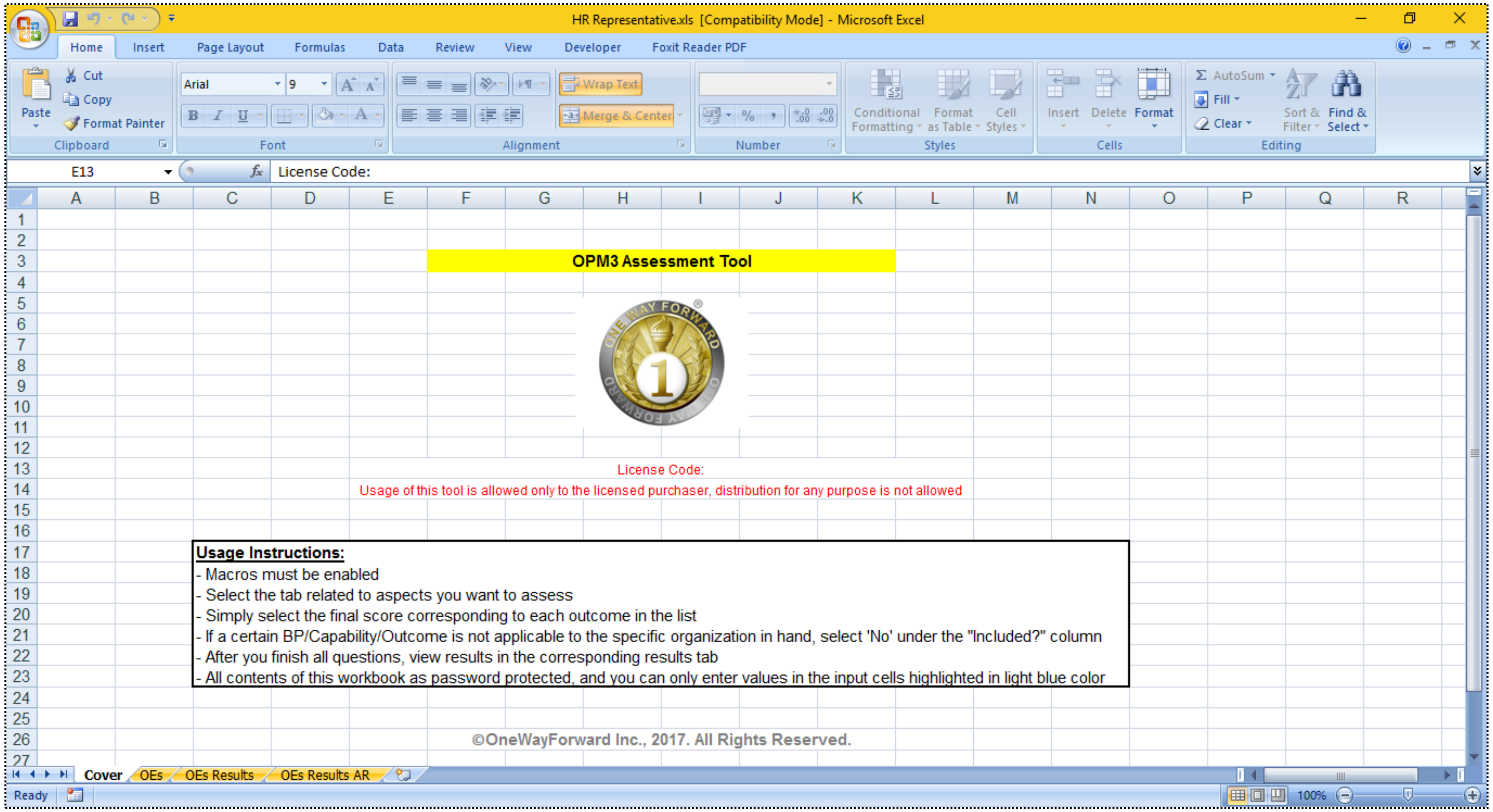
You can simply switch between the main workbook and the role-based workbooks from Excel by navigating to the 'View' menu, under the 'Window' group, where you can find the 'Switch Windows' button. Also from this same location you can find the 'Save Workspace' button if you want to save current work in progress as one workspace file to resume work later.

Use of Macros



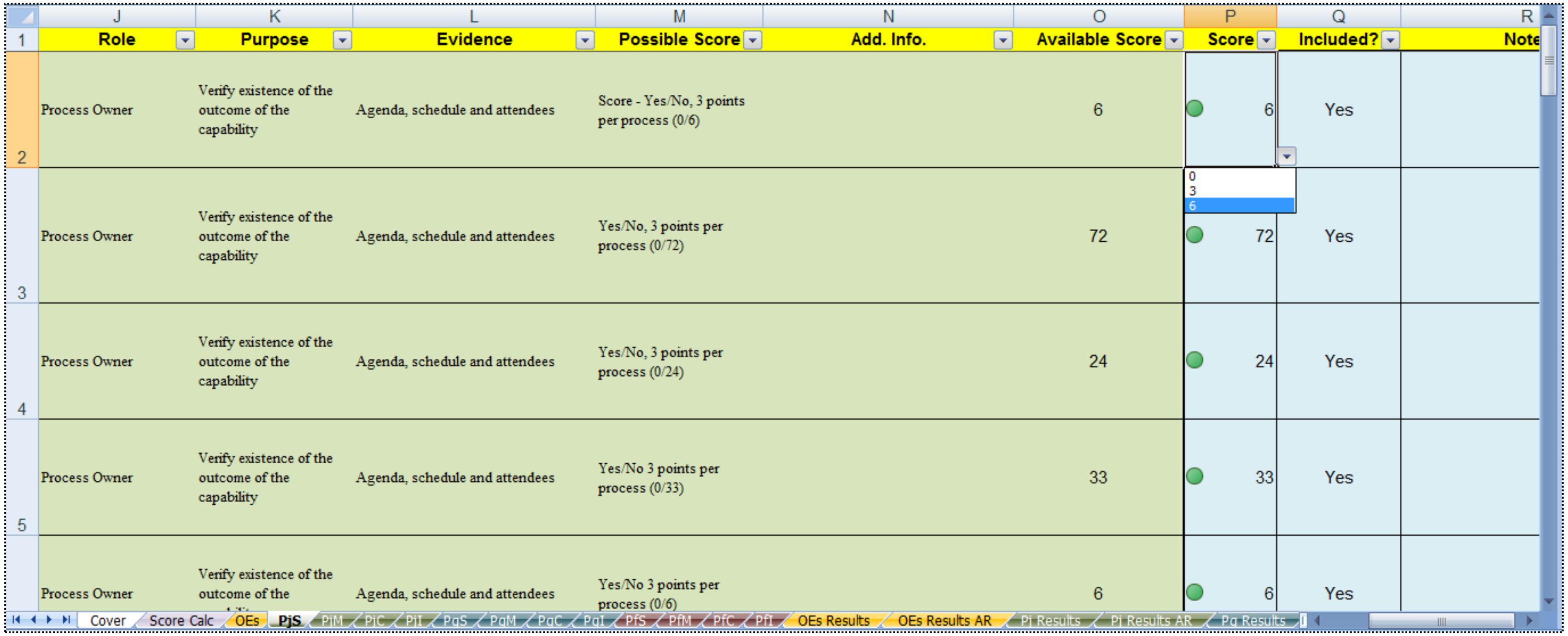
Many of the functionalities of the tool use programming macros embedded in the workbooks. For that reason, you need to enable macros when you use the tool. Once you open any workbook, Excel will notify you that the file contains macros and ask for your permission to enable them. Our macros are certified by a self-signed digital signature certificate with our firm name. You can simply select to trust all documents from this publisher so that you are not warned again each time you open one of the tool workbooks. If you found any other unsigned macro included in the files then you shouldn't trust it because it could have infected you from somewhere else.

Role-based Workbooks



For the role-based workbooks, each of them contains only questions relevant to that role, so that you have a reduced/filtered set of questions when interviewing each role. The above screen capture for example is for the HR Representative role workbook. You will find in each of the role-based workbooks only tabs that contain questions for this role, however all questions related to other roles under this tab are still included for reference only, not editable, meaning that you can only score questions related to that role under these tabs. If you have more than one person for a certain role, you need to enter here the average score of all of them as one score for that role.

Assessment Structure

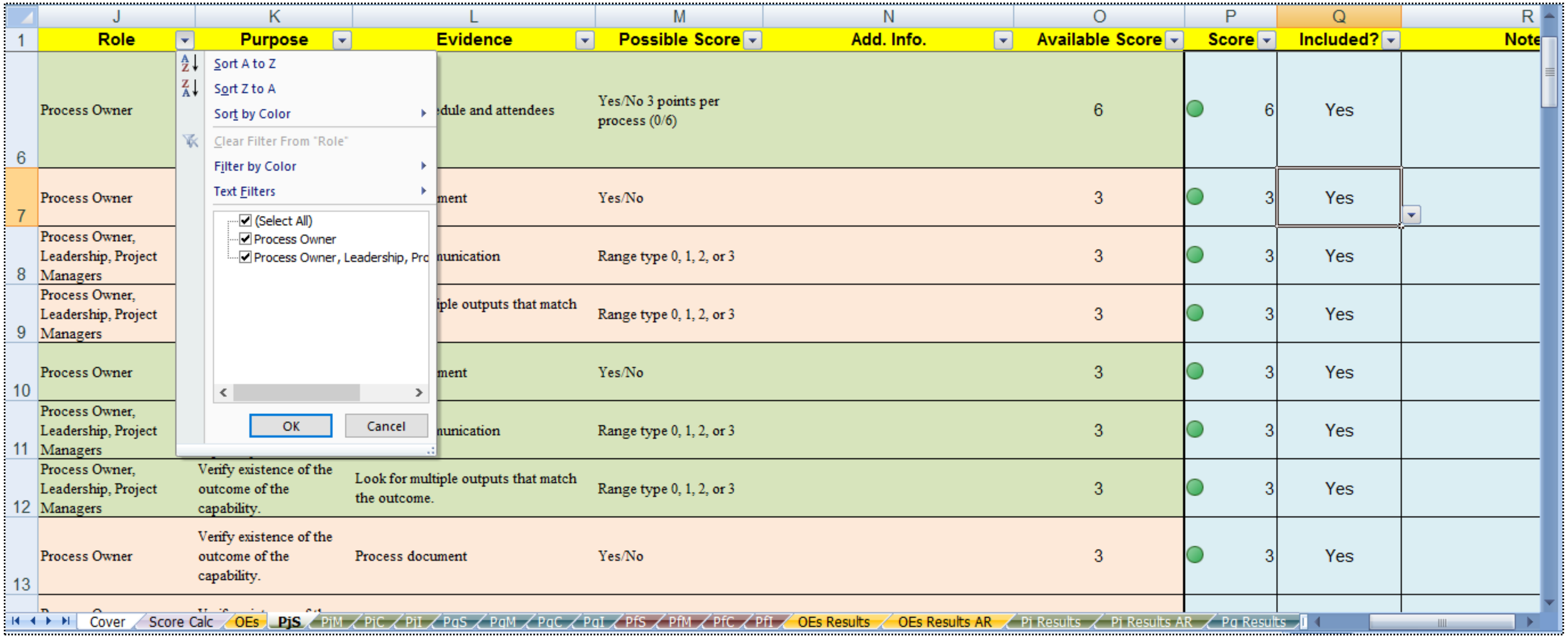


Row	Role	Purpose	Evidence	Possible Score	Add. Info.	Available Score	Score	Included?	Note
2	Process Owner	Verify existence of the outcome of the capability	Agenda, schedule and attendees	Score - Yes/No, 3 points per process (0/6)		6	6	Yes	
3	Process Owner	Verify existence of the outcome of the capability	Agenda, schedule and attendees	Yes/No, 3 points per process (0/72)		72	72	Yes	
4	Process Owner	Verify existence of the outcome of the capability	Agenda, schedule and attendees	Yes/No, 3 points per process (0/24)		24	24	Yes	
5	Process Owner	Verify existence of the outcome of the capability	Agenda, schedule and attendees	Yes/No 3 points per process (0/33)		33	33	Yes	
	Process Owner	Verify existence of the outcome of the	Agenda, schedule and attendees	Yes/No 3 points per process (0/6)		6	6	Yes	

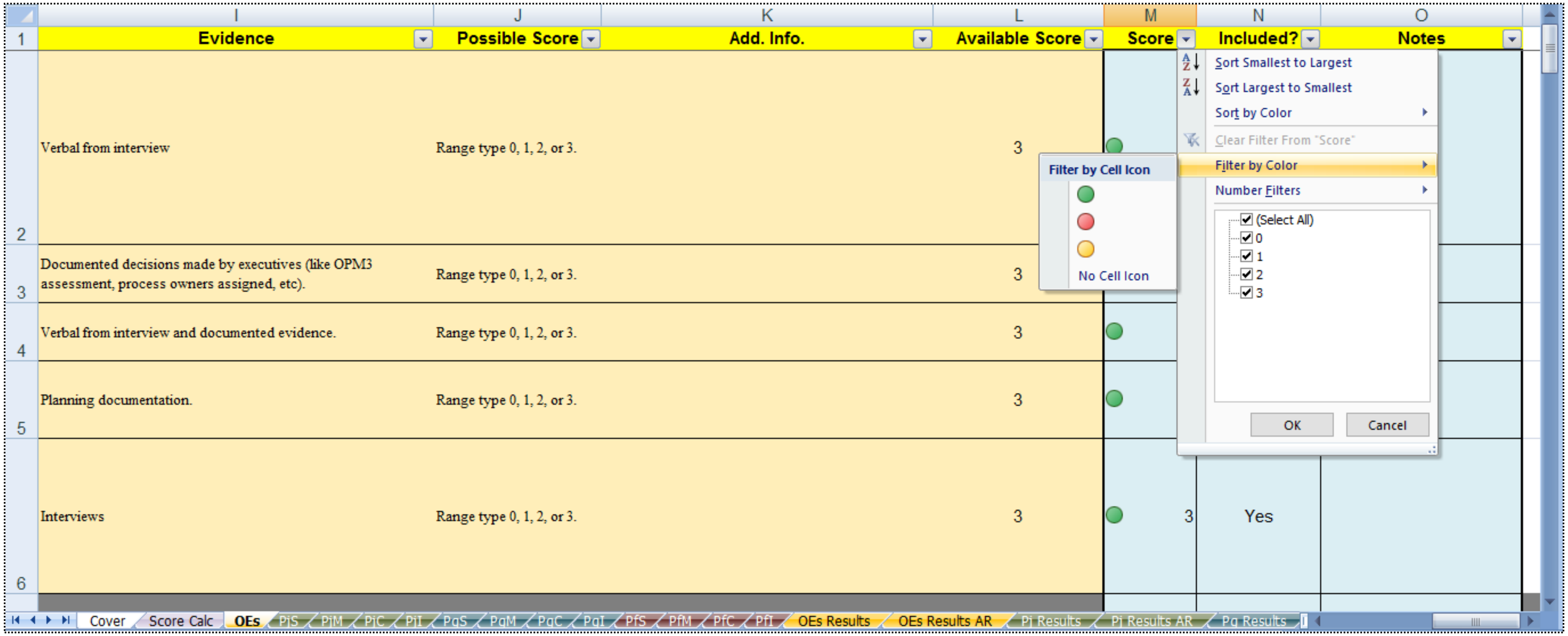
For any of the assessment tabs, you will find a full listing of all information related to domain, process group/lifecycle phase, knowledge area/performance domain, process/activity, capabilities, outcomes, role, purpose, evidence, possible score, additional information, and available score, which are all for reference only and not editable. There is no best practice column because best practices of processes in each domain are implied by the SMCI stage tabs. Best Practice column is included in the OEs sheet only. Next comes the scoring fields that include the given score, and whether the question is included in scope (Yes) or not included (No, meaning that the question is 'not applicable'), and a notes area. Scores are selected from a drop-down list based on the type of each question (Yes/No or Range), and values entered manually are validated based on these conditions.

	Role	Purpose	Evidence	Possible Score	Add. Info.	Available Score	Score	Included?	Note
6	Process Owner	Verify existence of the outcome of the capability	Agenda, schedule and attendees	Yes/No 3 points per process (0/6)		6	6	Yes	
7	Process Owner	Verify existence of the outcome of the capability.	Process document	Yes/No		3	3	Yes	
8	Process Owner, Leadership, Project Managers	Verify existence of the outcome of the capability.	Proof of communication	Range type 0, 1, 2, or 3		3	3	Yes	
9	Process Owner, Leadership, Project Managers	Verify existence of the outcome of the capability.	Look for multiple outputs that match the outcome.	Range type 0, 1, 2, or 3		3	3	Yes	
10	Process Owner	Verify existence of the outcome of the capability.	Process document	Yes/No		3	3	Yes	
11	Process Owner, Leadership, Project Managers	Verify existence of the outcome of the capability.	Proof of communication	Range type 0, 1, 2, or 3		3	3	Yes	
12	Process Owner, Leadership, Project Managers	Verify existence of the outcome of the capability.	Look for multiple outputs that match the outcome.	Range type 0, 1, 2, or 3		3	3	Yes	
13	Process Owner	Verify existence of the outcome of the capability.	Process document	Yes/No		3	3	Yes	

Once a certain question is set as 'not included' the score filed is set to zero and is disabled, and at the same time the available sore is set to zero so that the question is excluded from the total sums of consolidated calculation. The 'included' field works only in the main workbook, and if a certain question is set as 'not included' in the main workbook then scores in the individual role-based workbooks are not taken in account when calculating the total consolidated scores.

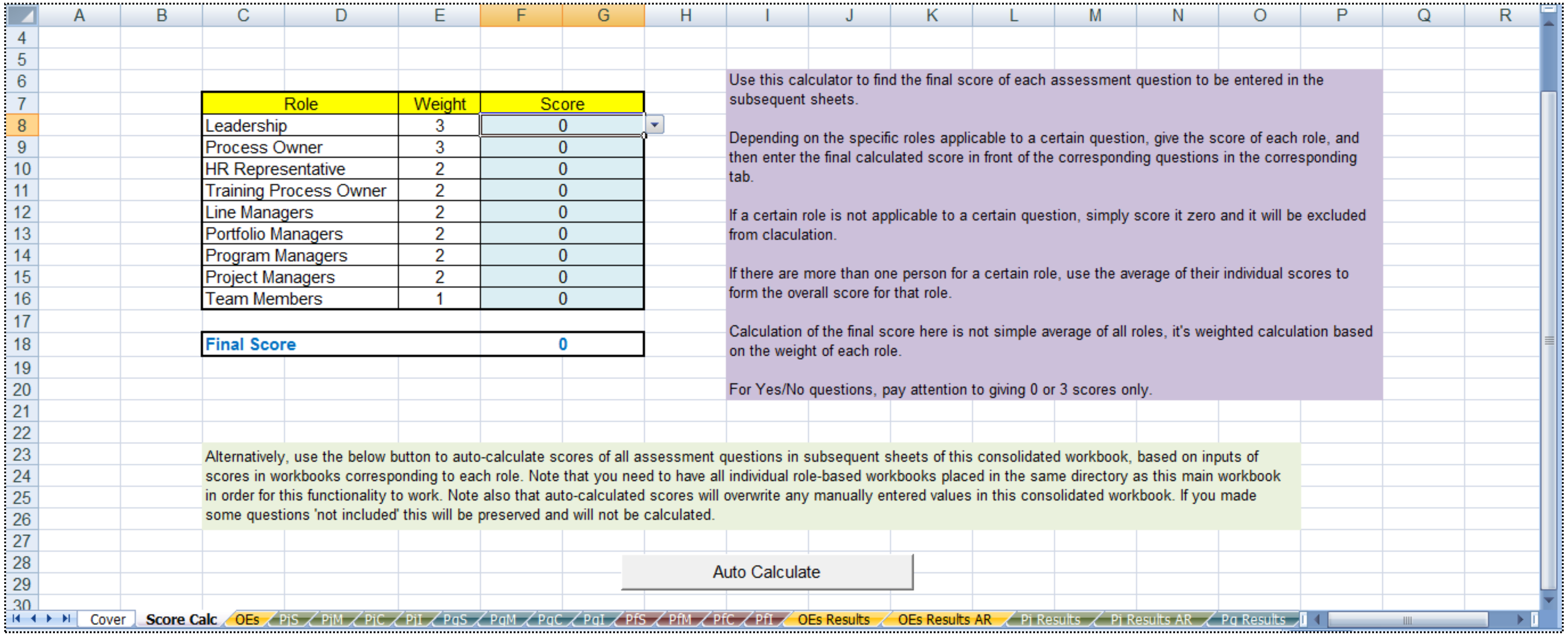


Features of the assessment tabs allow filtering/sorting by any of the listed columns. For example, you can filter by specific role to see only questions applicable to this role, or you can filter by the 'included' field to see what you included or excluded from the assessment, or you can filter by score to see capabilities that are not fulfilled (any score less than 3), or filter by color (red = less than 50% score, yellow = less than 100% score, and green = full score).

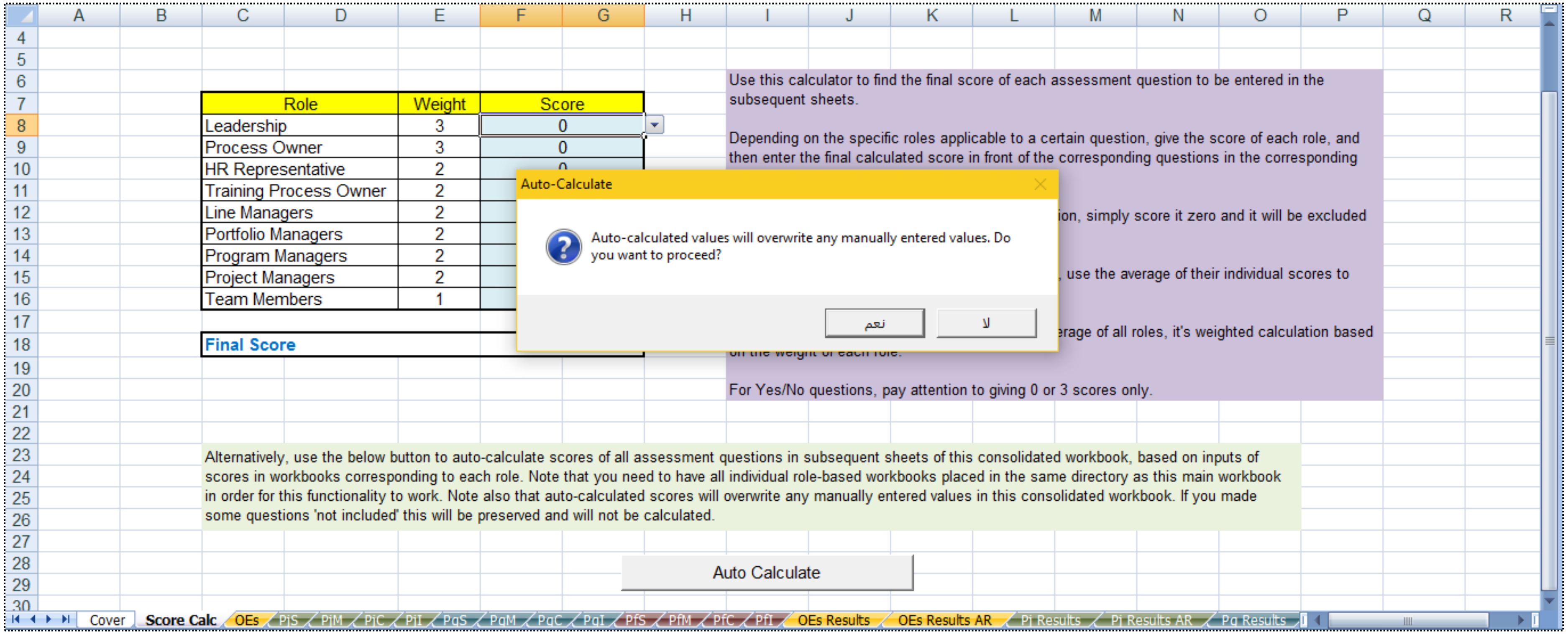


Filtering by score allows you to generate a shortlist of all unfulfilled capabilities for the purpose of generating an 'improvement plan' based on the assessment results.

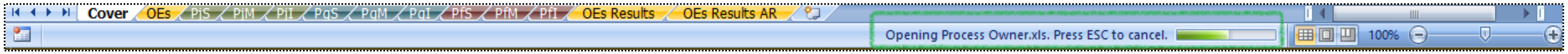
Consolidated Score Calculation



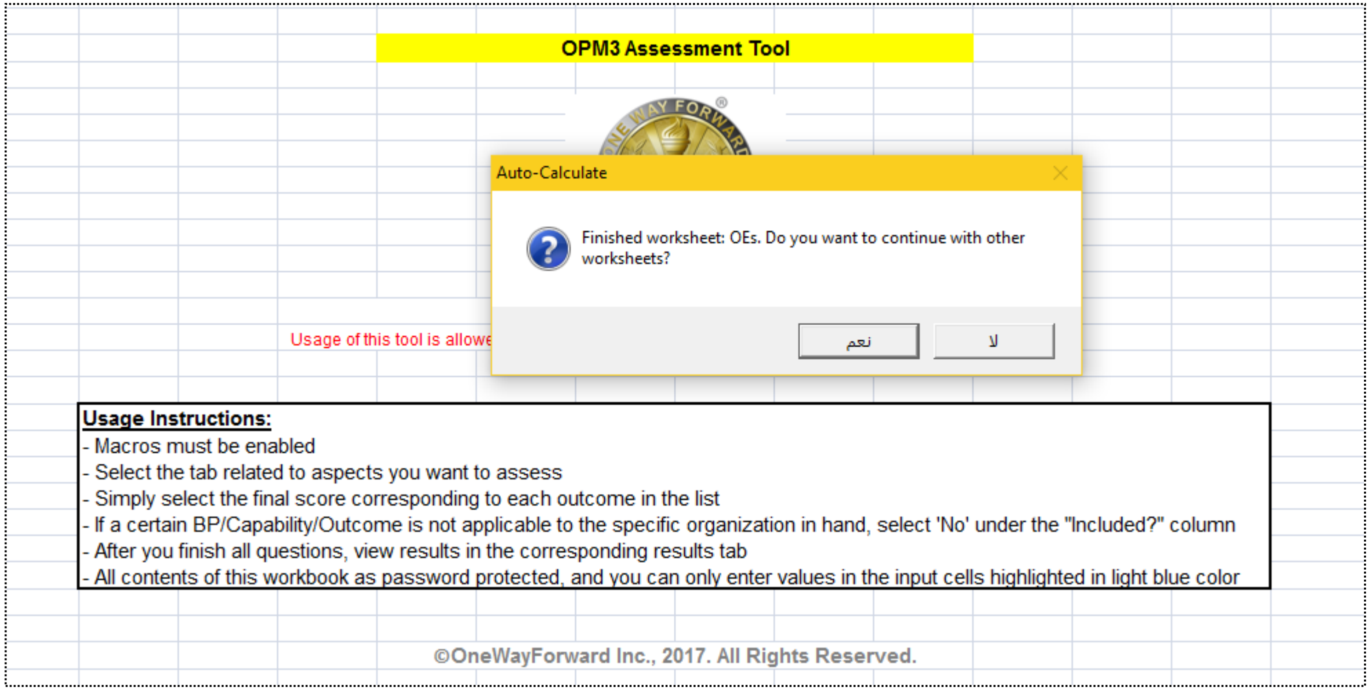
After filling in scores of all role-based workbooks, you then calculate the overall consolidated scores from the main workbook through the 'Score Calc' tab. You can use the manual score calculator included in this sheet, or use the 'Auto Calculate' button. The manual calculator relies on your input for the score corresponding to each role in any specific question, which you select from the drop-down list. Based on your input, the calculator gives the final score for that specific question taking in consideration weights given to each role. Weights are fixed and not changeable, for the purpose of consistency and comparability of all calculations made by all users of the tool. Based on feedback from users, those weights may be revised in future versions. Use of the manual calculator makes it your own responsibility to check the type of scores of the question (Yes/No or Range), whether it is included or not included in the assessment, and which roles are applicable to each specific question. Manual calculation is time consuming and error-prone, and should be limited to validating single scores when needed.



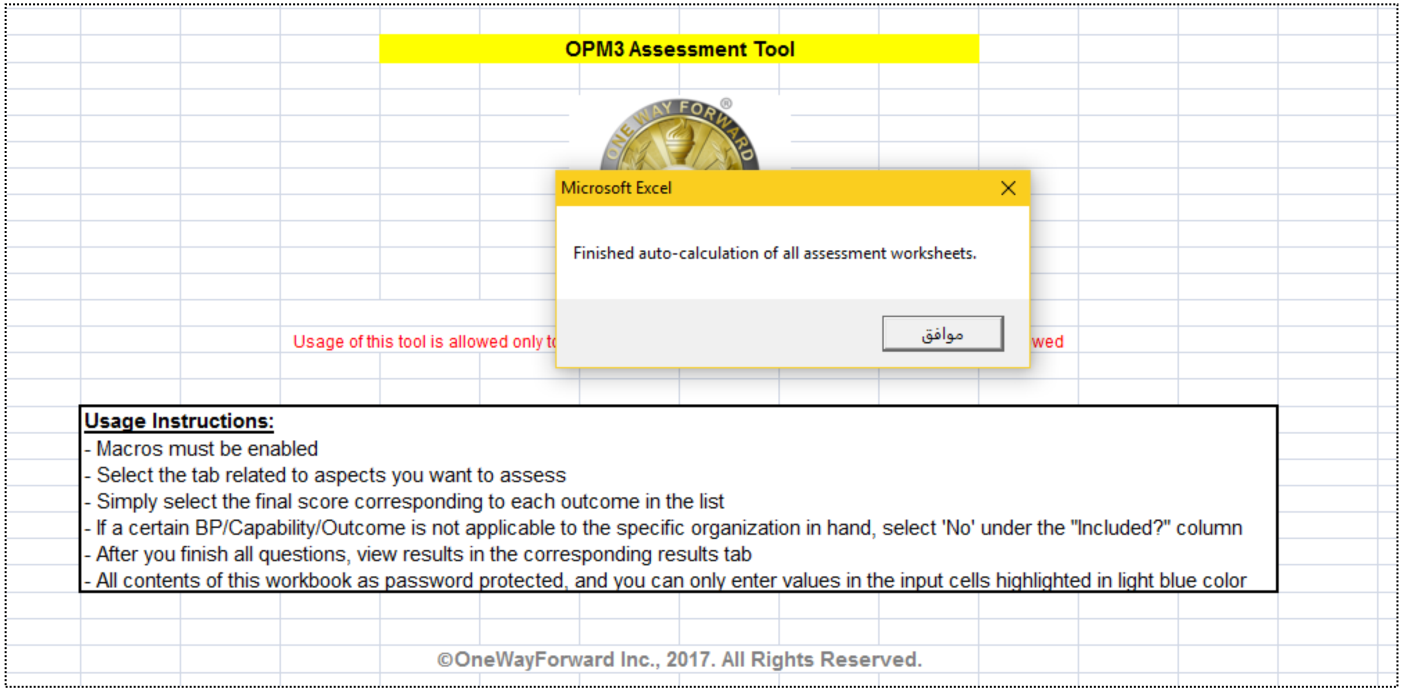
By clicking the 'Auto Calculate' button, you will be prompted for confirmation to proceed because auto-calculated scores will overwrite any manually entered scores. If you are ready to proceed press 'yes'.



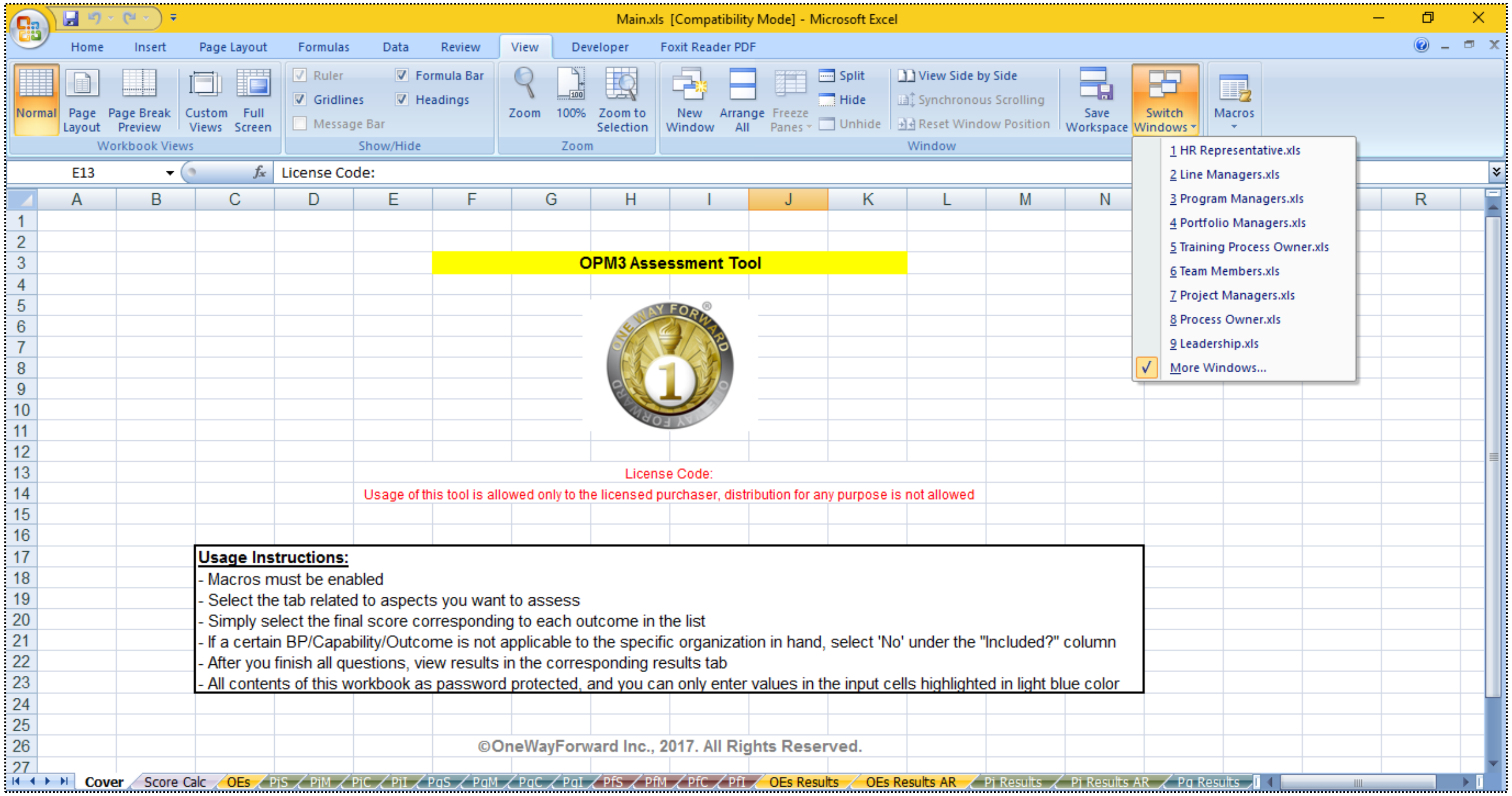
Auto-calculation will rotate over all assessment tabs, row by row, and checks the roles applicable to each question, to open the role-based workbook corresponding to that role. You need to keep all of the role-based workbooks in the same directory of the main workbook for the automatic calculation to be able to open files and read them for score consolidation.



Auto-calculation will notify you after finishing calculation of every assessment sheet, and asks for your confirmation to proceed with the other sheets, this is for the purpose of keeping you notified of progress. Simply press 'yes' to continue. The whole process takes few seconds.



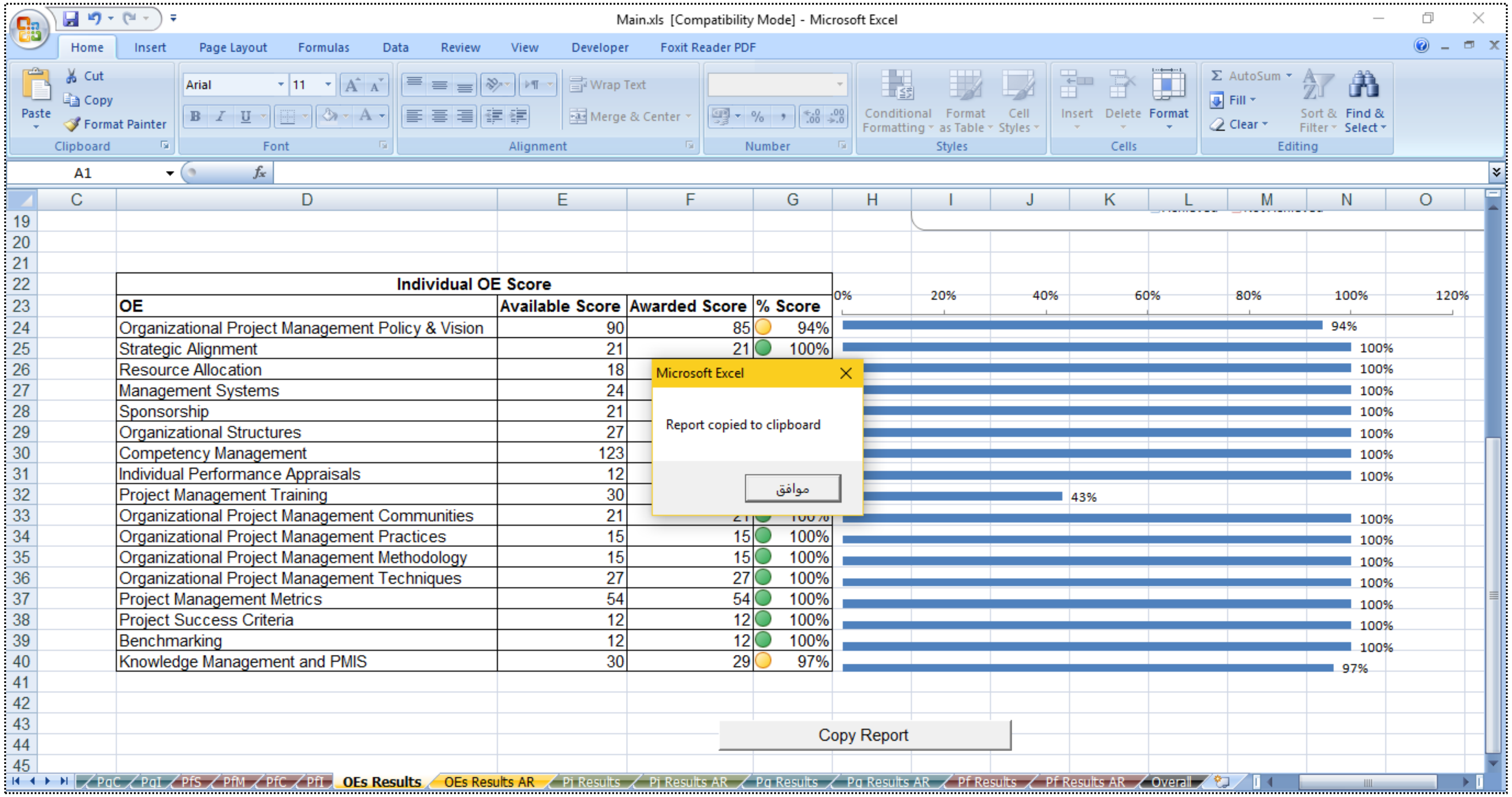
After all sheets are scored, you will receive a notification message that calculation has finished. Now you can see the final scores in all assessment tabs of the main workbook, and reports generated under the results tabs.



Because all workbooks were opened during the auto-calculation process, you can see the list of all workbooks under the 'View' menu of Excel after the process completes.

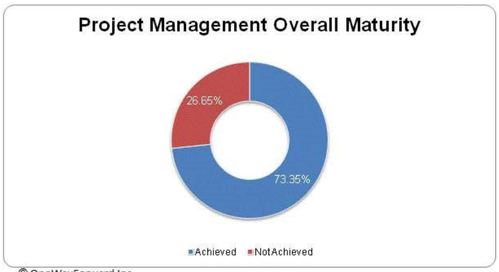
Results Reporting

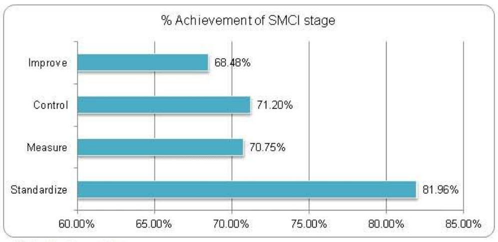
Assessment results are generated under the results tabs of the main workbook, in both Arabic and English languages. You will see OEs Results, Pj Results (for Project Management), Pg Results (for Program Management), Pf Results (for Portfolio Management), and the Overall results for the OPM total score.

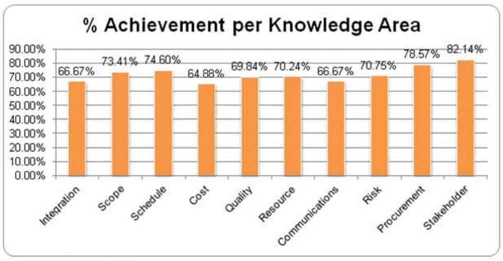


Report tabs are locked and not editable to prevent any unintentional alterations. You can capture each report by pressing the 'Copy Report' button at the end of each report tab, then you will see a notification message that the report has been copied to the clipboard. Now you can paste the report in any document like MS Word or another Excel file. Pasting in Excel is recommended because it preserves format better, from there you can copy to MS Word or any other documents.

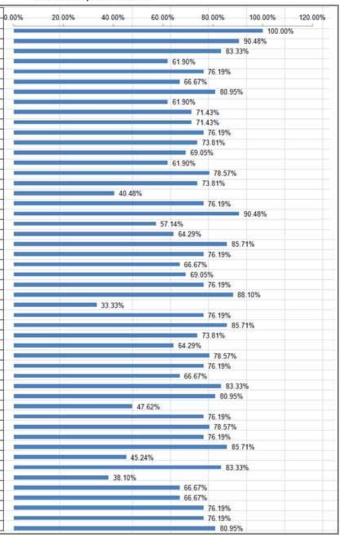
Sample Reports







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

Feature Comparison with ProductSuite

ProductSuite Feature	Excel Tool Feature
Features of management of the assessment project itself (like creating a new project within the tool, project start date and end date, assignments to other assessors, etc.).	You need to make these project management tasks outside the tool as you are used to manage other projects.
Client organization data (name, contacts, income, size, industry, locations, etc.).	You may still create such a form outside the tool to be associated with the assessment workbook for each client you work with.
Practices marked as NA (Not Applicable) are reported as a percentage of the final report, along with the achieved and not achieved percentages.	Practices that are not included in the assessment scope are not taken in account in calculations and are not reported in the final assessment reports. Calculations are percentages of practices that are within scope only, so achieved is percentage of what has been included in the assessment, not taking in consideration anything marked as not applicable.
Improvement plan document generated from the tool.	As of the current version of the tool, improvement planning is to be done manually based on your review of the scoring of each best practice. It can simply be filtration of missed practices in assessment sheets, and this actually how it was reported in the ProductSuite as an improvement path including best practices that are not fully achieved.
OPM3 score versus ProducSuite score.	We report both number of achieved practices (OPM3 score) and total points achieved (ProductSuite score) as per the table listing at the end of each report.
Scoping based on Business Results.	Scoping based on business results is not included in the tool due to the fact that it was not popular in demand in actual use among consultants applying OPM3, and there is no clear or direct connection between best practices of the model and intended business results like project predictability or resource optimization or balanced scorecard, so this is not included here. Scoping in the tool is done by scoring sheets that you want to include in scope, and marking not included parts are 'not included' in the assessment scope ('No' under the 'Included' column).

Customer Support

Technical Support:

We provide continual support to users of our tool for the lifetime of the current version they have purchased. Most support activities will be free of charge, unless it is a requirement of major customization specific to the customer needs.

Future Updates:

The tool is continually updated to align with the latest versions of the standards on which it is based. Customers who purchase any version of the tool are entitled to considerable discount to upgrade to future release versions of the tool. Updated versions are expected to be at the frequency of 4 -5 years.

Contacts:

For support needs, please write to: contact@onewayforward.com. Find more details about the tool and purchasing details on our Toolkits page: http://www.onewayforward.com/toolkits.htm.