



Project Management Institute

***ORGANIZATIONAL PROJECT MANAGEMENT  
MATURITY MODEL (OPM3<sup>®</sup>) – Second Edition***

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# PREFACE

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The Organizational Project Management Maturity Model (*OPM3*<sup>®</sup>) holds a place of significance within the library of standards published by the Project Management Institute (PMI). *A Guide to the Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide)* has become a best seller for managing individual projects and is the reference of choice for the project management profession. *The Project Manager Competency Development Framework – Second Edition* sets a standard for effectively training and developing project managers or those aspiring to be project managers. *OPM3*'s Best Practices and Capabilities incorporate the program management and portfolio management processes that are contained in *The Standard for Program Management – Second Edition* and *The Standard for Portfolio Management – Second Edition*.

In originally seeking to develop a standard for applying project management principles at the organizational level, PMI initiated the development of *OPM3* with the premise of creating a framework within which organizations can examine their pursuit of strategic objectives by means of Best Practices in organizational project management. Subsequent feedback and research has taken this initial offering and further enhanced the second edition of *OPM3*. This standard identifies and organizes a substantial number of generally accepted and proven project management practices, and provides a means to assess an organization's application of project management against the Best Practices identified within it. The results of such an assessment allow an organization to decide whether to plan for improvements, and how to approach those improvements.

*OPM3* is comprised of three general elements: **Knowledge**, presenting the contents of the standard; **Assessment**, providing a method for comparison with the standard; and **Improvement**, setting the stage for possible organizational changes. As with other PMI standards, *OPM3*'s intent is not to be prescriptive by telling the user what improvements to make or how to make them. Rather, the intent is simply to offer the standard as a basis for study and self-examination, and to enable an organization to make its own informed decisions regarding potential initiatives for change. Practitioners and consultants using *OPM3* may have an interest in exploring further possibilities for assessment and for managing organizational changes that are implied by the assessment. Their work will contribute to the growing understanding of how project management can support effective achievement of improved business performance and organizational strategy.

*OPM3* is designed to provide a wide range of benefits to organizations, senior management, and those engaged in project management activities. Some of the benefits derived from using *OPM3* are as follows:

- Strengthens the link between strategic planning and execution, so project outcomes are predictable, reliable, consistent, and correlate with organizational success;
- Identifies the Best Practices which support the implementation of organizational strategy through successful projects;
- Identifies the specific Capabilities which make up the Best Practices, and the dependencies among those Capabilities and Best Practices;

- Provides a means to conduct a gap analysis relative to a body of identified project management Best Practices and Capabilities;
- Provides a basis from which organizations can make improvements in their project management processes;
- Provides guidance and flexibility in applying the model to each organization's unique set of needs;
- Is based on the *PMBOK® Guide – Fourth Edition*, the PMI/ANSI standard for project management, as well as *The Standard for Program Management – Second Edition* and *The Standard for Portfolio Management – Second Edition*; and
- Incorporates the expertise of hundreds of project management practitioners and consultants from a wide spectrum of industries and geographic areas.

Updating the standard has involved an enormous, broad-based commitment and effort over time. A summary of key changes made during the revision process is provided in Appendix A. As organizations continue to study *OPM3*, assess themselves against it, and consider plans for improvement, PMI will no doubt continue to receive a wealth of feedback. This feedback will pave the way for adjustments and/or refinements that will further develop the next edition of *OPM3*. Those who apply *OPM3* within their organizations will not only be receiving its immediate benefits, they will build upon the pioneering work that initially brought the standard to the project management community and contributed to this updated edition, and they will contribute immeasurably to the value of future iterations.

# CHAPTER 1

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## INTRODUCTION

### 1.1 *OPM3*<sup>®</sup>—Organizational Perspective

Successful implementation of a new organizational strategy can turn a good organization into a great one. Conversely, strategies that fail or generate poor results can quickly damage the organization's reputation and brand, internally and externally. Effective strategy execution is the responsibility of all levels of management, who must be involved actively and consistently to orchestrate required organizational changes and to manage the portfolio of investments that underpin these change initiatives.

*The Organizational Project Management Maturity Model (OPM3<sup>®</sup>)* is a framework that provides an organization-wide view of portfolio management, program management, and project management to support achieving Best Practices within each of these domains. This holistic perspective is a powerful tool enabling successful execution of organizational strategies, portfolios, programs, and projects, especially when these transcend functional and hierarchical boundaries. Moreover, *OPM3* global Best Practices, applied to the execution of strategy, can drive superior and sustainable results. Effective strategy execution is the responsibility of the organization's strategic planning and governance structures, which must be involved accurately and consistently to orchestrate required organizational changes. They manage the portfolio of investments that underpin these change initiatives.

These Best Practices are fully aligned with all other PMI standards, including *A Guide to the Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide)* – Fourth Edition, *The Standard for Program Management* – Second Edition, and *The Standard for Portfolio Management* – Second Edition. The *OPM3* Best Practices are also compatible with other global standards relating to projects, programs, and portfolios. *OPM3* includes some Best Practices aligned with the *Project Manager Competency Development Framework (PMCDF)*.

The *OPM3* – Second Edition describes the most important components of PMI's *Organizational Project Management Maturity Model*. This document also describes how to plan for organizational improvements through the systematic achievement of Best Practices in the management of portfolios, programs, and projects. Figure 1-1 provides a high-level view, showing the major components within *OPM3*. These are summarized in the following sections and described in more detail throughout the remaining chapters of the *OPM3* – Second Edition (Knowledge Foundation).

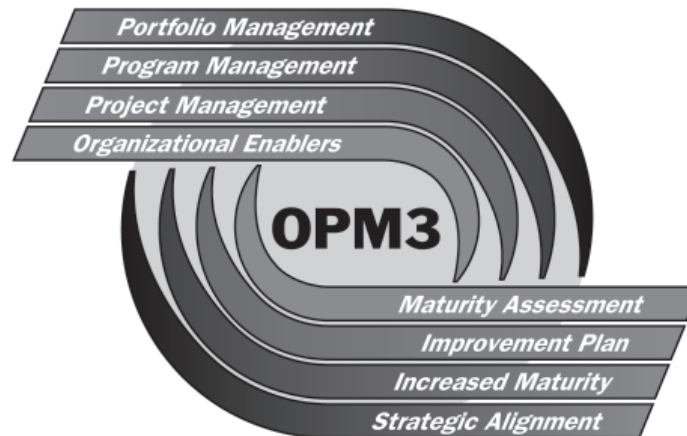


Figure 1-1. High-Level *OPM3* View

## 1.2 Strategy Execution

*OPM3* identifies key leverage points that represent interactions between organizational governance, strategy execution, and project, program, and portfolio delivery. By understanding and using these leverage points, an organization can methodically pursue its strategic goals through portfolios, programs, and projects and achieve the desired organizational outcomes.

As illustrated in Figure 1-2, organizational governance is the force that drives the attainment of organization-level goals and realization of strategies through portfolios, programs, and projects. These efforts are enabled through overarching organizational structures, policies, procedures, and other governance mechanisms. *OPM3* contains governance-related Best Practices designed to guide the organization to those projects that will support the execution of strategy.

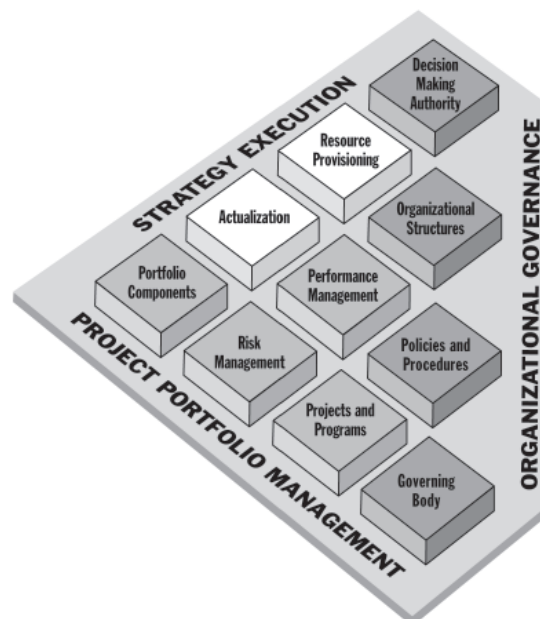


Figure 1-2. Organizational Leverage Points

During execution, an organization actualizes, or puts into action, its strategic planning decisions, and allocates resources to portfolio investments. *OPM3* contains Best Practices designed to ensure organizations execute their strategies using initiatives and investments that best support achievement of their goals.

The aim of portfolio management is to:

- Guide investment decisions and their appropriate mix,
- Provide decision-making transparency, and
- Increase likelihood of realizing desired return on investment.

Enveloping all investments within a single portfolio, an organization can consider its investments to ensure that together they address strategic business objectives and project interdependencies. *OPM3* contains Best Practices designed to help an organization identify and manage the appropriate mix of investments that best meets its execution strategies.

### 1.3 *OPM3* Components

Organizations can benefit from the *OPM3* Best Practices, which were identified in and gathered from public-sector and private-sector organizations throughout the world. These Best Practices are core competencies and organizations that adopt them are more likely to execute their strategies successfully. *OPM3* Best Practices in portfolio, program, and project management can help an organization attain its strategic objectives and achieve organizational excellence in a consistent and reliable manner.

*OPM3* is a framework made up of three interrelated components: (1) Best Practices, (2) Capabilities, and (3) Outcomes, all within the portfolio, program, and project management domains.

#### 1.3.1 Best Practice

As defined in *OPM3*: a Best Practice is a grouping of related organizational Capabilities. There are two categories of *OPM3* Best Practices:

1. SMCI Best Practices [Standardize, Measure, Control, and continuously Improve] and
2. Organizational Enabler Best Practices [structural, cultural, technological, and human resource].

SMCI Best Practices are classified by their stage of process improvement within portfolio, program, and project management domains. Organizational Enablers (OE) Best Practices underpin the implementation of SMCI Best Practices. The relative position of Organizational Enablers in Figure 1-3 portrays their foundational role in the adoption of SMCI Best Practices because they both anchor and sustain advances in organizational maturity.

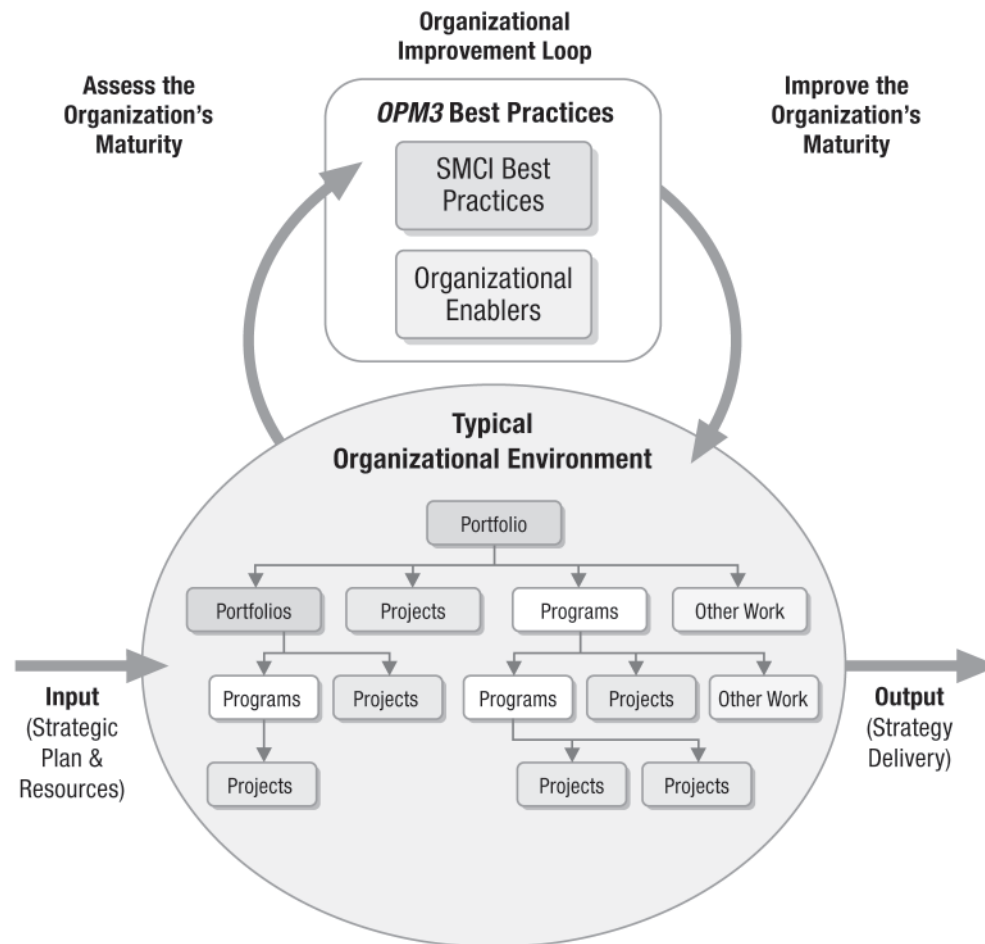


Figure 1-3. Typical Organizational Environment

### 1.3.2 Capability

A Capability is a specific competency that must exist in an organization in order for it to execute project management processes and deliver project management services and products. Capabilities are incremental steps leading up to one or more Best Practices. These Capabilities, in the context of the Best Practices, form the criteria in *OPM3* for assessing organizational maturity and for planning future improvements. In turn, the existence of an organizational Capability is signified by the presence of a set of observable organizational Outcomes.

### 1.3.3 Outcome

An Outcome is a tangible or intangible result of applying a Capability. In the *OPM3* framework, a Capability may have multiple Outcomes. The degree to which an Outcome is achieved is measured by a key performance indicator (KPI).



### 1.3.4 Adoption of *OPM3* Components

Adoption of the *OPM3* Best Practices, Capabilities, or Outcomes can enable an organization to:

- Accelerate organizational success and minimize unnecessary risk by using proven best practices;
- Drive the identification and selection of projects that support execution of strategy;
- Ensure that project/portfolio management includes the appropriate mix of investments that best supports the organization's execution strategies and risk tolerance;
- Sense, analyze, and respond to incremental changes occurring within the organization, or changes precipitated by external factors like competition or regulatory requirements;
- Assure alignment between the project portfolio and the organization's goals and strategies;
- Increase the understanding and transparency of project portfolio cost, risks, and benefits, thereby enabling better-informed management decisions;
- Provide more effective data to support project governance measures; and
- Reduce the risk of high-impact failures at the project, program, or portfolio levels.

## 1.4 *OPM3* Maturity Assessment

An *OPM3* assessment evaluates the degree of an organization's ability to meet their strategic objectives through successful delivery by using recognized Best Practices to manage portfolios of programs and projects. An *OPM3* Maturity Assessment is flexible enough to be used to assess maturity in these different focus areas:

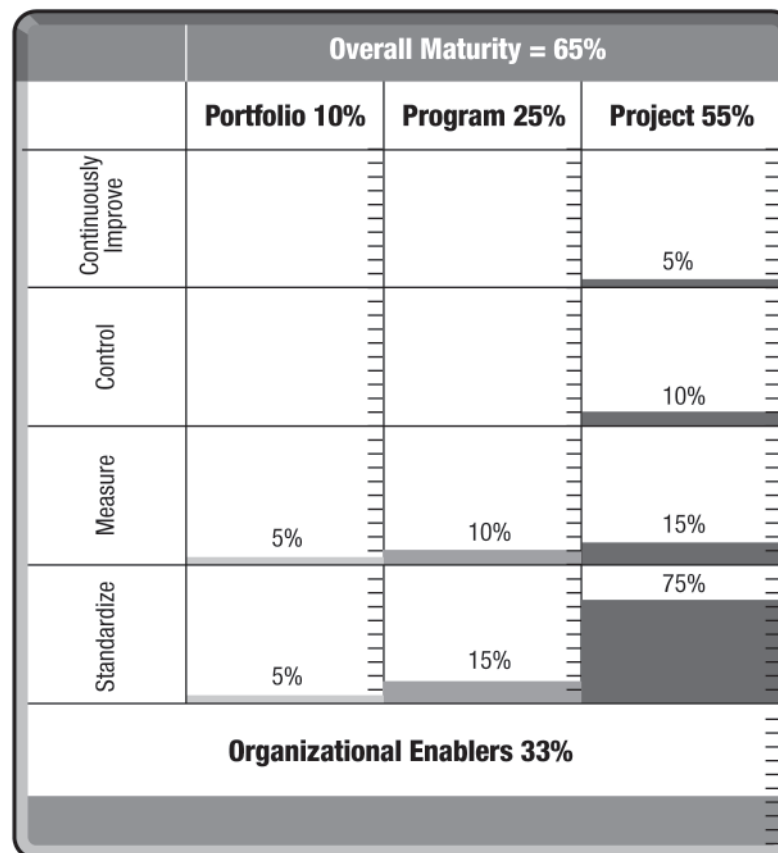
- (1) Specific domains (project, program, and/or portfolio),
- (2) Organizational Enablers, or
- (3) Specific stages of process improvement (standardize, measure, control, or continuously improve).

*OPM3* maturity assessments help organizations identify which Best Practices, Capabilities, and Outcomes they currently exhibit. Figure 1-4 shows an example of an assessment and how it displays an organization's maturity. The flexibility of the maturity assessment process permits an organization to focus on specific domains (project, program, and/or portfolio) or Organizational Enablers, or on a specific stage of maturity (standardize, measure, control, or continuously improve). These assessments can help the organization identify what Best Practices, Capabilities, or Outcomes it may currently exhibit. Figure 1-4 shows an example of what such an assessment may reveal about an organization's maturity.

While there are various methods of administering an *OPM3* assessment, the immediate focus here shall be on either self-administered or Certified *OPM3* Assessor-administered *OPM3* maturity assessments. One self-administered assessment focuses exclusively on high-level Best Practices while another self-administered assessment focuses on more detailed Capabilities and Outcomes. The high-level, self-administered assessment

instrument is part of the Knowledge Foundation, while the more comprehensive and detailed self-administered assessment instrument is provided with the *OPM3 Online* tool. For a certified *OPM3* assessment, an *OPM3* Certified *OPM3* Assessor uses a robust set of tools and methods available through *OPM3 ProductSuite*.

Figure 1-4 shows the results of a hypothetical organizational maturity assessment. The shaded area in the bottom cell labeled “Organizational Enablers” represents the extent to which the organization has adopted those Best Practices—structural, cultural, technological, and human resource-related—that are foundational to implementing SMCI Best Practices (see Section 2.4.2 for more information. The cells in the upper portion of the figure, then, represent the organization’s maturity at each SMCI stage (standardize, measure, control, continuously improve) within each domain (portfolio, program, and project). For example, the figure shows that the organization has implemented more than half of the Best Practices, Capabilities, or Outcomes at the “standardize” maturity stage for the project domain. Conversely, the amount of white space within each cell indicates the level of opportunity that remains for improving maturity within each domain and stage.



**Figure 1-4. Sample Results of Maturity Assessment**

## 1.5 Organizational Improvement Plan

An *OPM3* assessment provides valuable insights and forms the basis for an organization's improvement plan targeted at their own relevant leverage points (see Figure 1-2). Assessments do not dictate a single improvement path or prescribe rigid improvement goals. Instead, organizations can focus their improvement efforts to best suit their needs and goals, whether vertically in specific domains or horizontally across domains at various degrees of SMCI maturity.

The *OPM3* framework provides organizations with the flexibility to focus improvement efforts vertically in specific PPP (Project, Program, and Portfolio) domains, horizontally across domains at various degrees of SMCI maturity in each domain, as best suited to organizational needs and goals.

*OPM3 Online* provides an interactive database to assist organizations with developing their improvement plans. The database contains all the *OPM3* Best Practices, Capabilities, and Outcomes, as well as hundreds of known dependencies among the *OPM3* components. *OPM3 Online* also provides information to help organizations map steps to achieve their maturity improvement goals. *OPM3 ProductSuite* contains additional automated tools that will accelerate the maturity improvement planning process.

As shown in Figure 1-3, continuous improvement is an iterative process involving cycles of organizational assessment followed by improvements in organizational performance. Generally speaking, as an organization concludes one successful iteration of the *OPM3* improvement cycle, it will simultaneously plan the next iteration.

## 1.6 Overcoming the Improvement Dilemma

Even after genuine successes in early stages, some organizations find it challenging to maintain the level of commitment needed to make continuous improvements in project management maturity. To overcome this improvement obstacle, an organization must develop the capacity to implement and assimilate the internal changes required by the maturity improvements. The organization must fully integrate the *OPM3* Best Practices and Capabilities it adopts, to make them an essential element of the culture, and to lay the groundwork for ongoing improvements.

*OPM3* Best Practices can also guide an organization in how to sustain the maturity improvements it has already attained. *OPM3* organizational governance Best Practices (see Figure 1-2) provide the greatest overall leverage in this effort by creating necessary new structures, as well as processes for decision-making and resource allocation. *OPM3* organizational governance Best Practices (see Figure 1-2) provide leverage in this effort by creating processes for decision-making and resource allocation. The organization can further promote sustainable improvements by providing tools, technologies, and ongoing training to develop the requisite knowledge and behaviors throughout its workforce.



# CHAPTER 2

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## FOUNDATIONAL CONCEPTS

### 2.1 *OPM3* Purpose and Scope

This chapter describes *OPM3*, a project management maturity model based on the Project Management Institute (PMI) standards for project, program and portfolio management. *OPM3* aligns these standards within a context of organizational strategic planning and execution.<sup>1</sup> The model is comprised of accumulated project management practitioner knowledge, Best Practices, and a disciplined, repeatable process for assessing organizational project management maturity to guide improvements. Chapter 3 describes the assessment and improvement plan portion of the model in detail.

*OPM3* provides a model for improvements in maturity, which will enable an organization to execute its strategies successfully by adopting a structured project, program, and portfolio (PPP) management approach appropriate to the organization's size, industry type, and culture.

### 2.2 Organizational Project Management

Organizational Project Management (OPM) is the systematic management of projects, programs, and portfolios in alignment with the organization's strategic business goals. The purpose of OPM is to ensure that the organization undertakes the right projects and allocates critical resources appropriately. Next, OPM helps ensure that all levels in the organization understand the relationships among the strategic vision, the initiatives that support the vision, and the objectives and deliverables.

The term "organization" does not necessarily refer to an entire company, agency, association, or society. It can refer to business units, functional groups, departments, or sub-agencies within the whole. While individual projects may be considered tactical, OPM is, by definition, strategic. Organizational project management includes an organization's business execution strategy, providing a high-level perspective to focus the selection of projects and assignment of critical resources to implement goals through initiatives that directly impact financial results.

### 2.3 Organizational Project Management Maturity

A "maturity model" is a framework that describes the characteristics of effective processes in areas as diverse as strategic business planning, business development, systems engineering, project management, risk management, information technology (IT), or personnel management. The foundation of these models is that every process depends upon one or more capabilities or competencies that can be measured and assessed.

<sup>1</sup> The PMI standards are *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fourth Edition; *The Standard for Program Management* – Second Edition; and *The Standard for Portfolio Management* – Second Edition.

The assessment can determine how mature each process is, with informal processes at the lower end of the maturity scale and formal processes at the upper end of the scale. This continuum represents a linear progression to mature practices. While a variety of models have been developed, several propose five levels of increasing maturity ranging from “initial” to “repeatable,” “defined,” “managed,” and ultimately “optimized” or “continuously improved.”

OPM is based on the idea that Best Practices are composed of specific, prerequisite capabilities. Adopting or attaining Best Practices then facilitates the achievement of an organization’s clearly defined strategic objectives. Development of *OPM3* capabilities and the adoption of the resulting Best Practice will help enable an organization to deliver the desired strategic outcomes in a predictable, controllable, and reliable manner. Strong organizational commitment is required for Best Practice implementation.

## 2.4 *OPM3* Concepts

### 2.4.1 Domains

*OPM3* utilizes the construct of Project, Program, and Portfolio Management Domains, representing increasing degrees of sophistication and control, and increasingly complex communities of practice as a fundamental dimension within which *OPM3* Best Practices are framed. This range of sophistication corresponds to the range in complexity of an organization’s strategic initiatives and its operational processes.

The Project Management Domain describes the Knowledge Areas and Process Groups that guide the conduct of individual projects. Project management standards, such as PMI’s *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Fourth Edition, order and describe good practices that guide project management processes. Depending on an organization’s size, complexity, and maturity, it may initiate or manage multiple and interacting projects simultaneously.

The Program Management Domain provides the processes to manage a group of related projects in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program.

The Portfolio Management Domain encompasses the management of a collection of projects and/or programs and other work which may not be related but which benefit from the overall control and allocation of organizational priorities and resources.

Each of the *OPM3* domains includes domain-specific processes that can be performed to achieve the control, efficiency, and consistency required to implement strategic initiatives and to achieve the desired organizational results.

## 2.4.2 Organizational Enablers

Organizational Project Management (OPM) is the systematic management of projects, programs, and portfolios in alignment with the organization's strategic business goals. The purpose of organizational project management is to ensure that the organization undertakes the right projects and allocates critical resources appropriately. Next, organizational project management helps ensure that all levels in the organization understand the relationships among the strategic vision, the initiatives that support the vision, and the objectives and deliverables.

The term "organization" does not necessarily refer to an entire company, agency, association, or society. It can refer to business units, functional groups, departments, or sub-agencies within the whole. While individual projects may be considered tactical, organizational project management is, by definition, strategic. Organizational project management includes an organization's business execution strategy, providing a high-level perspective to focus the selection of projects and assignment of critical resources to implement goals through initiatives that directly impact financial results.

Within the three existing domains, *OPM3* introduces the concept of Organizational Enablers (OE). Organizational Enablers are Best Practices which facilitate the implementation of Best Practices, but also help make organizational improvements sustainable. The presence of Organizational Enablers indicates that an organization has matured to the point of establishing a stable OPM practice environment and has embraced the disciplines of project, program and portfolio management to achieve this.

Contained in Figure 2-1 is the utilization of *OPM3* to assess the organizations maturity resulting in an improvement plan. This organization improvement loop includes deployment of Project Management Office (PMO) Best Practices and lessons learned. It also illustrates the maturation cycle of organizational strategic planning, supported by a performance management system, to achieve increasing success through adopting OPM and OE Best Practices.

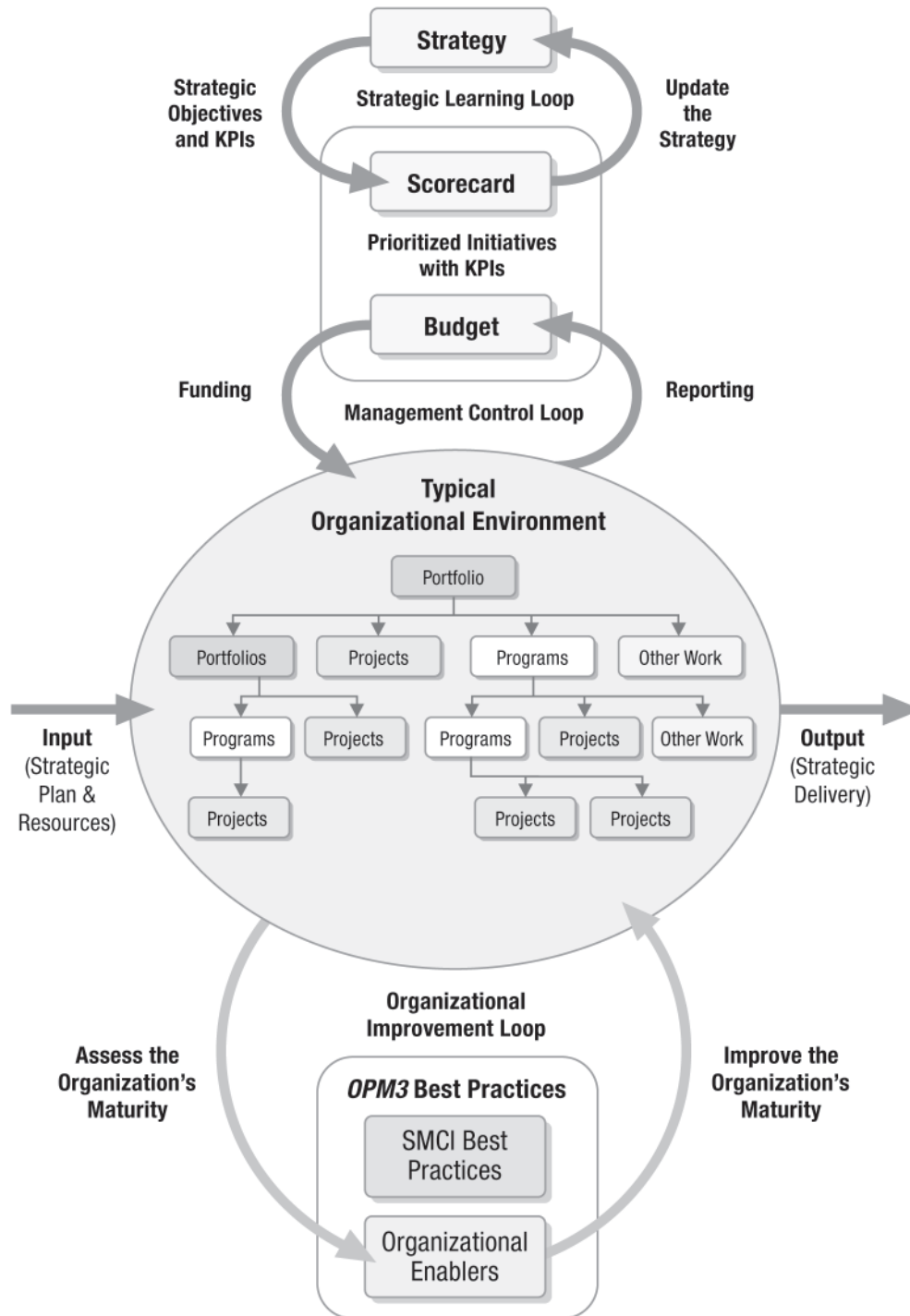


Figure 2-1. OPM3 within the Organizational Strategic Environment



### 2.4.3 Multi-Dimensional View of Maturity

*OPM3* takes a unique approach to the concept of maturity. In this model, the progression toward increased maturity is seen as multi-dimensional, presenting several ways to look at an organization's maturity.

One dimension involves assessing in terms of the process improvement cycle (SMCI—standardize, measure, control, and continuously improve). The cycle moves from standardizing processes, to measuring the effectiveness of these processes in achieving the desired outcomes. Successful processes lead to a controlling stage and the consistent, reliable, application of Best Practices. After standardized, measured, and controlled processes are in place, the cycle moves to continuously improving the adoption and application of Best Practices to achieve more successful project outcomes—the right project, done correctly, each time. The *OPM3* Assessment identifies where in the cycle to start to move towards process improvement for any process or group of processes within each domain. Reassessment throughout the SMCI cycle provides an ongoing benchmark to ensure that processes remain dynamic, and reflect evolving business environments and emerging Best Practices (see Chapter 3 for a full explanation of this concept).

Another dimension involves assessing the domains in terms of the progression of Best Practices associated with each domain (see Chapter 4), first addressing project management, then program management, and finally, portfolio management.

Within these two dimensions—PPP and SMCI or PPP/Best Practices—is an extension of the model, the progression of incremental Capabilities leading to each Best Practice. Taken as a whole, these dimensions constitute valuable reference points when an organization assesses its maturity in organizational project management and considers possible plans for improvement. In addition to the dimensions described above, *OPM3* also categorizes the Best Practices in terms of their association with PPP management Process Groups. This permits an organization to focus on attaining a more mature PPP management practice in a select set of processes, rather than requiring that all processes mature at the same pace.

The *OPM3* approach to assessing maturity across multiple dimensions encourages flexibility in applying the model to the unique needs of an organization. This approach produces a more robust and holistic body of information to support plans for improving OPM processes, compared to step-like linear models.

Each of these dimensions is a continuum along which organizations can evolve their OPM processes to provide the best support for the execution of their strategy. The adaptable and flexible framework of *OPM3* enables organizations to gain the benefits that provide the best value for effort, in achieving effective project management practices.

The *OPM3* model extends the organizational project management maturity definition to include the focus on OPM practice as an extension of business strategy execution. An organization that implements *OPM3* can improve its processes by adopting recognized Best Practices to achieve consistent project, program, and portfolio success in support of strategic goals.

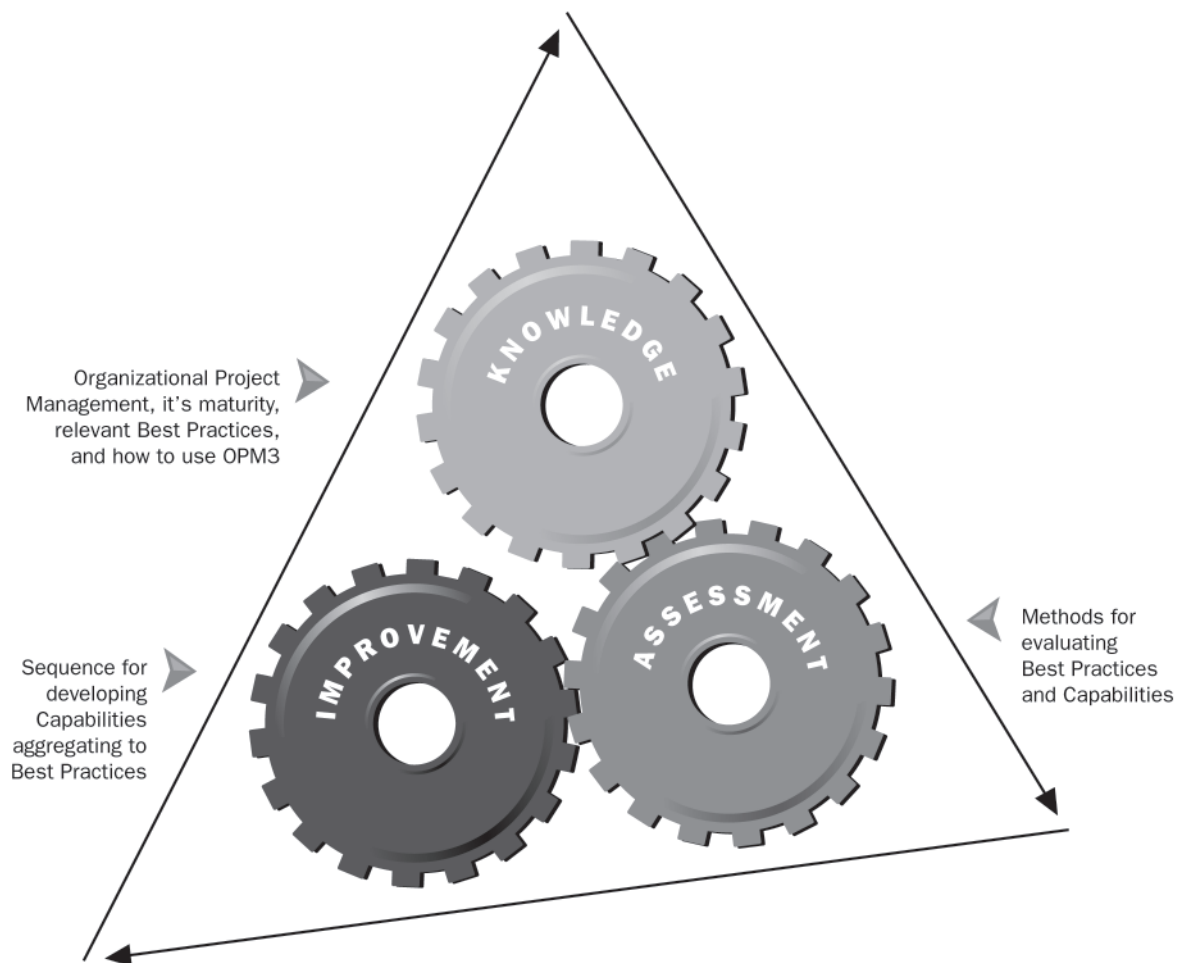


## CHAPTER 3

### THE *OPM3* CYCLE

#### 3.1 Knowledge, Assessment, and Improvement

*OPM3* consists of three interlocking elements—knowledge, assessment, and improvement—as depicted in Figure 3-1.



**Figure 3-1. Elements of the *OPM3* Standard: Knowledge, Assessment, and Improvement**

The knowledge element provides the organization with descriptive information regarding Best Practices, Capabilities, Outcomes, and other organizational project management maturity components. The assessment element enables the organization to determine its current location on a continuum of organizational project management maturity. The improvement element employs the results of the assessment to plan initiatives leading to increased organizational project management maturity.

## 3.2 Introduction to the *OPM3* Improvement Cycle

The following sections introduce the *OPM3* Improvement Cycle, using the knowledge, assessment, and improvement elements as depicted in Figure 3-1.

### 3.2.1 Knowledge

#### .1 Step One: Prepare for Assessment

The first step is for the organization to prepare for the process of assessing its organizational project management maturity in relation to the model. This involves two levels of understanding which varies from organization to organization. The first is an understanding of the organization's strategic objectives and the degree of maturity needed to execute these objectives. The second is an understanding of the components of *OPM3* and how to use them to attain the organization's maturity goals. Contents of the model include the following:

- *The Knowledge Foundation* (this standard), consisting of the narrative text describing *OPM3*, including a table of Best Practices, appendices, and a glossary.
- *Self-Assessment Method (SAM)*, consisting of a high-level and a comprehensive assessment process. The high-level assessment is provided in an appendix of the Knowledge Foundation and in the *OPM3 Online* tool. The *OPM3 Online* tool also contains a directory of Capabilities and an Improvement Planning tool for performing the comprehensive assessment.
- *Detailed directories in the OPM3 Online Tool*, providing a database of the Best Practices, Capabilities, and an Improvement Planning tool.

### 3.2.2 Assessment

#### .1 Step Two: Perform High-Level Assessment

The next step is to assess the organization's degree of maturity in organizational project management. To do this, an organization must be able to compare the characteristics of its current maturity state with those described by the model. The first phase of assessment is to review which Best Practices in *OPM3* are and are not currently demonstrated by the organization, and to identify the organization's general position on a continuum of organizational project management maturity. The high-level assessment process can be conducted by using the SAM questionnaire in Appendix D, using the SAM questionnaire in the *OPM3 Online* tool, utilizing a PMI Certified *OPM3* Assessor using the *OPM3 ProductSuite* toolset, or using an assessment method devised by the organization itself. The high-level assessment produces a list of Best Practices that are available. In the future, these may become the organization's targeted Best Practices for development, depending on its improvement strategy.

The results of the high-level assessment give the organization a basis from which to scope areas for improvement. For instance, the organization may decide to focus on one organizational project

management domain, such as the Program Domain, and a particular process improvement stage, such as standardize, to use as a starting point. The organization may also decide to work on Organizational Enabler Best Practices that can help support their organizational project management improvement strategy. This scoping of Best Practices for improvement helps make the subsequent comprehensive assessment smaller and more manageable.

## **.2 Perform Comprehensive Assessment**

After completing the high-level assessment process (or an alternative approach to assessing the organization against *OPM3* Best Practices), the organization will determine which Best Practices to investigate first. The organization may then proceed to determine if specific Capabilities exist within the organization, relative to each targeted Best Practice. The comprehensive assessment provides a more in-depth and precise view of an organization's current state of maturity. If the organization has utilized a PMI Certified *OPM3* Assessor, the assessment will have automatically included a comprehensive assessment.

To perform the comprehensive assessment, the assessment team refers to the Improvement Planning Directory (available in the *OPM3* Online tool) to view the series of Capabilities aggregating to each targeted Best Practice. The organization then determines which of the identified Capabilities already exist within the organization. This involves studying each Capability and determining whether or not its associated Outcomes exist and are observable in the organization as evidence of the Capability (usually by means of some artifact). This evaluation is done through the use of the Capabilities Directory, which shows the required Outcomes for each Capability. In general, a Capability can be said to exist when all of the listed Outcomes have been observed. Similarly, a Best Practice can be said to exist when all its listed Capabilities exist.

The results of the assessment step may lead an organization to plan for improvements, repeat the assessment, or exit the process. If an organization elects to exit, a periodic revisiting of the assessment step is recommended, to monitor and report Capabilities and ensure they are sustained.

### **3.2.3 Improvement**

#### **.1 Step Three: Plan for Improvements**

For those organizations choosing to pursue organizational improvements, the results of the previous step will form the basis for an improvement plan. The documentation of which Capabilities the organization does and does not have—including the dependencies among them—permits a ranking of needed Capabilities and Outcomes according to their priority for the organization. This information enables the development of a specific plan to achieve the Outcomes associated with the Capabilities of targeted Best Practices.

#### **.2 Step Four: Implement Improvements**

Once the plan has been established, the organization will have to implement the plan over time, that is, execute requisite organizational development activities to attain the needed Capabilities and

advance on the path to increased organizational project management maturity. Organizations may consider spending 90 % of their total effort in the improvement phase of an *OPM3* cycle.

### 3.2.4 Return to Assessment and Improvement

#### .1 Step Five: Repeat the Process

Having completed some improvement activity, the organization may consider: (1) reassessing where it is currently on the continuum of organizational project management maturity by repeating the Assessment (Step Two), or (2) returning to plan for improvements (Step Three) to begin working toward other Best Practices identified in an earlier assessment, but not acted upon.

As shown in Figure 3-2, following the first round of assessments, a greater familiarity with the Best Practices and their constituent Capabilities, combined with a more realistic view of the organization, may result in more informed answers to the assessment process and a more accurate outcome the second time.

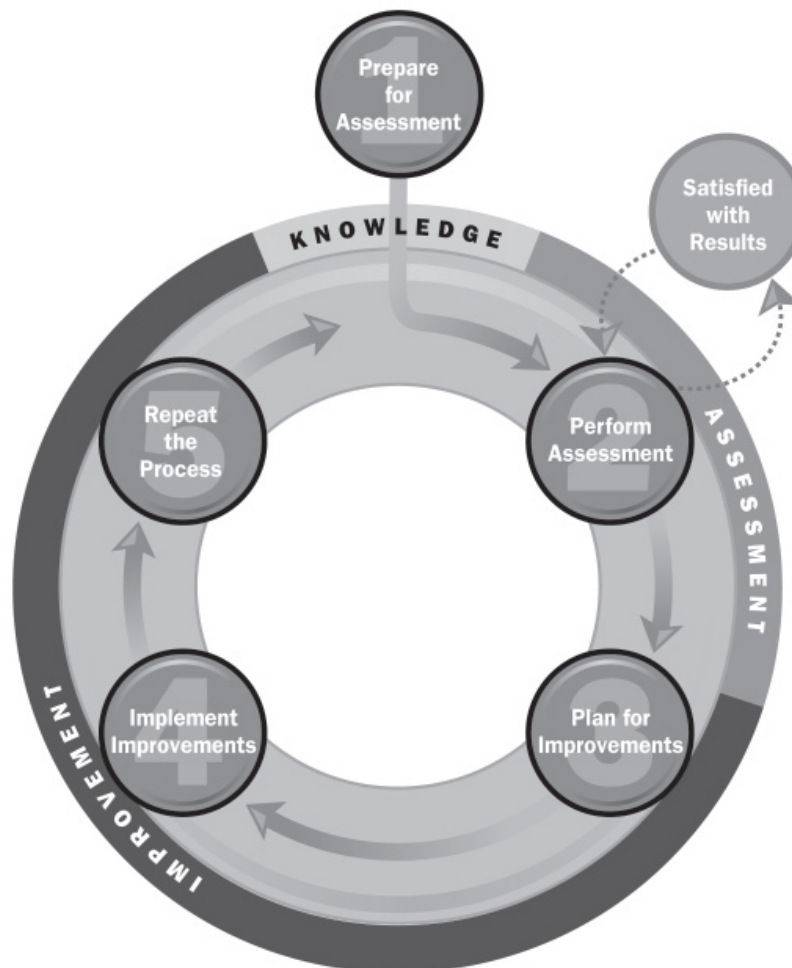


Figure 3-2. The *OPM3* Cycle

While sustainable organizational improvements may be realized through a single improvement initiative, *OPM3* can add considerable value when applied in additional or continuous improvement cycles. The first improvement cycle can prepare the foundation for much more valuable improvements in future cycles, and is often referred to as the assessment baseline. In this way, an organization will help to expand and refine the possible applications of this model, and realize an increasing measure of its benefits. Appendix G provides more details about the assessment and improvement cycle.





# CHAPTER 4

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## THE ORGANIZATIONAL PROJECT MANAGEMENT PROCESSES

### 4.1 Introduction

As a subset of general organizational processes, the subject of Organizational Project Management (OPM) includes specific processes concerned with OPM within organizational governance, strategy execution, portfolio management, program management, and project management. This subset of organizational processes outlines the scope and proper context of *OPM3* and provides a perspective on the challenges encountered during assessment and improvement initiatives.

As mentioned in Chapter 1, each layer of the *OPM3* model contains relational and functional attributes that are useful during organizational maturity assessment and improvement activities. One of several *OPM3* attributes designates domain type—project, program, or portfolio—for each Best Practice and Capability. There is also an attribute that maps each Best Practice and Capability to one or more Domains: Project, Program, or Portfolio. These processes are described in detail in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition*, *The Standard for Program Management – Second Edition*, and *The Standard for Portfolio Management – Second Edition*.

The following sections describe the management processes incorporated by *OPM3* as illustrated in Figure 1-3:

**4.2 Project Management Processes.**

**4.3 Program Management Processes.**

**4.4 Portfolio Management Processes.**

### 4.2 Project Management Processes

The *PMBOK® Guide – Fourth Edition* identifies five Project Management Process Groups required for any project. These five Process Groups have clear dependencies and are performed in the same sequence on each project. They are independent of application areas or industry focus. Process Groups and their constituent processes are often repeated prior to completing the project—a process called progressive elaboration. Progressive elaboration simply means that, as more information becomes available, some processes and Process Groups are repeated to incorporate new factors. Constituent processes can also have interactions both within a Process Group and among Process Groups, an overlap that acknowledges that a project is influenced by ongoing internal and external factors.

The five Process Groups are:

- **Initiating.** Defines and authorizes the project or a project phase.
- **Planning.** Defines and refines objectives, and plans the course of action required to attain the objectives and scope that the project was undertaken to address.
- **Executing.** Integrates people and other resources to carry out the project management plan for the project.
- **Monitoring and Controlling.** Regularly measures and monitors progress to identify variances from the project management plan so that corrective action can be taken when necessary to meet project objectives.
- **Closing.** Formalizes acceptance of the product, service, or result and brings the project or a project phase to an orderly end.

### 4.3 Program Management Processes

The PMI *Standard for Program Management* – Second Edition identifies five Program Management Process Groups. These Process Groups are synchronized with the Process Groups defined in the *PMBOK® Guide* – Fourth Edition and are independent of application areas or industry focus. These Process Groups are not executed in a linear fashion and frequently overlap. Furthermore, one or more processes from each Process Group will normally be executed at least once in every phase of a program life cycle. Performing each process is an indication of the dynamic nature of real life. Good program management practice acknowledges that programs and projects are not conducted in isolation from the normal functioning of an organization. The five Program Management Process Groups are:

- **Initiating.** Defines and authorizes the program or a project within the program, and produces the program benefits statement for the program.
- **Planning.** Plans the best alternative courses of action to deliver the benefits and scope that the program was undertaken to address.
- **Executing.** Integrates projects, people, and other resources to carry out the plan for the program and deliver the program's benefits.
- **Monitoring and Controlling.** Requires that the program and its component projects be monitored against the benefit delivery expectations and that their progress be regularly measured, to identify variances from the program management plan. This Process Group also coordinates corrective actions to be taken when necessary to achieve program benefits.
- **Closing.** Formalizes acceptance of a product, service, or benefit/result, and brings the program or program component (e.g., project) to an orderly end.

## 4.4 Portfolio Management Processes

*The Standard for Portfolio Management – Second Edition* identifies two Portfolio Management Process Groups. These processes are a subset of standard organizational practice that serves to facilitate informed decision making, translating strategies, and portfolio balancing. These processes aggregate into two Portfolio Management Process Groups which are independent of application area or industry focus. The two Portfolio Management Process Groups are:

- **Aligning.** Determines how components will be categorized, evaluated, and selected for inclusion, and managed in the portfolio.
- **Monitoring and Controlling.** Reviews performance indicators periodically for alignment with strategic objectives and verifying the benefits to the organization from the components of the portfolio.

## 4.5 Attributes of Portfolio, Program, and Project Management Processes

The *OPM3* model highlights the Best Practices derived from the Portfolio, Program, and Project (PPP) Domain processes and Process Groups and presents these as opportunities for improvements in organizational maturity. The flexible approach in the *OPM3* model encourages organizations to focus on the domains, processes, and Process Groups where adoption of Best Practices will best support successful achievement of strategic objectives. Understanding the Process Groups and the processes they support as well as the organizational enabling Best Practices will help the organization to determine where they should start the effort to improve their OPM practices. Chapter 6 contains a table that illustrates organizational processes within each of the domains, arranged by Process Group. This visual representation of domains and Process Groups is designed to aid understanding, and can serve as a roadmap for choosing the right approach to achieve the kinds of improvements best suited to the organization's objectives.



# CHAPTER 5

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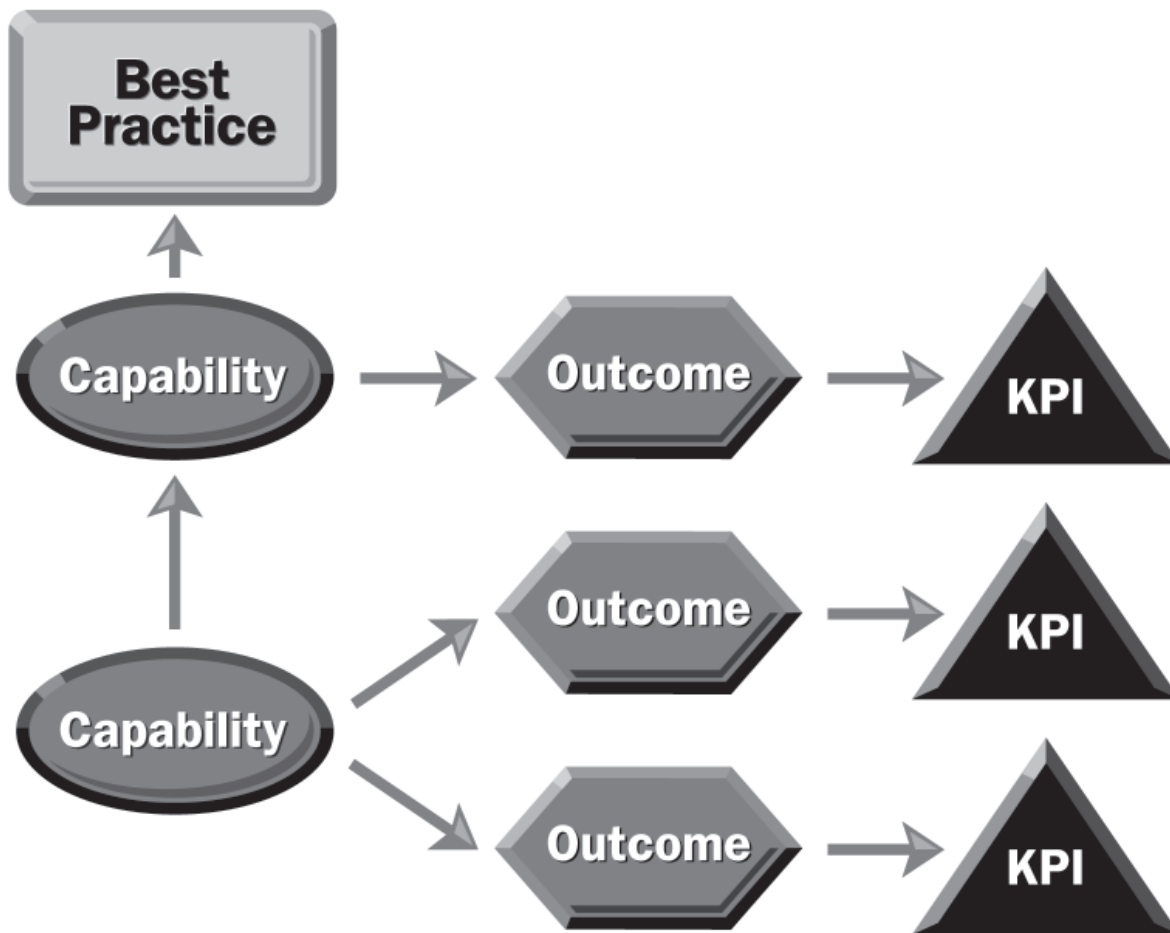
## THE *OPM3* CONSTRUCT

Chapter 4 introduced the domains of organizational project management—Project, Program, and Portfolio, as well as the Process Groups within each domain. The domains and their Process Groups and the stages of process improvement described in Chapter 2 are the building blocks of the *OPM3* Construct. Each domain contains Best Practices and Capabilities which constitute the potential maturity an organization can achieve. As described in Chapter 4, the domains are not independent, although the organization may choose to pursue the Best Practices of each domain independently. This chapter explains the construction of Best Practices in detail, including their constituent components: Capabilities, Outcomes, and key performance indicators. It also introduces the idea of dependencies among Best Practices and Capabilities, as well as various categories of Best Practices, which group Best Practices and Capabilities with similar characteristics. Further, the chapter describes Organizational Enabler Best Practices and how they can support an organization's improvement plan for achieving project management maturity.

### 5.1 Best Practices

Organizational project management maturity is measured in *OPM3* by assessing the existence of Best Practices within the OPM domains (Project, Program, and Portfolio). In general, the term Best Practices refers to the optimal methods, currently recognized within a given industry or discipline, to achieve a stated goal or objective. In the *OPM3* context, a Best Practice is achieved when an organization demonstrates consistent organizational project management processes evidenced by its aggregated Capabilities and successful Outcomes. For organizational project management, this includes the ability to deliver projects predictably, consistently, and successfully to implement organizational strategies. Furthermore, Best Practices are dynamic because they evolve over time. *OPM3* encourages a culture of improvement, leveraging current Best Practices and adopting newer ones to achieve organizational goals.

In *OPM3*, an organization is said to achieve a Best Practice when it has consistently demonstrated its supporting Capabilities. A Capability is attained when the organization has observed the measurable Outcomes associated with that Capability, as evidenced by key performance indicators (KPIs), illustrated in Figure 5-1. The Best Practices are decomposed into Capabilities that aggregate to each of those Best Practices. Each Best Practice is made up of two or more Capabilities. A Best Practice is attained only through achievement of all its Capabilities. In other words, if the organization demonstrates achievement of all the aggregated Capabilities except one, it cannot claim achievement of the Best Practice. However, even if an organization has not completely achieved the Best Practice, the organization may still have realized maturation benefits that meet the organization's needs. To understand more about Capabilities, see Section 5.1.1.



**Note:** This figure illustrates how several Capabilities aggregate to a Best Practice and how the Capabilities, Outcomes, and KPIs help measure achievement of the Capability.

**Figure 5-1. Best Practices are Dependent upon Capabilities and their Associated, Measurable Outcomes Shown by Means of Key Performance Indicators (KPIs).**

*OPM3* identifies a number of Best Practices that facilitate the path to maturity. The full set of Best Practices in *OPM3* covers the scope of Organizational Project Management. Organizations generally do not exhibit all Best Practices, and rarely can an organization achieve a new Best Practice quickly. See Chapter 6 and Table 6-1, for a list of the Best Practices defined by *OPM3*.

An example of a Best Practice, from the *OPM3* Best Practices as listed in Table 6-1 is number 1020:

*The name of the Best Practice, “Standardize Develop Project Management Plan Process,” is described as follows: “Develop Project Management Plan Process standards are established.” It has four Capabilities (as described in the Capabilities Directory of OPM3 Online) that the organization should demonstrate to claim achievement of the Best Practice.*

There are two kinds of Best Practices and associated Capabilities:

1. *SMCI Best Practices*. The Capabilities follow the process improvement path of Standardize, Measure, Control, and continuously Improve (SMCI).
2. *Organizational Enablers* (also known as OEs). The Capabilities do not follow the SMCI process improvement path. They are structural, cultural, technological, and human-resource practices that can be leveraged to support and sustain the implementation of Best Practices.

See Section 5.2 for further description and examples of SMCI and Organizational Enabler Best Practices.

### 5.1.1 Capabilities

A Capability is a competency that must exist in an organization in order for it to execute OPM processes and deliver OPM outcomes. Capabilities are incremental steps leading to attainment of one or more Best Practices. The Capabilities do not need to be achieved in exact order, but they all do need to be achieved for the entire Best Practice to be achieved. Each Best Practice is made up of two or more Capabilities. The Capabilities of *OPM3* are described in the *OPM3* Online tool in the Capabilities Directory.

An example of the first of four Capabilities for Best Practice 1020 cited previously is “Process Management Governing Body” which is described as “Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.”

See Section 5.2 for further description and examples of SMCI and Organizational Enabler Best Practices.

Capabilities aggregate for achievement of a Best Practice, and at times, a Capability from one Best Practice may be a predecessor for achieving another Best Practice. See Section 5.3 for a further description and illustration of Best Practice dependencies.

### 5.1.2 Outcomes

The existence of a Capability is demonstrated by the existence of one or more corresponding Outcomes. Figure 5-1 illustrates a Capability that has one Outcome and a Capability that has two Outcomes. Outcomes are the tangible or intangible result of applying a Capability. The degree to which an Outcome is achieved is measured by a KPI (key performance indicator). See Section 5.1.3 for more information about key performance indicators.

An example of a Capability and its Outcome in the case of the Best Practice cited earlier would be as follows:

- **Capability:** Process Management Governing Body.
- **Outcome:** Active Process Governing Body which is described as “process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.”

Outcomes can be demonstrated through observation, documentation, or any other method that an organization believes demonstrates that the outcome is achieved.

### 5.1.3 Key Performance Indicators

A key performance indicator (KPI) is a criterion by which an organization can determine, quantitatively or qualitatively, whether the Outcome exists or the degree to which it exists. A key performance indicator can be a direct measurement or an expert assessment.

An example of an Outcome and its KPI, in the case of the Best Practice cited earlier, would be as follows:

- **Outcome:** Process Governing Body.
- **KPI:** Exists.

The organization may establish the KPI measure according to its needs. When a key performance indicator is quantitative, such as an error count, it can be measured directly and objectively. Something intangible, such as customer satisfaction, must first be made tangible—for example, through a survey resulting in ratings on a scale—before it can be measured. The measure can be binary (something exists or does not exist as in the example above), it can be more complex (such as a scaled rating), or it can be monetary (such as financial return).

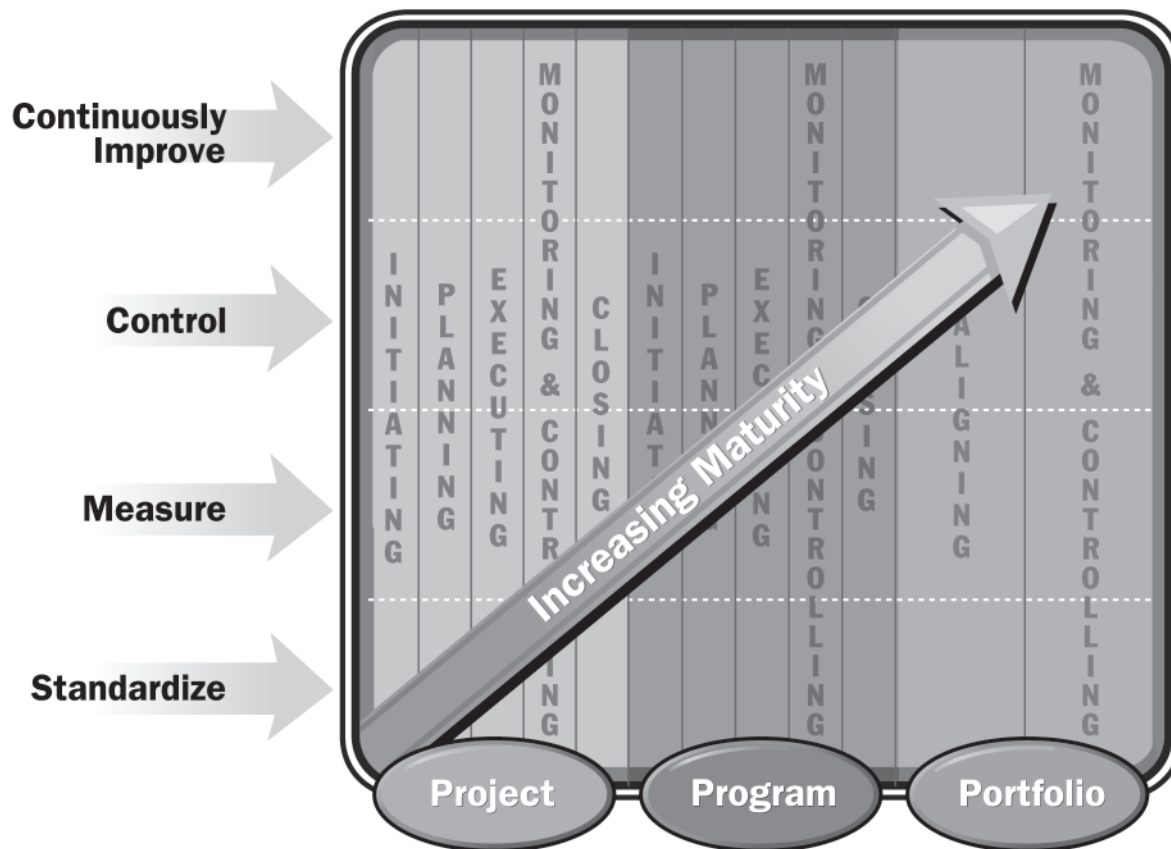
## 5.2 SMCI and Organizational Enablers

As shown in Figure 2-1, Best Practices are divided into two major categories: SMCI and Organizational Enablers. Section 5.2.1 describes each kind of Best Practice in more detail.

### 5.2.1 SMCI Best Practices

The Capabilities of the SMCI Best Practices for each Process Group in each domain are organized to refer to the paths of process improvement of Standardize, Measure, Control, and continuously Improve as shown in Figure 5-2. This is one way to represent increasing maturity.





**Figure 5-2. The Processes in each Process Group within Domains are Achieved by a Logical Path of Improvement of Standardize, Measure, Control, and Continuously Improve.**

The concept of process improvement is to mature a process through the sequential stages of standardize, measure, control, and improve (also known as continuously improve). The sequence implies a prerequisite relationship between the stages, in that the most advanced stage, continuous improvement, is dependent on a state of control which is in turn, dependent on measurement, which is dependent on standardization.

To demonstrate progress within each improvement stage, an organization needs to attain the Capabilities within the stage. For example, to achieve standardization, not only should the organization show that the Capability related to the process management governing body discussed in Section 5.1.2 is documented, it should also show that the organization actually has such a governing body and has communicated and implemented the Capability.

The following Capability Outcomes should be demonstrated for full achievement of each process improvement stage. For each Capability identified for a Portfolio, Program, and Project (PPP) process the organization should demonstrate:

- **Standardize:**
  - Active process governing body,
  - Documented,

- Communicated, and
- Standardized (consistently implemented and repeatable).
- **Measure:**
  - Customer requirements incorporated in measurements,
  - Identified critical characteristics,
  - Measured critical characteristics,
  - Inputs related to results, and
  - Measured critical inputs.
- **Control** (note that the control is tied to the measurements established previously):
  - Control plan developed,
  - Control plan implemented, and
  - Stability achieved.
- **Improve:**
  - Problems identified,
  - Improvements implemented (indicated by widespread participation), and
  - Sustainable improvements.

Although the Capabilities for the SMCI Best Practices are extensive, understanding the pattern will help the organization select their path toward maturity in an organized fashion.

To illustrate the SMCI pattern, the following four Best Practices are related to the Develop Project Management Plan processes:

- 1020, Standardize Develop Project Management Plan Process,
- 1710, Measure Develop Project Management Plan Process,
- 2250, Control Develop Project Management Plan Process, and
- 2640, Improve Develop Project Management Plan Process.

Similar Best Practices for each of the Process Groups exist within each domain using the SMCI pattern. The SMCI approach demonstrates an orderly, ascending plan for achieving Best Practice maturity. This approach is not all-or-none and while achieving the control or improvement stage is encouraged, *OPM3* methodology encourages flexibility that aligns with organizational objectives.

## 5.2.2 Organizational Enablers Best Practices

Organizational Enablers are structural, cultural, technological, and human-resource practices that can be leveraged to support and sustain the implementation of Best Practices in projects, programs, and portfolios.

For example, implementing the Capabilities relating to the Best Practice of “Recognize the Value of Project Management” will help an organization achieve its project management maturity goals, although it is not directly linked to the project management process improvement path.

The Capabilities of the OE Best Practices describe some of the general management processes that should be developed in an organization to support project management. An organization is influenced by many systems and cultural factors that are part of its business environment. These factors are made of Best Practices around training, implementing project management methodologies, and techniques and other practices that don’t appear directly in the process standards published by PMI, but are a part of the organizational context of each domain and all domains of organizational project management.

The Best Practices Directory in *OPM3 Online* and Table 6-1 contain the OE Best Practices.

An example of an Organizational Enabler Best Practice is 5240, “Establish Internal Project Management Communities.” Its Capabilities are:

Capability Number	Capability Name
5240.010	Facilitate Project Management Activities
5240.020	Develop Awareness of Project Management Activities
5240.030	Sponsor Project Management Activities

The Organizational Enablers may exist within one or many domains and do not belong to any Process Group. They exist within the contextual framework of each domain and support the organization’s achievement of the SMCI Best Practices for the domains.

### 5.3 Dependencies among Best Practices and Capabilities

To ascertain the existence of a Best Practice—and, therefore, to assess the organization’s maturity accurately—an organization must understand the interdependencies between Capabilities.

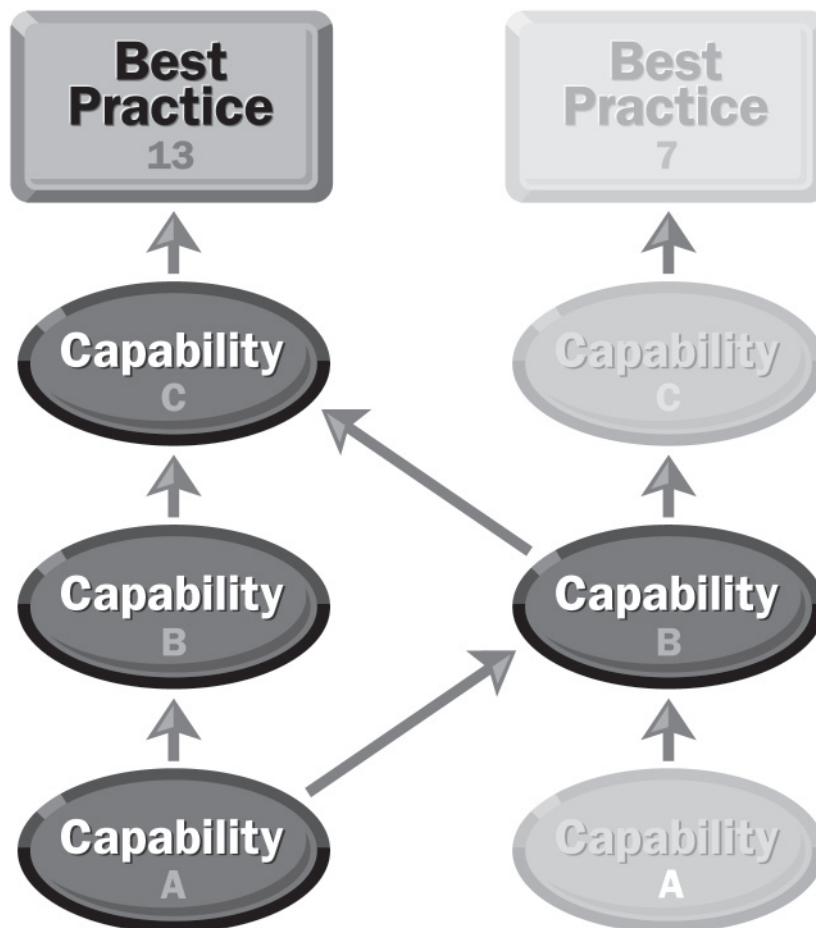
One type of dependency is represented by the series of Capabilities leading to a single Best Practice. In general, each Capability builds upon preceding Capabilities, as illustrated in Figure 5-1.

Continuing the example used earlier—Best Practice 1020, “Standardize Develop Project Management Plan Process”—the series of four interdependent Capabilities is as follows. They are listed here as they would appear in the Improvement Planning Directory of *OPM3 Online*, in sequence from least dependent to most dependent:

1. *Establish Process Management Governing Body*—The organization enables Develop Project Management Plan process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.
2. *Develop Project Management Plan Process*—The organization assembles, develops, purchases, or otherwise acquires a Develop Project Management Plan process.

3. *Communicate ‘Develop Project Management Plan’ process*—The organization communicates the availability of a Develop Project Management Plan process to all necessary stakeholders.
4. *Adopt the ‘Develop Project Management Plan’ Process*—The Develop Project Management Plan process is consistently implemented and practiced across the organization.

There may be situations where dependencies are mutual in nature. A Capability may generate an output that becomes an input to another Capability. This, in turn, updates a work product as an input into a Capability within the same sequence as the first Capability. In such situations, it may be best to approach improvements to the two processes in parallel. Figure 5-3 illustrates this kind of dependency, where a Capability within Best Practice 13 depends on a Capability in Best Practice 7. As a result, at least one of the Capabilities within Best Practice 13 depends on the existence of one of the Capabilities within Best Practice 7.



**Figure 5-3. Dependency Can also Exist between the Capabilities of Different Best Practices**

For example, Best Practice 1000, “Establish Organizational Project Management Policies,” is a Best Practice that helps achievement of the rest of the SMCI Best Practices. The description of the Best Practice is, “the organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.” So, before the organization attempts to standardize,

measure, control, and continuously improve the project management processes, it would help to have policies established for doing so. The definition description of the first Capability, 1000.010 “Established Standardization Policies” is “the organization has policies explaining which organizational project management processes must be standardized.” So 1000.010 should exist before you can start on Best Practice 1020 which standardizes the project plan development processes.

Breaking down each Best Practice into its constituent Capabilities, and showing the dependencies among them, reveals a sequence that provides a basis for decisions related to improvement.

## 5.4 Categorization of Best Practices within *OPM3*

Since the *OPM3* list of Best Practices and Capabilities is extensive, organizations can review them in various categories for understanding and to create an improvement path for the achievement of Best Practices appropriate to their needs. The following list describes the categorizations of Best Practices an organization may use as currently identified in *OPM3*.

- **Domain.** This category refers to the three domains of Project, Program, and Portfolio Management as described in Chapter 4. Each Best Practice and Capability in *OPM3* may be mapped to one or more of these domains of organizational project management.
- **SMCI stage.** This category of Best Practices refers to the stages of process improvement. Each Best Practice and Capability in the *OPM3* Standard is associated with one or more of these process improvement stages.
- **Organizational Enablers (OE).** This category of Best Practices helps an organization achieve the SMCI Best Practices. An organization could increase maturity by achieving the SMCI Best Practices, but actually implementing those practices would be difficult without putting into place the processes which the OE Best Practices describe. For instance, the Organizational Enabler “Establish OPM Leadership Program” will help sustain a group of leaders who can champion *OPM3* improvement plans. See Section 5.2.2 for more about OE Best Practices.
- **Process Groups.** This category groups Capabilities within each domain’s Process Group. See Chapter 4 for the list of Process Groups for each domain.
- **Knowledge Area.** A Knowledge Area is another category of Best Practices that describes an identified area of project management, defined by its knowledge requirements. These requirements are described in terms of component processes, practices, inputs, outputs, tools, and techniques as defined in the PMI standards for portfolio, program, and project. For instance, the program and project standards use the Risk Management Knowledge Area to group processes. An organization could decide to work on the Best Practices within the Risk Management Knowledge Area for both the Project and Program domains.
- **Project predictability.** This category identifies the Best Practices that support an organization’s ability to accurately forecast any deviations in the outcome of the project.

- **Resource optimization.** This category identifies the Best Practices that provide the ability to identify, deploy and release project resources that deliver customer value.
- **Balanced scorecard.** This subset of Best Practices supports an organization in the development and execution of uniform reporting and tracking mechanisms (such as a balanced scorecard) so that strategy execution is measured consistently and objectively.

As illustrated in Table 5-1, categorization of Best Practices helps an organization plan an improvement path based on areas that offer the most value, or require the most work to achieve organizational goals. As an example, an organization might select to work on the standardization Best Practices for the Planning processes within the Project and Program domains.

	Domain or OE	Process Improvement Stage	Process Group	Knowledge Area	Project Predictability	Resource Optimization	Balanced Scorecard
Best Practice 1	Project	Standardize	Planning	Risk	X		
Best Practice 2	Program	Standardize	Planning	Risk		X	
Best Practice 3	Portfolio	Measure	Closing	Time	X		X
Best Practice 4	OE		Closing	Time		X	X

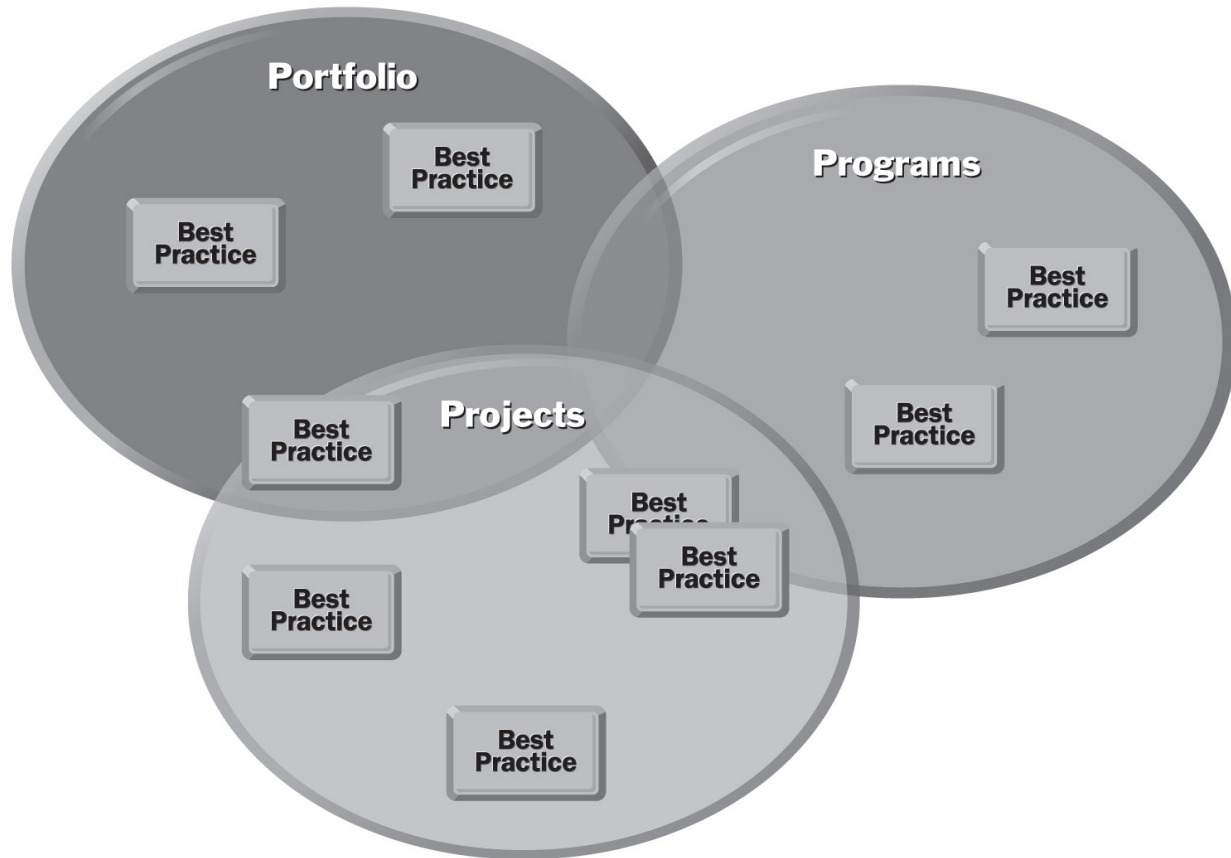
**Note:** In this example, an organization that has chosen to focus on Project Predictability might decide to work on Best Practices 1 and 3 in their improvement plan. Categories may be used to help an organization select Best Practices to work based on OPM goals.

**Table 5-1. *OPM3* Construct—An Overview**

## 5.5 *OPM3* Construct—An Overview

*OPM3* is a model of Best Practices and process Capabilities, constructed in way so as to allow any organization to use various paths for maturity improvements. The following section reviews and illustrates the *OPM3* Construct's components from beginning to end and puts them together in a new, holistic context to enable an organization to see how the model operates in a practical application.

First, Best Practices are a set of process Capabilities that must be achieved to demonstrate the Best Practice. Each Best Practice is associated with one or more domains as illustrated in Figure 5-4.

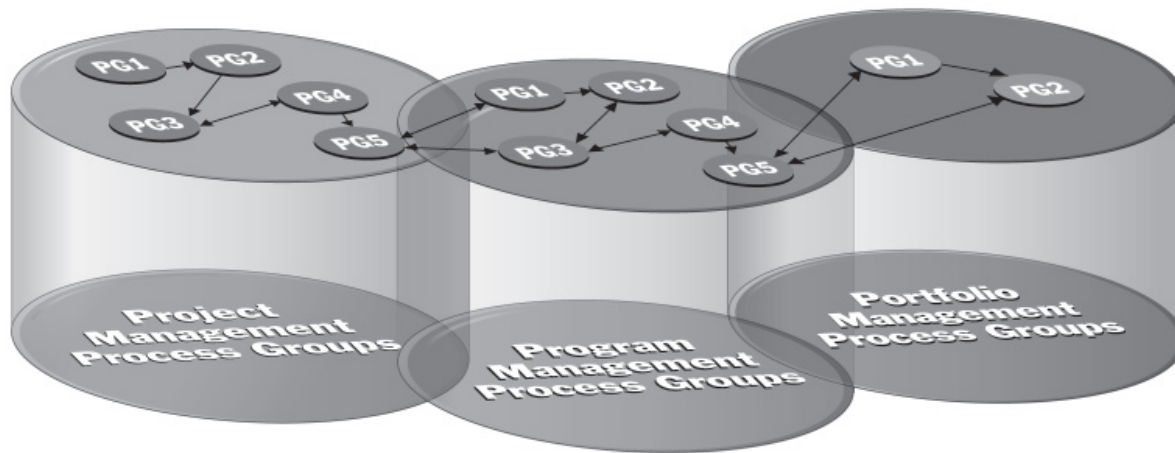


**Note:** Best Practices may be associated with one or many domains. The Best Practices' Capabilities may be dependent on one another to achieve maturity.

**Figure 5-4. Example 1—Best Practices and Associated Domains**

Each Best Practice also lies within either a process improvement (SMCI) category or an Organizational Enabler (OE) category. The processes within each domain are linked to each other through flows of information (depicted in Figure 5-5 as arrows). Similarly, the domains themselves are linked through flows of information.

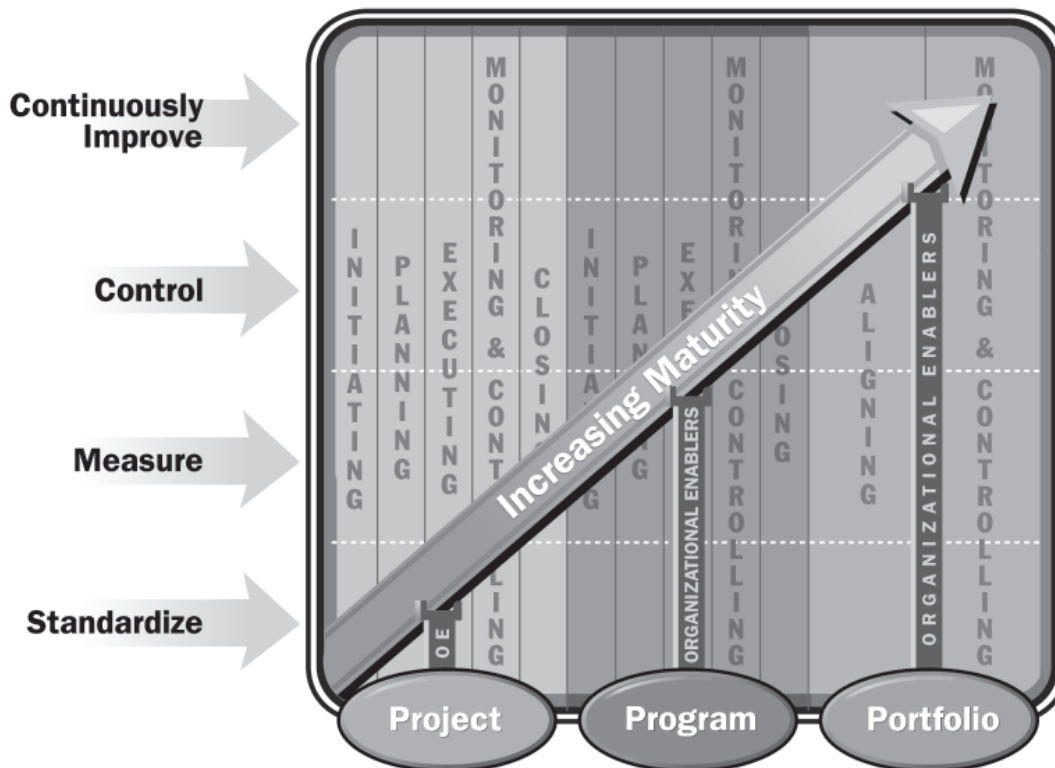




**Note:** Best Practices may be associated to one or many domains. The Best Practices' Capabilities may be dependent on one another to achieve maturity.

**Figure 5-5. Example 2—Best Practices and Associated Domains**

Achieving the SMCI in a progression from Standardize, Measure, Control and continuously Improve (though not required), facilitates increased organizational project management maturity. The OEs help support this achievement. Figure 5-6 illustrates how the organization increases maturity by pursuing the SMCI.

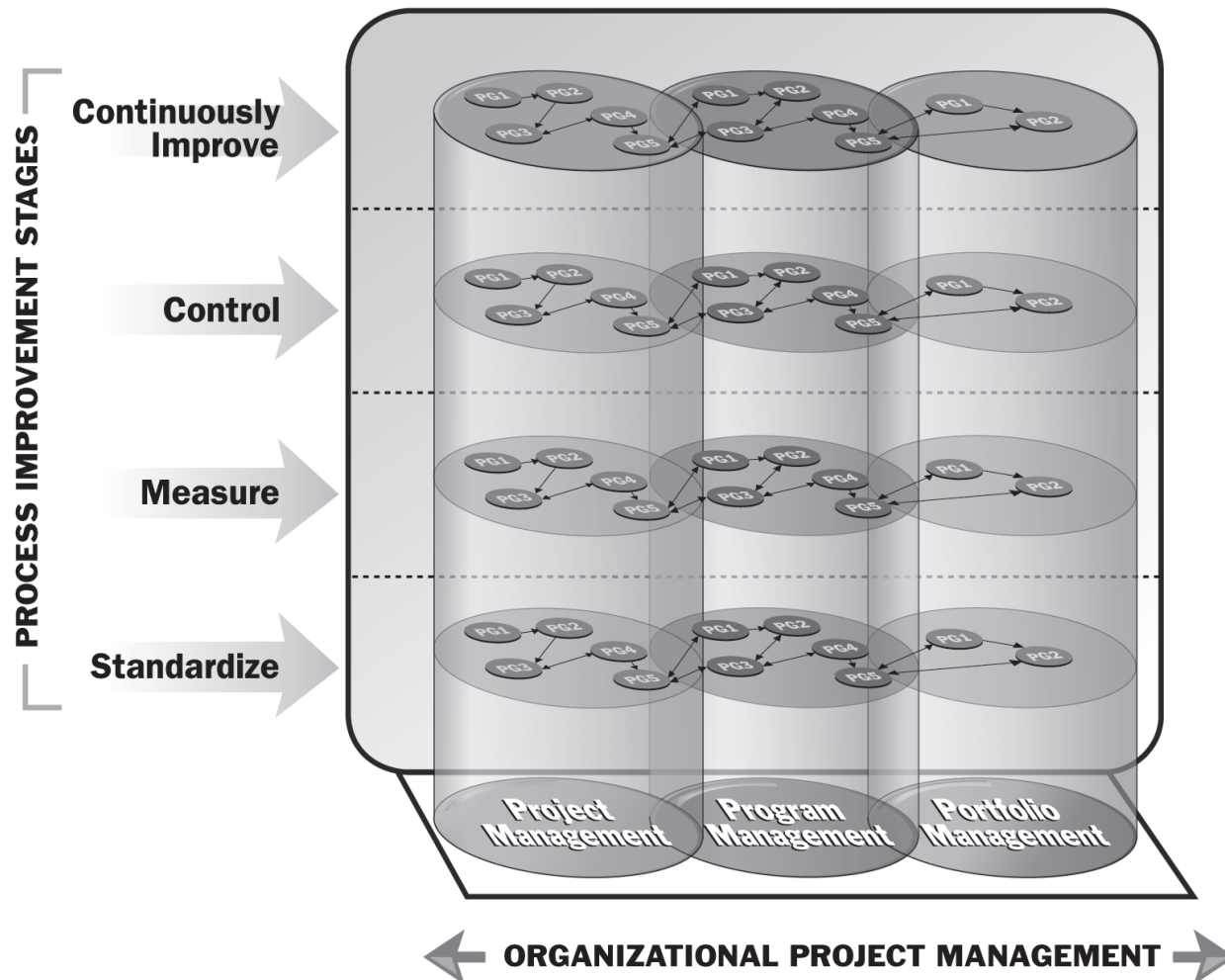


**Note:** By achieving Best Practices within each SMCI category, the organization increases its maturity. The Organizational Enablers help support the organization's effort on the SMCI Best Practices.

**Figure 5-6. Organizational Enablers Support SMCI Best Practices**



Finally, the entire process model describes the dependencies and interrelationships of the *OPM3* components. These components include the three domains of portfolio, program, and project management, the Process Groups for each domain and their four stages of process improvement, as well as enablers that support organizational project management. The construct's components are further decomposed into Best Practices, Capabilities and their respective Outcomes and KPIs to complete the process model. Every Best Practice and Capability within *OPM3* is mapped to one or more locations within the *OPM3* Construct illustrated in Figure 5-7.



**Note:** The *OPM3* Construct illustrates the framework that allows organizations to select the various project management maturity improvement paths.

**Figure 5-7. *OPM3* Construct**

Chapter 6 contains the full list of *OPM3* Best Practices.



# CHAPTER 6

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## THE *OPM3* BEST PRACTICES

### 6.1 *OPM3* Best Practices

Best Practices are optimal methods, currently recognized within a given industry or discipline, to achieve a goal or objective. In the *OPM3* context, a Best Practice is achieved when an organization demonstrates consistent organizational project management processes evidenced by the achievement of the Capabilities and Outcomes associated with each Best Practice.

Chapters 1 through 5 describe *OPM3* and its components. This chapter lists the Best Practices themselves and maps them to the two major categories within *OPM3*. The categories of Best Practices are:

- **Domain** (Project, Program, and Portfolio)
- **Organizational Enabler or SMCI** (standardize, measure, control and improve)

An organization will use Table 6-1 after performing the high-level self-assessment method (SAM) to identify Best Practices for any potential improvement effort. The table provides the name and a brief description of each Best Practice, and maps each Best Practice to the appropriate *OPM3* categories. The mapping allows the organization to focus on those Best Practices related to the category or categories of greatest importance to them without having to complete the entire set of Best Practices.

Table 6-1. OPM3 Best Practices

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1000	Establish Organizational Project Management Policies	The organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.	Project	Program	Portfolio					Organizational Project Management Policy and Vision
1005	Standardize Develop Project Charter Process	Develop Project Charter Process standards are established.	Project			Standardize				
1020	Standardize Develop Project Management Plan Process.	Develop Project Management Plan Process standards are established.	Project			Standardize				
1030	Standardize Project Collect Requirements Process	Project Collect Requirements Process standards are established.	Project			Standardize				
1035	Standardize Monitor and Control Project Work Process	Monitor and Control Project Work Process standards are established.	Project			Standardize				
1040	Standardize Project Define Scope Process	Project Define Scope Process standards are established.	Project			Standardize				
1045	Measure Monitor and Control Project Work Process	Monitor and Control Project Work Process measures are established, assembled, and analyzed.	Project				Measure			
1050	Standardize Project Define Activities Process	Project Define Activities Process standards are established.	Project			Standardize				
1055	Control Monitor and Control Project Work Process	Monitor and Control Project Work Process controls are established and executed to control the stability of the process.	Project					Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1060	Standardize Project Sequence Activities Process	Project Sequence Activities Process standards are established.	Project			Standardize				
1065	Improve Monitor and Control Project Work Process	Monitor and Control Project Work Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
1070	Standardize Project Estimate Activity Durations Process	Project Estimate Activity Durations Process standards are established.	Project			Standardize				
1075	Standardize Project Create WBS Process	Project Create WBS Process standards are established.	Project			Standardize				
1080	Standardize Project Develop Schedule Process	Project Develop Schedule Process standards are established.	Project			Standardize				
1085	Measure Project Create WBS Process	Project Create WBS Process measures are established, assembled, and analyzed.	Project				Measure			
1090	Standardize Project Develop Human Resource Plan Process	Project Develop Human Resource Plan Process standards are established.	Project			Standardize				
1095	Control Project Create WBS Process	Project Create WBS Process controls are established and executed to control the stability of the process.	Project					Control		
1100	Standardize Project Estimate Costs Process	Project Estimate Costs Process standards are established.	Project			Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1105	Improve Project Create WBS Process	Project Create WBS Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
1110	Standardize Project Determine Budget Process	Project Determine Budget Process standards are established.	Project			Standardize				
1115	Standardize Project Estimate Activity Resources Process	Project Estimate Activity Resources Process standards are established.	Project			Standardize				
1120	Standardize Project Plan Risk Management Process	Project Plan Risk Management Process standards are established.	Project			Standardize				
1125	Measure Project Estimate Activity Resources Process	Project Estimate Activity Resources Process measures are established, assembled, and analyzed.	Project				Measure			
1130	Standardize Project Plan Quality Process	Project Plan Quality Process standards are established.	Project			Standardize				
1135	Control Project Estimate Activity Resources Process	Project Estimate Activity Resources Process controls are established and executed to control the stability of the process.	Project					Control		
1145	Improve Project Estimate Activity Resources Process	Project Estimate Activity Resources Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
1150	Standardize Acquire Project Team Process	Project Acquire Project Team Process standards are established.	Project			Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1155	Standardize Manage Project Team Process	Manage Project Team Process standards are established.	Project			Standardize				
1160	Standardize Project Plan Communications Process	Project Plan Communications Process standards are established.	Project			Standardize				
1165	Measure Manage Project Team Process	Manage Project Team Process measures are established, assembled, and analyzed.	Project				Measure			
1170	Standardize Project Identify Risks Process	Project Identify Risks Process standards are established.	Project			Standardize				
1175	Control Manage Project Team Process	Manage Project Team Process controls are established and executed to control the stability of the process.	Project					Control		
1180	Standardize Project Perform Qualitative Risk Analysis Process	Project Perform Qualitative Risk Analysis Process standards are established.	Project			Standardize				
1185	Improve Manage Project Team Process	Manage Project Team Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
1190	Standardize Project Perform Quantitative Risk Analysis Process	Project Perform Quantitative Risk Analysis Process standards are established.	Project			Standardize				
1195	Standardize Project Identify Stakeholders Process	Project Identify Stakeholders Process standards are established.	Project			Standardize				
1200	Standardize Project Plan Risk Responses Process	Project Plan Risk Responses Process standards are established.	Project			Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1210	Standardize Project Plan Procurements Process	Project Plan Procurements Process standards are established.	Project			Standardize				
1230	Standardize Direct and Manage Project Execution Process	Direct and Manage Project Execution Process standards are established.	Project			Standardize				
1240	Standardize Project Perform Quality Assurance Process	Project Perform Quality Assurance Process standards are established.	Project			Standardize				
1250	Standardize Develop Project Team Process	Develop Project Team Process standards are established.	Project			Standardize				
1260	Standardize Project Distribute Information Process	Project Distribute Information Process standards are established.	Project			Standardize				
1270	Standardize Project Conduct Procurements Process	Project Conduct Procurements Process standards are established.	Project			Standardize				
1290	Standardize Project Administer Procurements Process	Project Administer Procurements Process standards are established.	Project			Standardize				
1300	Standardize Project Report Performance Process	Project Report Performance Process standards are established.	Project			Standardize				
1310	Standardize Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process standards are established.	Project			Standardize				
1320	Standardize Project Verify Scope Process	Project Verify Scope Process standards are established.	Project			Standardize				
1330	Standardize Project Control Scope Process	Project Control Scope Process standards are established.	Project			Standardize				



BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1340	Standardize Project Control Schedule Process	Project Control Schedule Process standards are established.	Project			Standardize				
1350	Standardize Project Control Costs Process	Project Control Costs Process standards are established.	Project			Standardize				
1360	Standardize Project Perform Quality Control Process	Project Perform Quality Control Process standards are established.	Project			Standardize				
1370	Standardize Project Monitor and Control Risks Process	Project Monitor and Control Risks Process standards are established.	Project			Standardize				
1380	Standardize Project Close Procurements Process	Project Close Procurements Process standards are established.	Project			Standardize				
1390	Standardize Close Project or Phase Process	Close Project or Phase Process standards are established.	Project			Standardize				
1400	Staff Organizational Project Management With Competent Resources	The organization provides organizational project management with an adequate workforce with the right level of competence for each project-related role.	Project	Program	Portfolio					Competency Management
1410	Manage Organizational Project Management Resource Pool	The organization has the mechanisms, systems, and processes that provide the organization with professional project managers and competent, committed project team members.	Project	Program	Portfolio					Competency Management
1430	Establish Project Manager Competency Processes	The organization establishes a process to ensure project managers have sufficient knowledge and experience.	Project							Competency Management
1450	Establish Strong Sponsorship	Sponsors actively participate in supporting the project.	Project	Program	Portfolio					Sponsorship

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1460	Apply Project Management Processes Flexibly	The organization applies processes in a manner that is relevant to each project.	Project	Program	Portfolio					Organizational Project Management Practices
1530	Use Formal Performance Assessment	The organization integrates PM performance in their formal processes and procedures to assess performance.			Portfolio					Individual Performance Appraisals
1540	Include Strategic Goals Into Project Objectives	Objectives of projects include explicit strategic goals in addition to time, cost, and quality.	Project							Project Success Criteria
1550	Use Standard Planning Baseline	The organization creates a standard project planning baseline.	Project							Organizational Project Management Methodology
1590	Record Project Resource Assignments	The organization has a formal process for assigning resources to projects and recording assignments.	Project	Program	Portfolio					Resource Allocation
1630	Establish Mathematical Models For Planning	The organization establishes and uses mathematical models for planning and replanning.	Project	Program						Organizational Project Management Techniques
1670	Know Inter-Project Plan	Project managers know the goals and plans of all projects related to their own projects. This allows them to explore alternative ways to avoid conflicts while still satisfying goals.	Project							Organizational Project Management Practices
1680	Adhere to Inter-Project Rules of Conduct	Project managers adhere to appropriate rules of conduct including definitions of privilege and responsibility for communication and action. The rules define the standard processes for collaboration and communication.		Program						Organizational Project Management Practices
1700	Measure Develop Project Charter Process	Develop Project Charter Process measures are established, assembled and analyzed.	Project				Measure			

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1710	Measure Develop Project Management Plan Process	Develop Project Management Plan Process measures are established, assembled, and analyzed.	Project				Measure			
1720	Measure Project Collect Requirements Process	Project Collect Requirements Process measures are established, assembled, and analyzed.	Project				Measure			
1730	Measure Project Define Scope Process	Project Define Scope Process measures are established, assembled, and analyzed.	Project				Measure			
1740	Measure Project Define Activities Process	Project Define Activities Process measures are established, assembled, and analyzed.	Project				Measure			
1750	Measure Project Sequence Activities Process	Project Sequence Activities Process measures are established, assembled and analyzed.	Project				Measure			
1760	Measure Project Estimate Activity Durations Process	Project Estimate Activity Durations Process measures are established, assembled, and analyzed.	Project				Measure			
1770	Measure Project Develop Schedule Process	Project Develop Schedule Process measures are established, assembled, and analyzed.	Project				Measure			
1780	Measure Project Develop Human Resource Plan Process	Project Develop Human Resource Plan Process measures are established, assembled, and analyzed.	Project				Measure			
1790	Measure Project Estimate Costs Process	Project Estimate Costs Process measures are established, assembled, and analyzed.	Project				Measure			
1800	Measure Project Determine Budget Process	Project Determine Budget Process measures are established, assembled, and analyzed.	Project				Measure			

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1810	Measure Project Plan Risk Management Process	Project Plan Risk Management Process measures are established, assembled, and analyzed.	Project				Measure			
1820	Measure Project Plan Quality Process	Project Plan Quality Process measures are established, assembled, and analyzed.	Project				Measure			
1840	Measure Acquire Project Team Process	Acquire Project Team Process measures are established, assembled, and analyzed.	Project				Measure			
1850	Measure Project Plan Communications Process	Project Plan Communications Process measures are established, assembled, and analyzed.	Project				Measure			
1860	Measure Project Identify Risks Process	Project Identify Risks Process measures are established, assembled, and analyzed.	Project				Measure			
1870	Measure Project Perform Qualitative Risk Analysis Process	Project Perform Qualitative Risk Analysis Process measures are established, assembled, and analyzed.	Project				Measure			
1880	Measure Project Perform Quantitative Risk Analysis Process	Project Perform Quantitative Risk Analysis Process measures are established, assembled, and analyzed.	Project				Measure			
1890	Measure Project Plan Risk Responses Process	Project Plan Risk Responses Process measures are established, assembled, and analyzed.	Project				Measure			
1900	Measure Project Plan Procurements Process	Project Plan Procurements Process measures are established, assembled, and analyzed.	Project				Measure			
1920	Measure Direct and Manage Project Execution Process	Direct and Manage Project Execution Process measures are established, assembled, and analyzed.	Project				Measure			

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
1930	Measure Project Perform Quality Assurance Process	Project Perform Quality Assurance Process measures are established, assembled, and analyzed.	Project				Measure			
1940	Measure Develop Project Team Process	Develop Project Team Process measures are established, assembled, and analyzed.	Project				Measure			
1950	Measure Project Distribute Information Process	Project Distribute Information Process measures are established, assembled, and analyzed.	Project				Measure			
1960	Measure Project Conduct Procurements Process	Project Conduct Procurements Process measures are established, assembled, and analyzed.	Project				Measure			
1980	Measure Project Administer Procurements Process	Project Administer Procurements Process measures are established, assembled, and analyzed.	Project				Measure			
1990	Measure Project Report Performance Process	Project Report Performance Process measures are established, assembled, and analyzed.	Project				Measure			
2000	Measure Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process measures are established, assembled, and analyzed.	Project				Measure			
2005	Measure Project Identify Stakeholders Process	Project Identify Stakeholders Process measures are established, assembled, and analyzed.	Project				Measure			
2010	Measure Project Verify Scope Process	Project Verify Scope Process measures are established, assembled, and analyzed.	Project				Measure			

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2015	Control Project Identify Stakeholders Process	Project Identify Stakeholders Process controls are established and executed to control the stability of the process.	Project					Control		
2020	Measure Project Control Scope Process	Project Control Scope Process measures are established, assembled, and analyzed.	Project				Measure			
2025	Improve Project Identify Stakeholders Process	Project Identify Stakeholders Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2030	Measure Project Control Schedule Process	Project Control Schedule Process measures are established, assembled, and analyzed.	Project				Measure			
2035	Standardize Project Manage Stakeholder Expectations Process	Project Manage Stakeholder Expectations Process standards are established.	Project			Standardize				
2040	Measure Project Control Costs Process	Project Control Costs Process measures are established, assembled, and analyzed.	Project				Measure			
2045	Measure Project Manage Stakeholder Expectations Process	Project Manage Stakeholder Expectations Process measures are established, assembled, and analyzed.	Project				Measure			
2050	Measure Project Perform Quality Control Process	Project Perform Quality Control Process measures are established, assembled, and analyzed.	Project				Measure			
2055	Control Project Manage Stakeholder Expectations Process	Project Manage Stakeholder Expectations Process controls are established and executed to control the stability of the process.	Project					Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2060	Measure Project Monitor and Control Risks Process	Project Monitor and Control Risks Process measures are established, assembled, and analyzed.	Project				Measure			
2065	Improve Project Manage Stakeholder Expectations Process	Project Manage Stakeholder Expectations Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2070	Measure Project Close Procurements Process	Project Close Procurements Process measures are established, assembled, and analyzed.	Project				Measure			
2080	Measure Close Project or Phase Process	Close Project or Phase Process measures are established, assembled, and analyzed.	Project				Measure			
2090	Adhere to Project Management Techniques	The organization selects a core set of Project Management techniques to which it adapts and evolves over time. The organization also permits these techniques to be tailored based upon the specific needs of the project.	Project							Organizational Project Management Techniques
2160	Review Projects against "Continue or Terminate" Criteria	The organization has gateways where deliverables are assessed and the projects are allowed to continue or need to be stopped.	Project	Program	Portfolio					Project Success Criteria
2190	Benchmark Organizational Project Management Performance Against Industry Standards	The organization identifies external standards against which they measure Organizational Project Management performance.	Project	Program	Portfolio					Benchmarking

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2240	Control Develop Project Charter Process	Develop Project Charter Process controls are established and executed to control the stability of the process.	Project					Control		
2250	Control Develop Project Management Plan Process	Develop Project Management Plan Process controls are established and executed to control the stability of the process.	Project					Control		
2260	Control Project Collect Requirements Process	Project Collect Requirements Process controls are established and executed to control the stability of the process.	Project					Control		
2270	Control Project Define Scope Process	Project Define Scope Process controls are established and executed to control the stability of the process.	Project					Control		
2280	Control Project Define Activities Process	Project Define Activities Process controls are established and executed to control the stability of the process.	Project					Control		
2290	Control Project Sequence Activities Process	Project Sequence Activities Process controls are established and executed to control the stability of the process.	Project					Control		
2300	Control Project Estimate Activity Durations Process	Project Estimate Activity Durations Process controls are established and executed to control the stability of the process.	Project					Control		
2310	Control Project Develop Schedule Process	Project Develop Schedule Process controls are established and executed to control the stability of the process.	Project					Control		



BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2320	Control Project Develop Human Resource Plan Process	Project Develop Human Resource Plan Process controls are established and executed to control the stability of the process.	Project					Control		
2330	Control Project Estimate Costs Process	Project Estimate Costs Process controls are established and executed to control the stability of the process.	Project					Control		
2340	Control Project Determine Budget Process	Project Determine Budget Process controls are established and executed to control the stability of the process.	Project					Control		
2350	Control Project Plan Risk Management Process	Project Plan Risk Management Process controls are established and executed to control the stability of the process.	Project					Control		
2360	Control Project Plan Quality Process	Project Plan Quality Process controls are established and executed to control the stability of the process.	Project					Control		
2380	Control Acquire Project Team Process	Acquire Project Team Process controls are established and executed to control the stability of the process.	Project					Control		
2390	Control Project Plan Communications Process	Project Plan Communications Process controls are established and executed to control the stability of the process.	Project					Control		
2400	Control Project Identify Risks Process	Project Identify Risks Process controls are established and executed to control the stability of the process.	Project					Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2410	Control Project Perform Qualitative Risk Analysis Process	Project Perform Qualitative Risk Analysis Process controls are established and executed to control the stability of the process.	Project					Control		
2420	Control Project Perform Quantitative Risk Analysis Process	Project Perform Quantitative Risk Analysis Process controls are established and executed to control the stability of the process.	Project					Control		
2430	Control Project Plan Risk Responses Process	Project Plan Risk Responses Process controls are established and executed to control the stability of the process.	Project					Control		
2440	Control Project Plan Procurements Process	Project Plan Procurements Process controls are established and executed to control the stability of the process.	Project					Control		
2460	Control Direct and Manage Project Execution Process	Direct and Manage Project Execution Process controls are established and executed to control the stability of the process.	Project					Control		
2470	Control Project Perform Quality Assurance Process	Project Perform Quality Assurance Process controls are established and executed to control the stability of the process.	Project					Control		
2480	Control Develop Project Team Process	Develop Project Team Process controls are established and executed to control the stability of the process.	Project					Control		
2490	Control Project Distribute Information Process	Project Distribute Information Process controls are established and executed to control the stability of the process.	Project					Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2500	Control Project Conduct Procurements Process	Project Conduct Procurements Process controls are established and executed to control the stability of the process.	Project					Control		
2520	Control Project Administer Procurements Process	Project Administer Procurements Process controls are established and executed to control the stability of the process.	Project					Control		
2530	Control Project Report Performance Process	Project Report Performance Process controls are established and executed to control the stability of the process.	Project					Control		
2540	Control Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process controls are established and executed to control the stability of the process.	Project					Control		
2550	Control Project Verify Scope Process	Project Verify Scope Process controls are established and executed to control the stability of the process.	Project					Control		
2560	Control Project Control Scope Process	Project Control Scope Process controls are established and executed to control the stability of the process.	Project					Control		
2570	Control Project Control Schedule Process	Project Control Schedule Process controls are established and executed to control the stability of the process.	Project					Control		
2580	Control Project Control Costs Process	Project Control Costs Process controls are established and executed to control the stability of the process.	Project					Control		
2590	Control Project Perform Quality Control Process	Project Perform Quality Control Process controls are established and executed to control the stability of the process.	Project					Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2600	Control Project Monitor and Control Risks Process	Project Monitor and Control Risks Process controls are established and executed to control the stability of the process.	Project					Control		
2610	Control Project Close Procurements Process	Project Close Procurements Process controls are established and executed to control the stability of the process.	Project					Control		
2620	Control Close Project or Phase Process	Close Project or Phase Process controls are established and executed to control the stability of the process.	Project					Control		
2630	Improve Develop Project Charter Process	Develop Project Charter Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2640	Improve Develop Project Management Plan Process	Develop Project Management Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2650	Improve Project Collect Requirements Process	Project Collect Requirements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2660	Improve Project Define Scope Process	Project Define Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2670	Improve Project Define Activities Process	Project Define Activities Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2680	Improve Project Sequence Activities Process	Project Sequence Activities Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2690	Improve Project Estimate Activity Durations Process	Project Estimate Activity Durations Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2700	Improve Project Develop Schedule Process	Project Develop Schedule Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2710	Improve Project Develop Human Resource Plan Process	Project Develop Human Resource Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2720	Improve Project Estimate Costs Process	Project Estimate Costs Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2730	Improve Project Determine Budget Process	Project Determine Budget Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2740	Improve Project Plan Risk Management Process	Project Plan Risk Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2750	Improve Project Plan Quality Process	Project Plan Quality Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2770	Improve Acquire Project Team Process	Acquire Project Team Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2780	Improve Project Plan Communications Process	Project Plan Communications Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2790	Improve Project Identify Risks Process	Project Identify Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2800	Improve Project Perform Qualitative Risk Analysis Process	Project Perform Qualitative Risk Analysis Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2810	Improve Project Perform Quantitative Risk Analysis Process	Project Perform Quantitative Risk Analysis Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2820	Improve Project Plan Risk Responses Process	Project Plan Risk Responses Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2830	Improve Project Plan Procurements Process	Project Plan Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2850	Improve Direct and Manage Project Execution Process	Direct and Manage Project Execution Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2860	Improve Project Perform Quality Assurance Process	Project Perform Quality Assurance Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2870	Improve Develop Project Team Process	Develop Project Team Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2880	Improve Project Distribute Information Process	Project Distribute Information Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	



BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2890	Improve Project Conduct Procurements Process	Project Conduct Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2910	Improve Project Administer Procurements Process	Project Administer Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2920	Improve Project Report Performance Process	Project Report Performance Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2930	Improve Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2940	Improve Project Verify Scope Process	Project Verify Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
2950	Improve Project Control Scope Process	Project Control Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2960	Improve Project Control Schedule Process	Project Control Schedule Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2970	Improve Project Control Costs Process	Project Control Costs Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2980	Improve Project Perform Quality Control Process	Project Perform Quality Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
2990	Improve Project Monitor and Control Risks Process	Project Monitor and Control Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3000	Improve Project Close Procurements Process	Project Close Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
3010	Improve Close Project or Phase Process	Close Project or Phase Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Project						Improve	
3030	Capture and Share Lessons Learned	The organization collects and shares lessons learned from projects, programs, and portfolios.	Project	Program	Portfolio					PMIS and Knowledge Management
3050	Perform Benchmarking to Improve Performance	The organization uses the technique of benchmarking to continually improve project performance.	Project	Program	Portfolio					Benchmarking
3070	Encourage Risk Taking	The organization encourages project teams to take calculated risks that enhance project performance.	Project							Organizational Project Management Techniques
3120	Standardize Initiate Program Process	Initiate Program Process standards are established.		Program		Standardize				
3130	Standardize Develop Program Management Plan Process	Develop Program Management Plan Process standards are established.		Program		Standardize				
3140	Standardize Plan Program Scope Process	Plan Program Scope Process standards are established.		Program		Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3155	Standardize Develop Program Infrastructure Process	Develop Program Infrastructure Process standards are established.		Program		Standardize				
3165	Measure Develop Program Infrastructure Process	Develop Program Infrastructure Process measures are established, assembled and analyzed.		Program			Measure			
3175	Control Develop Program Infrastructure Process	Develop Program Infrastructure Process controls are established and executed to control the stability of the process.		Program				Control		
3185	Improve Develop Program Infrastructure Process	Develop Program Infrastructure Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3190	Standardize Develop Program Schedule Process	Develop Program Schedule Process standards are established.		Program		Standardize				
3200	Standardize Manage Program Resources Process	Manage Program Resources Process standards are established.		Program		Standardize				
3210	Standardize Estimate Program Costs Process	Estimate Program Costs Process standards are established.		Program		Standardize				
3215	Standardize Monitor and Control Program Performance Process	Monitor and Control Program Performance Process standards are established.		Program		Standardize				
3220	Standardize Budget Program Costs Process	Budget Program Costs Process standards are established.		Program		Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3225	Measure Monitor and Control Program Performance Process	Monitor and Control Program Performance Process measures are established, assembled and analyzed.		Program			Measure			
3230	Standardize Plan Program Risk Management Process	Plan Program Risk Management Process standards are established.		Program		Standardize				
3235	Control Monitor and Control Program Performance Process	Monitor and Control Program Performance Process controls are established and executed to control the stability of the process.		Program				Control		
3240	Standardize Plan Program Quality Process	Plan Program Quality Process standards are established.		Program		Standardize				
3245	Improve Monitor and Control Program Performance Process	Monitor and Control Program Performance Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3255	Standardize Manage Program Issues Process	Manage Program Issues Process standards are established.		Program		Standardize				
3265	Measure Manage Program Issues Process	Manage Program Issues Process measures are established, assembled, and analyzed.		Program			Measure			
3270	Standardize Program Plan Communications Process	Program Plan Communications Process standards are established.		Program		Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3275	Control Manage Program Issues Process	Manage Program Issues Process controls are established and executed to control the stability of the process.		Program				Control		
3280	Standardize Identify Program Risks Process	Identify Program Risks Process standards are established.		Program		Standardize				
3285	Improve Manage Program Issues Process	Manage Program Issues Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3305	Standardize Define Program Goals and Objectives Process	Define Program Goals and Objectives Process standards are established.		Program		Standardize				
3310	Standardize Plan Program Risk Responses Process	Plan Program Risk Responses Process standards are established.		Program		Standardize				
3315	Measure Define Program Goals and Objectives Process	Define Program Goals and Objectives Process measures are established, assembled, and analyzed.		Program			Measure			
3320	Standardize Plan Program Procurements Process	Plan Program Procurements Process standards are established.		Program		Standardize				
3325	Control Define Program Goals and Objectives Process	Define Program Goals and Objectives Process controls are established and executed to control the stability of the process.		Program				Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3335	Improve Define Program Goals and Objectives Process	Define Program Goals and Objectives Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3340	Standardize Direct and Manage Program Execution Process	Direct and Manage Program Execution Process standards are established.		Program		Standardize				
3345	Standardize Develop Program Requirements Process	Develop Program Requirements Process standards are established.		Program		Standardize				
3355	Measure Develop Program Requirements Process	Develop Program Requirements Process measures are established, assembled, and analyzed.		Program			Measure			
3365	Control Develop Program Requirements Process	Develop Program Requirements Process controls are established and executed to control the stability of the process.		Program				Control		
3367	Improve Develop Program Requirements Process	Develop Program Requirements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3370	Standardize Program Distribute Information Process	Program Distribute Information Process standards are established.		Program		Standardize				
3375	Standardize Develop Program Architecture Process	Develop Program Architecture Process standards are established.		Program		Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3385	Measure Develop Program Architecture Process	Develop Program Architecture Process measures are established, assembled, and analyzed.		Program			Measure			
3395	Control Develop Program Architecture Process	Develop Program Architecture Process controls are established and executed to control the stability of the process.		Program				Control		
3400	Standardize Administer Program Procurements Process	Administer Program Procurements Process standards are established.		Program		Standardize				
3405	Improve Develop Program Architecture Process	Develop Program Architecture Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3410	Standardize Report Program Performance Process	Report Program Performance Process standards are established.		Program		Standardize				
3415	Standardize Develop Program WBS Process	Develop Program WBS Process standards are established.		Program		Standardize				
3425	Measure Develop Program WBS Process	Develop Program WBS Process measures are established, assembled, and analyzed.		Program			Measure			
3435	Control Develop Program WBS Process	Develop Program WBS Process controls are established and executed to control the stability of the process.		Program				Control		
3440	Standardize Monitor and Control Program Scope Process	Monitor and Control Program Scope Process standards are established.		Program		Standardize				



BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3445	Improve Develop Program WBS Process	Develop Program WBS Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3450	Standardize Monitor and Control Program Schedule Process	Monitor and Control Program Schedule Process standards are established.		Program		Standardize				
3480	Standardize Monitor and Control Program Risks Process	Monitor and Control Program Risks Process standards are established.		Program		Standardize				
3490	Standardize Close Program Procurements Process	Close Program Procurements Process standards are established.		Program		Standardize				
3500	Standardize Close Program Process	Close Program Process standards are established.		Program		Standardize				
3505	Standardize Manage Program Architecture Process	Manage Program Architecture Process standards are established.		Program		Standardize				
3515	Measure Manage Program Architecture Process	Manage Program Architecture Process measures are established, assembled, and analyzed.		Program			Measure			
3520	Assess Confidence in Plans	Portfolio and program managers assess the confidence in project plans.			Portfolio					Organizational Project Management Techniques
3525	Control Manage Program Architecture Process	Manage Program Architecture Process controls are established and executed to control the stability of the process.		Program				Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3535	Improve Manage Program Architecture Process	Manage Program Architecture Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3545	Standardize Program Manage Component Interfaces Process	Program Manage Component Interfaces Process standards are established.		Program		Standardize				
3550	Adhere to Inter-Program Protocol Agreements	Program Managers adhere to appropriate rules of conduct (including definitions of privilege and responsibility for communication and action) that define how program and project managers collaborate and communicate.		Program						Organizational Project Management Practices
3555	Measure Program Manage Component Interfaces Process	Program Manage Component Interfaces Process measures are established, assembled, and analyzed.		Program			Measure			
3565	Control Program Manage Component Interfaces Process	Program Manage Component Interfaces Process controls are established and executed to control the stability of the process.		Program				Control		
3570	Manage Related Projects	Processes, structures, and practices allow interactions between projects to be coordinated.	Project							Organizational Project Management Practices
3575	Improve Program Manage Component Interfaces Process	Program Manage Component Interfaces Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3590	Measure Initiate Program Process	Initiate Program Process measures are established, assembled, and analyzed.		Program			Measure			
3600	Measure Develop Program Management Plan Process	Develop Program Management Plan Process measures are established, assembled, and analyzed.		Program			Measure			
3605	Standardize Analyze Program Risks Process	Analyze Program Risks Process standards are established.		Program		Standardize				
3610	Measure Plan Program Scope Process	Plan Program Scope Process measures are established, assembled, and analyzed.		Program			Measure			
3615	Measure Analyze Program Risks Process	Analyze Program Risks Process measures are established, assembled, and analyzed.		Program			Measure			
3625	Control Analyze Program Risks Process	Analyze Program Risks Process controls are established and executed to control the stability of the process.		Program				Control		
3635	Improve Analyze Program Risks Process	Analyze Program Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3655	Standardize Conduct Program Procurements Process	Conduct Program Procurements Process standards are established.		Program		Standardize				
3660	Measure Develop Program Schedule Process	Develop Program Schedule Process measures are established, assembled, and analyzed.		Program			Measure			

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3665	Measure Conduct Program Procurements Process	Conduct Program Procurements Process measures are established, assembled, and analyzed.		Program			Measure			
3670	Measure Manage Program Resources Process	Manage Program Resources Process measures are established, assembled, and analyzed.		Program			Measure			
3675	Control Conduct Program Procurements Process	Conduct Program Procurements Process controls are established and executed to control the stability of the process.		Program				Control		
3680	Measure Estimate Program Costs Process	Estimate Program Costs Process measures are established, assembled, and analyzed.		Program			Measure			
3685	Improve Conduct Program Procurements Process	Conduct Program Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3690	Measure Budget Program Costs Process	Budget Program Costs Process measures are established, assembled, and analyzed.		Program			Measure			
3700	Measure Plan Program Risk Management Process	Plan Program Risk Management Process measures are established, assembled, and analyzed.		Program			Measure			
3705	Standardize Establish Program Financial Framework Process	Establish Program Financial Framework Process standards are established.		Program		Standardize				
3710	Measure Plan Program Quality Process	Plan Program Quality Process measures are established, assembled, and analyzed.		Program			Measure			

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3715	Measure Establish Program Financial Framework Process	Establish Program Financial Framework Process measures are established, assembled, and analyzed.		Program			Measure			
3725	Control Establish Program Financial Framework Process	Establish Program Financial Framework Process controls are established and executed to control the stability of the process.		Program				Control		
3735	Improve Establish Program Financial Framework Process	Establish Program Financial Framework Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3740	Measure Program Plan Communications Process	Program Plan Communications Process measures are established, assembled, and analyzed.		Program			Measure			
3745	Standardize Develop Program Financial Plan Process	Develop Program Financial Plan Process standards are established.		Program		Standardize				
3750	Measure Identify Program Risks Process	Identify Program Risks Process measures are established, assembled, and analyzed.		Program			Measure			
3755	Measure Develop Program Financial Plan Process	Develop Program Financial Plan Process measures are established, assembled, and analyzed.		Program			Measure			
3765	Control Develop Program Financial Plan Process	Develop Program Financial Plan Process controls are established and executed to control the stability of the process.		Program				Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3775	Improve Develop Program Financial Plan Process	Develop Program Financial Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3780	Measure Plan Program Risk Responses Process	Plan Program Risk Responses Process measures are established, assembled, and analyzed.		Program			Measure			
3790	Measure Plan Program Procurements Process	Plan Program Procurements Process measures are established, assembled, and analyzed.		Program			Measure			
3805	Standardize Monitor and Control Program Financials Process	Monitor and Control Program Financials Process standards are established.		Program		Standardize				
3810	Measure Direct and Manage Program Execution Process	Direct and Manage Program Execution Process measures are established, assembled, and analyzed.		Program			Measure			
3815	Measure Monitor and Control Program Financials Process	Monitor and Control Program Financials Process measures are established, assembled, and analyzed.		Program			Measure			
3825	Control Monitor and Control Program Financials Process	Monitor and Control Program Financials Process controls are established and executed to control the stability of the process.		Program				Control		
3835	Improve Monitor and Control Program Financials Process	Monitor and Control Program Financials Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3840	Measure Program Distribute Information Process	Program Distribute Information Process measures are established, assembled, and analyzed.		Program			Measure			
3845	Standardize Identify Program Stakeholders Process	Identify Program Stakeholders Process standards are established.		Program		Standardize				
3855	Measure Identify Program Stakeholders Process	Identify Program Stakeholders Process measures are established, assembled, and analyzed.		Program			Measure			
3865	Control Identify Program Stakeholders Process	Identify Program Stakeholders Process controls are established and executed to control the stability of the process.		Program				Control		
3870	Measure Administer Program Procurements Process	Administer Program Procurements Process measures are established, assembled, and analyzed.		Program			Measure			
3875	Improve Identify Program Stakeholders Process	Identify Program Stakeholders Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3880	Measure Report Program Performance Process	Report Program Performance Process measures are established, assembled, and analyzed.		Program			Measure			
3885	Standardize Plan Program Stakeholder Management Process	Plan Program Stakeholder Management Process standards are established.		Program		Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3895	Measure Plan Program Stakeholder Management Process	Plan Program Stakeholder Management Process measures are established, assembled, and analyzed.		Program			Measure			
3905	Control Plan Program Stakeholder Management Process	Plan Program Stakeholder Management Process controls are established and executed to control the stability of the process.		Program				Control		
3910	Measure Monitor and Control Program Scope Process	Monitor and Control Program Scope Process measures are established, assembled, and analyzed.		Program			Measure			
3915	Improve Plan Program Stakeholder Management Process	Plan Program Stakeholder Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3920	Measure Monitor and Control Program Schedule Process	Monitor and Control Program Schedule Process measures are established, assembled, and analyzed.		Program			Measure			
3925	Standardize Engage Program Stakeholders Process	Engage Program Stakeholders Process standards are established.		Program		Standardize				
3935	Measure Engage Program Stakeholders Process	Engage Program Stakeholders Process measures are established, assembled, and analyzed.		Program			Measure			
3945	Control Engage Program Stakeholders Process	Engage Program Stakeholders Process controls are established and executed to control the stability of the process.		Program				Control		



BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
3950	Measure Monitor and Control Program Risks Process	Monitor and Control Program Risks Process measures are established, assembled, and analyzed.		Program			Measure			
3955	Improve Engage Program Stakeholders Process	Engage Program Stakeholders Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
3960	Measure Close Program Procurements Process	Close Program Procurements Process measures are established, assembled, and analyzed.		Program			Measure			
3965	Standardize Manage Program Stakeholder Expectations Process	Manage Program Stakeholder Expectations Process standards are established.		Program		Standardize				
3970	Measure Close Program Process	Close Program Process measures are established, assembled, and analyzed.		Program			Measure			
3975	Measure Manage Program Stakeholder Expectations Process	Manage Program Stakeholder Expectations Process measures are established, assembled, and analyzed.		Program			Measure			
3985	Control Manage Program Stakeholder Expectations Process	Manage Program Stakeholder Expectations Process controls are established and executed to control the stability of the process.		Program				Control		
3995	Improve Manage Program Stakeholder Expectations Process	Manage Program Stakeholder Expectations Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4000	Control Initiate Program Process	Initiate Program Process controls are established and executed to control the stability of the process.		Program				Control		
4005	Standardize Plan and Establish Program Governance Structure Process	Plan and Establish Program Governance Structure Process standards are established.		Program		Standardize				
4010	Control Develop Program Management Plan Process	Develop Program Management Plan Process controls are established and executed to control the stability of the process.		Program				Control		
4015	Measure Plan and Establish Program Governance Structure Process	Plan and Establish Program Governance Structure Process measures are established, assembled, and analyzed.		Program			Measure			
4020	Control Plan Program Scope Process	Plan Program Scope Process controls are established and executed to control the stability of the process.		Program				Control		
4025	Control Plan and Establish Program Governance Structure Process	Plan and Establish Program Governance Structure Process controls are established and executed to control the stability of the process.		Program				Control		
4027	Improve Plan and Establish Program Governance Structure Process	Plan and Establish Program Governance Structure Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4035	Standardize Plan Program Audits Process	Plan Program Audits Process standards are established.		Program		Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4045	Measure Plan Program Audits Process	Plan Program Audits Process measures are established, assembled, and analyzed.		Program			Measure			
4065	Control Plan Program Audits Process	Plan Program Audits Process controls are established and executed to control the stability of the process.		Program				Control		
4070	Control Develop Program Schedule Process	Develop Program Schedule Process controls are established and executed to control the stability of the process.		Program				Control		
4075	Improve Plan Program Audits Process	Plan Program Audits Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4080	Control Manage Program Resources Process	Manage Program Resources Process controls are established and executed to control the stability of the process.		Program				Control		
4090	Control Estimate Program Costs Process	Estimate Program Costs Process controls are established and executed to control the stability of the process.		Program				Control		
4100	Control Budget Program Costs Process	Budget Program Costs Process controls are established and executed to control the stability of the process.		Program				Control		
4105	Standardize Program Approve Component Initiation Process	Program Approve Component Initiation Process standards are established.		Program		Standardize				
4110	Control Plan Program Risk Management Process	Plan Program Risk Management Process controls are established and executed to control the stability of the process.		Program				Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4115	Measure Program Approve Component Initiation Process	Program Approve Component Initiation Process measures are established, assembled, and analyzed.		Program			Measure			
4120	Control Plan Program Quality Process	Plan Program Quality Process controls are established and executed to control the stability of the process.		Program				Control		
4125	Control Program Approve Component Initiation Process	Program Approve Component Initiation Process controls are established and executed to control the stability of the process.		Program				Control		
4135	Improve Program Approve Component Initiation Process	Program Approve Component Initiation Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4150	Control Program Plan Communications Process	Program Plan Communications Process controls are established and executed to control the stability of the process.		Program				Control		
4160	Control Identify Program Risks Process	Identify Program Risks Process controls are established and executed to control the stability of the process.		Program				Control		
4190	Control Plan Program Risk Responses Process	Plan Program Risk Responses Process controls are established and executed to control the stability of the process.		Program				Control		
4200	Control Plan Program Procurements Process	Plan Program Procurements Process controls are established and executed to control the stability of the process.		Program				Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4205	Standardize Program Provide Governance Oversight Process	Program Provide Governance Oversight Process standards are established.		Program		Standardize				
4215	Measure Program Provide Governance Oversight Process	Program Provide Governance Oversight Process measures are established, assembled, and analyzed.		Program			Measure			
4220	Control Direct and Manage Program Execution Process	Direct and Manage Program Execution Process controls are established and executed to control the stability of the process.		Program				Control		
4225	Control Program Provide Governance Oversight Process	Program Provide Governance Oversight Process controls are established and executed to control the stability of the process.		Program				Control		
4235	Improve Program Provide Governance Oversight Process	Program Provide Governance Oversight Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4250	Control Program Distribute Information Process	Program Distribute Information Process controls are established and executed to control the stability of the process.		Program				Control		
4255	Standardize Manage Program Benefits Process	Manage Program Benefits Process standards are established.		Program		Standardize				
4265	Measure Manage Program Benefits Process	Manage Program Benefits Process measures are established, assembled, and analyzed.		Program			Measure			

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4275	Control Manage Program Benefits Process	Manage Program Benefits Process controls are established and executed to control the stability of the process.		Program				Control		
4280	Control Administer Program Procurements Process	Administer Program Procurements Process controls are established and executed to control the stability of the process.		Program				Control		
4285	Improve Manage Program Benefits Process	Manage Program Benefits Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4290	Control Report Program Performance Process	Report Program Performance Process controls are established and executed to control the stability of the process.		Program				Control		
4305	Standardize Control Program Changes Process	Monitor and Control Program Changes Process standards are established.		Program		Standardize				
4315	Measure Control Program Changes Process	Monitor and Control Program Changes Process measures are established, assembled, and analyzed.		Program			Measure			
4320	Control Monitor and Control Program Scope Process	Monitor and Control Program Scope Process controls are established and executed to control the stability of the process.		Program				Control		
4325	Control the Control Program Changes Process	Monitor and Control Program Changes Process controls are established and executed to control the stability of the process.		Program				Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4330	Control Monitor and Control Program Schedule Process	Monitor and Control Program Schedule Process controls are established and executed to control the stability of the process.		Program				Control		
4335	Improve Control Program Changes Process	Monitor and Control Program Changes Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4355	Standardize Program Approve Component Transition Process	Program Approve Component Transition Process standards are established.		Program		Standardize				
4360	Control Monitor and Control Program Risks Process	Monitor and Control Program Risks Process controls are established and executed to control the stability of the process.		Program				Control		
4365	Measure Program Approve Component Transition Process	Program Approve Component Transition Process measures are established, assembled, and analyzed.		Program			Measure			
4370	Control Close Program Procurements Process	Close Program Procurements Process controls are established and executed to control the stability of the process.		Program				Control		
4375	Control Program Approve Component Transition Process	Program Approve Component Transition Process controls are established and executed to control the stability of the process.		Program				Control		
4380	Control Close Program Process	Close Program Process controls are established and executed to control the stability of the process.		Program				Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4385	Improve Program Approve Component Transition Process	Program Approve Component Transition Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve Improve	
4390	Improve Initiate Program Process	Initiate Program Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4405	Improve Develop Program Management Plan Process	Develop Program Management Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4410	Improve Plan Program Scope Process	Plan Program Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4460	Improve Develop Program Schedule Process	Develop Program Schedule Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	



BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4470	Improve Manage Program Resources Process	Manage Program Resources Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4480	Improve Estimate Program Costs Process	Estimate Program Costs Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4490	Improve Budget Program Costs Process	Budget Program Costs Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4500	Improve Plan Program Risk Management Process	Plan Program Risk Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4510	Improve Plan Program Quality Process	Plan Program Quality Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4540	Improve Program Plan Communications Process	Program Plan Communications Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4550	Improve Identify Program Risks Process	Identify Program Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4580	Improve Plan Program Risk Responses Process	Plan Program Risk Responses Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4590	Improve Plan Program Procurements Process	Plan Program Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4610	Improve Direct and Manage Program Execution Process	Direct and Manage Program Execution Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4640	Improve Program Distribute Information Process	Program Distribute Information Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4670	Improve Administer Program Procurements Process	Administer Program Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4680	Improve Report Program Performance Process	Report Program Performance Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4710	Improve Monitor and Control Program Scope Process	Monitor and Control Program Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4720	Improve Monitor and Control Program Schedule Process	Monitor and Control Program Schedule Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4750	Improve Monitor and Control Program Risks Process	Monitor and Control Program Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4760	Improve Close Program Procurements Process	Close Program Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4770	Improve Close Program Process	Close Program Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program					Improve	
4785	Standardize Portfolio Identify Components Process	Portfolio Identify Components Process standards are established.			Portfolio	Standardize				
4795	Measure Portfolio Identify Components Process	Portfolio Identify Components Process measures are established, assembled, and analyzed.			Portfolio		Measure			
4805	Control Portfolio Identify Components Process	Portfolio Identify Components Process controls are established and executed to control the stability of the process.			Portfolio			Control		
4815	Improve Portfolio Identify Components Process	Portfolio Identify Components Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4825	Standardize Portfolio Categorize Components Process	Portfolio Categorize Components Process standards are established.			Portfolio	Standardize				
4835	Measure Portfolio Categorize Components Process	Portfolio Categorize Components Process measures are established, assembled, and analyzed.			Portfolio		Measure			
4845	Control Portfolio Categorize Components Process	Portfolio Categorize Components Process controls are established and executed to control the stability of the process.			Portfolio			Control		
4855	Improve Portfolio Categorize Components Process	Portfolio Categorize Components Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
4865	Standardize Portfolio Evaluate Components Process	Portfolio Evaluate Components Process standards are established.			Portfolio	Standardize				
4875	Measure Portfolio Evaluate Components Process	Portfolio Evaluate Components Process measures are established, assembled, and analyzed.			Portfolio		Measure			
4885	Control Portfolio Evaluate Components Process	Portfolio Evaluate Components Process controls are established and executed to control the stability of the process.			Portfolio			Control		
4895	Improve Portfolio Evaluate Components Process	Portfolio Evaluate Components Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4905	Standardize Portfolio Select Components Process	Portfolio Select Components Process standards are established.			Portfolio	Standardize				
4915	Measure Portfolio Select Components Process	Portfolio Select Components Process measures are established, assembled, and analyzed.			Portfolio		Measure			
4925	Control Portfolio Select Components Process	Portfolio Select Components Process controls are established and executed to control the stability of the process.			Portfolio			Control		
4935	Improve Portfolio Select Components Process	Portfolio Select Components Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
4940	Standardize Identify Portfolio Risks Process	Identify Portfolio Risks Process standards are established.			Portfolio	Standardize				
4945	Standardize Portfolio Prioritize Components Process	Portfolio Prioritize Components Process standards are established.			Portfolio	Standardize				
4955	Measure Portfolio Prioritize Components Process	Portfolio Prioritize Components Process measures are established, assembled, and analyzed.			Portfolio		Measure			
4965	Control Portfolio Prioritize Components Process	Portfolio Prioritize Components Process controls are established and executed to control the stability of the process.			Portfolio			Control		
4970	Standardize Develop Portfolio Risk Responses Process	Develop Portfolio Risk Responses Process standards are established.			Portfolio	Standardize				

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
4975	Improve Portfolio Prioritize Components Process	Portfolio Prioritize Components Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
4985	Standardize Balance Portfolio Process	Balance Portfolio Process standards are established.			Portfolio	Standardize				
4995	Measure Balance Portfolio Process	Balance Portfolio Process measures are established, assembled and analyzed.			Portfolio		Measure			
5005	Control Balance Portfolio Process	Balance Portfolio Process controls are established and executed to control the stability of the process.			Portfolio			Control		
5015	Improve Balance Portfolio Process	Balance Portfolio Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
5025	Standardize Portfolio Authorize Components Process	Portfolio Authorize Components Process standards are established.			Portfolio	Standardize				
5030	Standardize Communicate Portfolio Adjustment Process	Communicate Portfolio Adjustment Process standards are established.			Portfolio	Standardize				
5035	Measure Portfolio Authorize Components Process	Portfolio Authorize Components Process measures are established, assembled, and analyzed.			Portfolio		Measure			
5045	Control Portfolio Authorize Components Process	Portfolio Authorize Components Process controls are established and executed to control the stability of the process.			Portfolio			Control		

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
5055	Improve Portfolio Authorize Components Process	Portfolio Authorize Components Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
5065	Standardize Analyze Portfolio Risks Process	Analyze Portfolio Risks Process standards are established.			Portfolio	Standardize				
5070	Standardize Review and Report Portfolio Performance Process	Review and Report Portfolio Performance Process standards are established.			Portfolio	Standardize				
5075	Measure Analyze Portfolio Risks Process	Analyze Portfolio Risks Process measures are established, assembled, and analyzed.			Portfolio		Measure			
5080	Standardize Portfolio Monitor Business Strategy Changes Process	Portfolio Monitor Business Strategy Changes Process standards are established.			Portfolio	Standardize				
5085	Control Analyze Portfolio Risks Process	Analyze Portfolio Risks Process controls are established and executed to control the stability of the process.			Portfolio			Control		
5095	Improve Analyze Portfolio Risks Process	Analyze Portfolio Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
5140	Standardize Monitor and Control Portfolio Risks Process	Monitor and Control Portfolio Risks Process standards are established.			Portfolio	Standardize				
5170	Use Common Project Language	The organization uses a common language to describe project activities and deliverables.			Portfolio					Organizational Project Management Techniques



BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
5180	Educate Executives	The organization educates its executives on the benefits of organizational project management.	Project	Program	Portfolio					Organizational Project Management Policy and Vision
5190	Facilitate Project Manager Development	The organization ensures project manager development.	Project	Program	Portfolio					Competency Management
5200	Provide Project Management Training	The organization provides project management training appropriate for all roles within the project hierarchy.	Project	Program	Portfolio					Project Management Training
5210	Provide Continuous Training	The organization provides continuous training in the use of tools, methodology, and deployment of knowledge.	Project	Program	Portfolio					Project Management Training
5220	Provide Competent Organizational Project Management Resources	The organization's project management community provides sufficient competent resources to manage organizational project management.	Project	Program	Portfolio					Resource Allocation
5240	Establish Internal Project Management Communities	The organization establishes an internal community that supports project management.	Project	Program	Portfolio					Organizational Project Management Communities
5250	Interact With External Project Management Communities	The organization encourages membership of external communities that support project management expertise. These can include professional associations or initiatives.	Project	Program	Portfolio					Organizational Project Management Communities
5260	Customize Project Management Methodology	The organization customizes a generally accepted project management methodology to meet organizational requirements.	Project							Organizational Project Management Methodology

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
5270	Integrate Project Management Methodology with Organizational Processes	The organization integrates the project management methodology with strategic, operational, and tactical processes.	Project	Program	Portfolio					Organizational Project Management Methodology
5280	Establish Common Project Management Framework	The organization uses a project management framework for all phases and domains.	Project	Program	Portfolio					Organizational Project Management Methodology
5290	Establish Organizational Project Management Policies	The organization establishes policies for organizational project management.	Project	Program	Portfolio					Organizational Project Management Policy and Vision
5300	Establish Training and Development Program	The organization establishes a training and development program to improve the skills of project personnel.	Project	Program	Portfolio					Project Management Training
5320	Certify Quality Management System	Independent bodies certify the quality management system.			Portfolio					Management Systems
5340	Establish Executive Support	The executives strongly support the project management process.	Project	Program	Portfolio					Sponsorship
5390	Integrate Project Management Across All Operations	The organization integrates project management across all operations.	Project		Portfolio					Organizational Project Management Practices
5490	Recognize Value of Project Management	The organization recognizes the value of project management.	Project	Program	Portfolio					Organizational Project Management Policy and Vision
5500	Define Project Management Values	The organization defines and applies project management vision and values within the organization.	Project	Program	Portfolio					Organizational Project Management Policy and Vision
5520	Collaborate on Goals	People in different roles and functions throughout the organization collaborate to define and agree on common goals.	Project							Organizational Project Management Policy and Vision

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
5620	Establish Career Path for all Organizational Project Management Roles	The organization has progressive career paths for organizational project management related roles.	Project	Program	Portfolio					Competency Management
5660	Manage Portfolio Value	The organization manages the value of the portfolio.			Portfolio					PMIS and Knowledge Management
5850	Measure Identify Portfolio Risks Process	Identify Portfolio Risks Process measures are established, assembled, and analyzed.			Portfolio		Measure			
5880	Measure Develop Portfolio Risk Responses Process	Develop Portfolio Risk Responses Process measures are established, assembled, and analyzed.			Portfolio		Measure			
5940	Measure Communicate Portfolio Adjustment Process	Communicate Portfolio Adjustment Process measures are established, assembled, and analyzed.			Portfolio		Measure			
5980	Measure Review and Report Portfolio Performance Process	Review and Report Portfolio Performance Process measures are established, assembled, and analyzed.			Portfolio		Measure			
5990	Measure Portfolio Monitor Business Strategy Changes Process	Portfolio Monitor Business Strategy Changes Process measures are established, assembled, and analyzed.			Portfolio		Measure			
6050	Measure Monitor and Control Portfolio Risks Process	Monitor and Control Portfolio Risks Process measures are established, assembled, and analyzed.			Portfolio		Measure			
6120	Assess Competency of Key Organizational Project Management Resources	The organization uses a formal assessment process to measure the competency levels of organizational project personnel.		Program	Portfolio					Competency Management

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
6360	Control Identify Portfolio Risks Process	Identify Portfolio Risks Process controls are established and executed to control the stability of the process.			Portfolio			Control		
6390	Control Develop Portfolio Risk Responses Process	Develop Portfolio Risk Responses Process controls are established and executed to control the stability of the process.			Portfolio			Control		
6450	Control Communicate Portfolio Adjustment Process	Communicate Portfolio Adjustment Process controls are established and executed to control the stability of the process.			Portfolio			Control		
6490	Control Review and Report Portfolio Performance Process	Review and Report Portfolio Performance Process controls are established and executed to control the stability of the process.			Portfolio			Control		
6500	Control Monitor Business Strategy Changes Process	Portfolio Monitor Business Strategy Changes Process controls are established and executed to control the stability of the process.			Portfolio			Control		
6560	Control Monitor and Control Portfolio Risks Process	Monitor and Control Portfolio Risks Process controls are established and executed to control the stability of the process.			Portfolio			Control		
6750	Improve Identify Portfolio Risks Process	Identify Portfolio Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
6780	Improve Develop Portfolio Risk Responses Process	Develop Portfolio Risk Responses Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
6840	Improve Communicate Portfolio Adjustment Process	Communicate Portfolio Adjustment Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
6880	Improve Review and Report Portfolio Performance Process	Review and Report Portfolio Performance Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
6890	Improve Portfolio Monitor Business Strategy Changes Process	Portfolio Monitor Business Strategy Changes Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	
6950	Improve Monitor and Control Portfolio Risks Process	Monitor and Control Portfolio Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Portfolio				Improve	

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
6980	Create an Organizational Maturity Development Program	The organization creates a program to achieve project management maturity.			Portfolio					Organizational Project Management Policy and Vision
7005	OPM Leadership Program	The organization has a leadership program for their OPM managers.	Project	Program	Portfolio					Organizational Project Management Policy and Vision
7015	Educate Stakeholders in OPM	The organization educates stakeholders in OPM.	Project	Program	Portfolio					Organizational Project Management Policy and Vision
7025	Cultural Diversity Awareness	Educate employees on cultural diversity, and empower them for working in a multicultural environment.	Project	Program	Portfolio					Organizational Project Management Policy and Vision
7035	Organizational Business Change Management Program	The organization has a business change management program.			Portfolio					Strategic Alignment
7045	Establish Organizational Project Management Structure	The organization has determined the appropriate organizational structure to support OPM.	Project	Program	Portfolio					Organizational Structures
7055	Adopt Organizational Project Management Structure	Adopt organizational project management structure across the organization.	Project	Program	Portfolio					Organizational Structures
7065	Institutionalize the Organizational Project Management Structure	The organizational project management structure is institutionalized across the organization.	Project	Program	Portfolio					Organizational Structures
7075	Provide Organizational Project Management Support Office	The organization has an organizational project management support office structure.		Program	Portfolio					Organizational Structures

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
7105	Manage the Holistic View of the Project	The project managers understand stakeholder needs, project impacts to the overall organization environment, organizational structures both formal and informal, politics and uses emotional intelligence to understand and explain others' action and attitudes.	Project	Program	Portfolio					Organizational Project Management Policy and Vision
7115	Manage the Environment	Project managers effectively manage project environment.	Project	Program	Portfolio					Competency Management
7125	The Organization Manages Self Development	The organization provides project managers the ability to effectively manage and develop their competencies.	Project	Program						Competency Management
7135	Demonstrate Competency in Initiating a Project	The organization's project managers demonstrate their competencies in initiating a project.	Project							Competency Management
7145	Demonstrate Competency in Planning a Project	The organization's project managers demonstrate their competencies in planning a project.	Project							Competency Management
7155	Demonstrate Competency in Executing a Project	The organization's project managers demonstrate their competencies in executing a project.	Project							Competency Management
7165	Demonstrate Competency in Monitoring and Controlling a Project	Project managers are able to demonstrate their competencies in monitoring and controlling a project.	Project							Competency Management
7175	Demonstrate Competency in Closing a Project	Project managers are able to demonstrate their competencies in closing a project.	Project							Competency Management
7185	Demonstrate Communicating Competency	Project managers are able to demonstrate their communicating competency.	Project	Program	Portfolio					Competency Management

BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
7195	Demonstrate Leading Competency	Project managers are able to demonstrate their leadership competency.	Project							Competency Management
7205	Demonstrate Managing Competency	Project managers are able to demonstrate their managing competency.	Project							Competency Management
7215	Demonstrate Cognitive Ability Competency	Project managers are able to demonstrate their cognitive ability competency.	Project							Competency Management
7225	Demonstrate Effectiveness Competency	Project managers are able to demonstrate their effectiveness competency.	Project							Competency Management
7235	Demonstrate Professionalism Competency	Project managers are able to demonstrate their professionalism competency.	Project							Competency Management
7305	Estimating Template/Tools Established for Use Across Organization	Standardize estimating so that there is consistency in % applied to similar activities, consistent risk factors applied. This also provides a foundation for similar meaning for metrics collected during/after project execution.	Project	Program						Organizational Project Management Techniques
7315	Define OPM Success Metrics	The organization defines how it will measure the success and value of project, program, and portfolio management.			Portfolio					Project Management Metrics
7325	Collect OPM Success Metrics	The organization uses and maintains a formal performance system to collect OPM Success Metrics.	Project	Program	Portfolio					Project Management Metrics
7335	Use OPM Success Metrics	The organization uses the OPM Success Metrics to improve the performance of Project, Program, and Portfolio Management against plans, and improve realization of benefit to the organization.	Project	Program	Portfolio					Project Management Metrics



BP_Id	BP_Name	BP_Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve	OE
7345	Verify OPM Success Metric Accuracy	The organization ensures that OPM and benefit to the organization data is valid and accurate.	Project	Program	Portfolio					Project Management Metrics
7355	Analyze and Improve OPM Success Metrics	The organization continuously improves its OPM data collection and use processes.	Project	Program	Portfolio					Project Management Metrics
7365	Project Management Information System	The organization has a mechanism for the storage, retrieval, dissemination, and reporting of organizational project management information.	Project	Program	Portfolio					PMIS and Knowledge Management
7375	Intellectual Capital Reuse	Intellectual capital is stored and reused.			Portfolio					PMIS and Knowledge Management
7405	Achieve Strategic Goals and Objectives Through the Use of Organizational Project Management	Organizations adopt organizational project management as the means of achieving organization's goals and objectives.	Project	Program	Portfolio					Strategic Alignment



# APPENDIX A

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## SECOND EDITION CHANGES

### A.1 General Changes

The purpose of this appendix is to provide explanations of the changes made to the *Organizational Project Management Maturity Model (OPM3®)* – Second Edition. Major changes not detailed under Section A.2 on Structural Changes in this appendix include:

#### A.1.1 Harmonization with other Revised PMI Standards

The most pronounced change represented in the Second Edition is the alignment of this standard with the *PMBOK Guide®* Fourth Edition, and the Second Editions of the Program and Portfolio Management standards. The enhanced *OPM3* presents many new or revised Best Practices and Capabilities, reflecting the changes made to these other PMI standards.

The *OPM3* architecture was updated so that the Best Practices use the process names exactly as found in the other PMI standards. Similarly, the Capabilities that aggregate to these Best Practices were also standardized so that each process is comprised of 15 Capabilities. The processes from these other standards are often referred to as “process capabilities.”

Among the significant changes is the approach to categorizing, or grouping, the Best Practices. The previous edition of *OPM3* organized the Best Practices by Domain, Process Group, and Process Improvement Stage. The Second Edition introduces the new categories of Knowledge Areas, Organizational Enablers, and Business Outcomes.

- **Knowledge Areas** allow greater continuity and consistency between Best Practices in the model and the other PMI standards;
- **Organizational Enablers** is a new term which identifies those specific Best Practices that make project management and organizational improvements possible and sustainable;
- **Business Outcomes** refers to Best Practices within the model that specifically help an organization to achieve its strategic objectives.

Many of these changes basically reflect the user feedback based on how the model was being applied in the field.

#### A.1.2 Self Assessment Method (SAM) Questions

Customer survey results received from users of the model over time have indicated that the original self-assessment method (SAM) questions were not sufficiently robust to support meaningful assessment of an organization’s current Best Practices. The SAM component of the new *OPM3* model now contains new, updated questions, each of which is cross-tabulated with one or more Best Practices. The improvements should increase the SAM’s usability and acceptance in the field.

## A.2 Structural Changes

The Second Edition is structured to emphasize the value of using the Organizational Project Management Maturity Model in organizations to drive the best possible results.

Table A1 describes and displays a side-by-side comparison of the changes in each section.

**Table A1. Comparison of Structural Changes**

2003 Edition Sections	Second Edition Sections
<b>Section 1 – Introduction to <i>OPM3</i></b> Chapter 1 Foundational Concepts Chapter 2 User Overview	<b>Section 1 – Introduction to <i>OPM3</i></b> Chapter 1 Introduction Chapter 2 Foundational Concepts
<b>Section 2 – Understanding the Model</b> Chapter 3 Best Practices Chapter 4 The Organizational Project Management Processes	<b>Section 2 – Understanding the Model</b> Chapter 3 The <i>OPM3</i> Cycle Chapter 4 The Organizational Project Management Processes
<b>Section 3 – Using the Model</b> Chapter 5 The <i>OPM3</i> Directories Chapter 6 The <i>OPM3</i> Cycle	<b>Section 3 – Using the Model</b> Chapter 5 The <i>OPM3</i> Construct Chapter 6 The <i>OPM3</i> Best Practices
<b>Section 4 – Appendices</b> Appendix A The Program Management Institute Standards-Setting Process Appendix B Evolution of the organizational project management maturity model. Appendix C Contributors and Reviewers of the <i>OPM3</i> Appendix D <i>OPM3</i> Self-Assessment Appendix E Comprehensive Assessment: Detail Substeps Appendix F Best Practices Directory Appendix G Capabilities Directory Appendix H Improvement Planning Directory Appendix I Program and Portfolio Management Process Model	<b>Section 4 – Appendices</b> Appendix A Second Edition Changes Appendix B Evolution of the <i>OPM3</i> Maturity Model Appendix C Contributors and Reviewers of <i>OPM3</i> Second Edition Appendix D Self Assessment Method Appendix E Online Tools Appendix F <i>OPM3</i> Case Study Appendix G Assessment and Improvement How-To Guide

### A.2.1 Changes to Section 1 – Introduction to *OPM3*.

Chapter 1 has become the new Chapter 2, explaining the foundational concepts of *OPM3*, including how the Best Practices can guide an organization in sustaining or improving its degree of maturity.

Chapter 2, User Overview, was removed, and a new Chapter 1, Introduction, was added, emphasizing the organizational perspective and the usability of the *OPM3* Maturity Model as a way to assess and improve its maturity in the execution of projects, programs, and portfolio management in support of the organization's strategic objectives.

Table A2. Changes to Section 1

2003 Edition	Second Edition
Chapter 1 Foundational Concepts 1.1 <i>OPM3</i> Purpose and Scope 1.2 Implementing Strategy through Projects 1.3 Organizational Project Management 1.4 Organizational Maturity	Chapter 1 Introduction 1.1 <i>OPM3</i> – Organizational Perspective 1.2 Strategy Execution 1.3 <i>OPM3</i> Components 1.4 Maturity Assessment 1.5 Organizational Improvement Plan 1.6 Overcoming the Improvement Dilemma
Chapter 2 User Overview 2.1 How the Standard is Organized 2.2 Knowledge, Assessment and Improvement 2.3 Introduction to <i>OPM3</i> Steps	Chapter 2 Foundational Concepts 2.1 <i>OPM3</i> Purpose and Scope 2.2 Organizational Project Management 2.3 Organizational Project Management Maturity 2.4 <i>OPM3</i> 2.4.1 Domains 2.4.2 Organizational Enablers 2.4.3 Multi-Dimensional View of Maturity

## A.2.2 Changes to Section 2—Understanding the Model

Section 2 starts with Chapter 3, The *OPM3* Cycle, which was formerly Chapter 6. Best Practices are now found in Chapter 6. Chapter 4 presents The Organizational Project Management Processes, and changes based on the new editions of other PMI standards.

Table A3. Changes to Section 2

2003 Edition	Second Edition
Chapter 3 Best Practices 3.1 What are Best Practices 3.2 How Best Practices Can Be Used 3.3 Capabilities, Outcomes, and Key Performance Indicators 3.4 Dependencies Among Best Practices and Capabilities 3.5 Categorization of Best Practices and Capabilities within <i>OPM3</i>	Chapter 3 The <i>OPM3</i> Cycle 3.1 Knowledge, Assessment, and Improvement 3.2 Introduction to the <i>OPM3</i> Improvement Cycle
Chapter 4 The Organizational Project Management Process 4.1 Introduction 4.2 Project, Program, and Portfolio 4.3 Project Management Processes 4.4 Program Management Processes 4.5 Portfolio Management Processes 4.6 How Portfolio, Program, and Project Management Processes Constitute the Organizational Project Management Process	Chapter 4 The Organizational Project Management Process 4.1 Introduction 4.2 Project Management Processes 4.3 Program Management Processes 4.4 Portfolio Management Processes 4.5 Attributes of Portfolio, Program, and Project Management Processes

### A.2.3 Changes to Section 3—Using the Model

Section 3 introduces a new chapter, The *OPM3* Construct, which explains all the components of the *OPM3* Maturity Model and the interrelationships between the Project, Program, and Portfolio Management domains processes, Best Practices, Capabilities, Outcomes, and Key Performance Indicators. The last chapter of this section details the updated Best Practices and maps them to the revised categories of the model.

**Table A4. Changes to Section 3**

2003 Edition	Second Edition
Chapter 5 The <i>OPM3</i> Directory 5.1 Introduction 5.2 Explanation of the Directories 5.3 Sample Directory Page	Chapter 5 The <i>OPM3</i> Construct 5.1 Best Practices 5.2 SMCI and Organizational Enablers 5.3 Dependencies among Best Practices and Capabilities
Chapter 6 The <i>OPM3</i> Cycle 6.1 Introduction 6.2 Diagram of the <i>OPM3</i> Cycle 6.3 Steps of the <i>OPM3</i> Cycle	Chapter 6 <i>OPM3</i> Best Practices

### A.2.4 Changes to Section 4—Appendices

Changes to the Appendices include:

- Appendix A on The Project Management Institute Standards-Setting Process is replaced by Appendix A on Second Edition Changes.
- Appendix B on Evolution of the Organizational Project Management Maturity Model is now updated to include the rationale behind the Second Edition.
- Appendix C on Contributors and Reviewers of the *OPM3* is updated to recognize the core team members and volunteers who participated in the development of this new edition.
- Appendix D on Self Assessment Method is now updated with new questions; and all questions are now cross-referenced with one or more Best Practices.
- Appendix E on Comprehensive Assessment: Detailed Substeps is replaced by an explanation for the uses of and distinctions between the *OPM3* Online tool and the ProductSuite Tool.
- Appendix F on Best Practices, is now Appendix F on *OPM3* Case Study illustrating a real example of how *OPM3* was used in an organization and the outcomes of that process.
- Appendix G on Capabilities Directory is replaced by a detailed explanation of how to implement the *OPM3* process model in an organization—that is, how to conduct a maturity assessment and create an improvement plan.

- Appendix H on Improvement Planning has been removed as this information has been incorporated elsewhere in the Second Edition.
- Appendix I on Program and Portfolio Management Process Model has been removed because PMI has published the standards on program and portfolio management since *OPM3* was first published.





## APPENDIX B

### EVOLUTION OF THE ORGANIZATIONAL PROJECT MANAGEMENT MATURITY MODEL

In 1998, the Project Management Institute (PMI) chartered the *OPM3* project to develop an “organizational project management maturity model” to be a global standard for organizational project management. Marge Combe and Paul Dinsmore were appointed as co-project managers. *OPM3* was intended to guide the development of capabilities necessary to execute organizational strategy through successful projects—as distinguished from capabilities associated only with management of individual projects. Furthermore, *OPM3* was to be usable by organizations of all sizes and types, in virtually any industry or culture.

#### B.1 Discovery Phase and Examination of Existing Models

In January 1999, John Schlichter was asked to lead *OPM3* and launched a discovery phase by enrolling volunteers from a variety of countries. Shortly after that, Stan Rifkin was appointed as Deputy Program Manager. It was decided early on that *OPM3* should represent innovation and original thinking, and not be simply derived from other existing maturity models. Consequently, primary and secondary research projects were incorporated into the *OPM3* program to help lay the foundation for *OPM3*. This research was led by Terry Cooke-Davies and John Moran.

In the process, existing models had to be examined. The concept of organizational maturity had been popularized through the successful “Capability Maturity Model” for software development that was created by the Software Engineering Institute of Carnegie-Mellon University between 1986 and 1993. Integral to that particular model is the concept that organizations exist at one of five levels of maturity and, if they choose to do so, can improve themselves by advancing sequentially through these levels to a higher state of maturity. The benefit of advancing to a higher level is an increasing “software process capability,” which results in improved software productivity. Since software is developed through projects, it is natural that the concept of organizational maturity would migrate from software development processes to project management (Peter W.G. Morris, “Researching the Unanswered Questions of Project Management,” *Project Management Research at the Turn of the Millennium: Proceedings of PMI Research Conference 2000* [Project Management Institute, 2000], 87). Possibly as a result of this, a number of project management maturity models appeared during the mid-90s that were more heavily influenced by the thinking of the project management profession. Some of these incorporate concepts from the *PMBOK® Guide – 2000 Edition*.

An *OPM3* Model Review Team, led by Peter Rogers and Marlies Egberding, was appointed to examine existing approaches to assessing an organization’s maturity in project management processes. A set of questions was developed to provide a framework for the review process, covering five primary areas of examination:

- Scope of the model being reviewed, including its boundaries, focus, origin, and purpose;

- Capabilities of the model, including its coverage of the *PMBOK® Guide*, the extent to which paths to maturity are modeled, the working definition of maturity, and linkages to project success;
- Methodology for assessing maturity and potential for organizational self-assessment;
- Model structure, including the question of whether it is staged or continuous, and whether prerequisites are defined; and
- Existence of an implementation plan to assist organizations desiring to become more mature in project management processes.

The team identified and reviewed 27 contemporary models. Teams of 3 were assigned to examine 17 of these in greater depth. Each team performed an independent model review and submitted a model review report.

The analysis concluded that existing models left many important questions about project management maturity unanswered and that the team should proceed with the development of an original model. Key research conclusions included:

- No existing maturity model satisfied the requirements elicited for the *OPM3*;
- No existing model addressed all of the Best Practices identified for *OPM3*; and
- No existing model addressed the constraints on organizational change that dictate how Best Practices must be achieved incrementally.

The team agreed that maturity models are products designed to guide the process of achieving maturity. They also agreed to explore designing a “causal model” or “engineering” model, based on the premise that the Model must actually identify and document observable results within organizations. At this point the Guidance Team was formed, to assist the program manager and deputy with decisions surrounding *OPM3*. This team structure, developed at the beginning of the product, continued until the project’s conclusion. In addition to the core Guidance Team positions, the Team was made up of heads of several subteams, which were charged with carrying out the countless tasks required to move the project forward. Throughout the life cycle of the project, many volunteers held Guidance Team positions. For a listing of those volunteers who were on the Guidance Team at the close of the project, refer to Appendix C.

In October 1999, Terry Cooke-Davies, then co-lead of the Research Team, became deputy to the Program Manager, John Schlichter. Cooke-Davies held this deputy position until July 2001.

## B.2 Development Challenges

The *OPM3* Guidance Team decided to conduct a survey in Spring 2000 to determine the current state of organizational project management in business, to identify possible problem areas, as well as Best Practices.

The strategy, up to this point in Q1 2000, had reflected largely a classic “waterfall” development approach: initial research was to feed into design, design into build and test and so on. But there were difficulties associated

with the analysis of the qualitative research, and PMI asked the team to do everything possible to accelerate the project timetable.

The *OPM3* Guidance Team modified its strategy in two ways: to move away from the “waterfall” development model towards a strategy that aligns more to “rapid prototype development,” and to involve members of the project management profession as “subject matter experts” more closely in both the research and the design of *OPM3*.

### B.3 Identifying Best Practices

The team was faced with the need to find alternative methods for identifying organizational project management best practices, and agreed to utilize a brainstorming technique to facilitate the collection of input from individuals in a group, in such a way that no single person could dominate the process. This process was expanded to include members of the PMI Seminars and Symposium Standards *OPM3* Working Session in September 2000.

In a first round of brainstorming, participants were invited to suggest “elements” that constituted maturity in organizational project management. Definitions for maturity were developed. This resulted in approximately 80 suggested elements, which were then consolidated down to 59 to reduce overlap and duplication.

In a second round, approximately 200 *OPM3* volunteers were invited to review the elements and evaluate them against three criteria scales:

- Do they contribute to an organization’s project management maturity?
- Can an organization implement them directly, without prerequisites?
- Are they conducive to performance criteria to measure the effectiveness of implementation?

The process resulted in the conclusion that the elements reviewed in the second round comprised a good starting point for the designing of a first iteration of the new standard.

Up to this point, each element—or Best Practice, as they were later renamed—was written as a complex statement containing multiple ideas. These were then decomposed into individual ideas. This process ultimately resulted in the identification of approximately 170 Best Practices.

### B.4 Capabilities, Outcomes, KPIs

In order to engage the broader team in the identification of the Capabilities that aggregate to their associated Best Practices, the team distributed the content (Best Practices) and divided the labor of identifying the Capabilities. To provide a rationale for the distribution of the Best Practices, Christopher Bredillet, Terry Cooke-Davies, and Ralph Levene devised a method for analyzing the actual words used in the descriptions of each Best Practice, and clustering Best Practices based on their affinity with certain key issues. A team of volunteers was then assigned to each cluster, resulting in 10 teams called Design Cells. The work of the “Design Cells” was then analyzed by the Synthesis Team, under the leadership of Tina Slankas and Helen Cooke.

Because the Guidance Team and PMI had agreed on the development of a causal model, a model that described causes and effects, they also agreed that the Capabilities being identified (leading to the Best Practices) should produce Outcomes. The Design Cells were empowered to articulate the Outcomes corresponding to the Capabilities that they had identified.

In the next face-to-face meeting of the Guidance Team, Bill Wright proposed that the team should develop Key Performance Indicators (KPIs) to describe what a user should look for to determine whether an Outcome corresponding to a Capability had been produced. The Guidance Team discussed this proposal and approved it. This ultimately resulted in identification of thousands of Key Performance Indicators.

In May 2001, the *OPM3* Project Team proposed that *OPM3* could be positioned as a unique resource for enabling rigorous diagnosis, planning, and prioritization of improvement efforts. In June 2001, PMI agreed.

## B.5 Customer Requirements

Also in 2001, the Research Team, led by Saurel Quettan and Fred Abrams, began identifying organizations that constituted potential users of *OPM3* and profiling them. Surveys were deployed in June, August, and September 2001 to elicit requirements from the marketplace for development of the Model.

The results indicated that *OPM3* must be realistic, practical, easy to use, consistent, scalable, flexible, accurate, focused on improvement, and clearly demonstrate the relationship between causes and effects.

In addition, 80 % of respondents said they wanted a direct relationship between *OPM3* and the *PMBOK® Guide*. Of those surveyed, 86 % wanted a self-assessment component and third-party assessment. These and the other findings from the surveys dictated which requirements *OPM3* would satisfy.

In July 2001, the Research Team began to design alpha and beta testing approaches to validate *OPM3*. Concurrently, PMI began to advertise the need for *OPM3* beta testers. Everyone who expressed interest in the testing was invited to work with the team to plan the testing effort.

## B.6 Process Model

Upon producing the majority of Capabilities and Outcomes by third quarter 2001, the Guidance Team recognized a new problem. Led by Ade Lewandowski, the Process Model Team realized that all of the incremental Capabilities that had been articulated did not explain how an organization achieves organizational strategies through projects. It was also unclear how to organize the content of the model in a useful format that makes sense and that people can relate to. To address these problems, in the third quarter 2001, the team began to discuss the development of a process model. PMI indicated support of this idea. While the decision to pursue a Process Model would make developing *OPM3* more complex, all agreed that it would make *OPM3* more useful. There was wide discussion, and the team ultimately decided to take this approach. In a subsequent survey, a majority of respondents confirmed that a process model was a valid and desirable approach to development of *OPM3*—later to be coined the *OPM3* Construct.

A number of components were developed by the Integration and Process Model Teams during 2002 that all came together to form the *OPM3* Process Construct. In addition to the Best Practice work mentioned previously, new Capabilities were developed to address the four process improvement stages of Standardize, Measure, Control, and continuously Improve, for any process. After being reviewed and validated, these Capabilities were later extended to each of the processes within each organizational project management domain (Project, Program, and Portfolio). During the Guidance Team's next face-to-face meeting in October 2002, it was decided that a Best Practice would be created for the achievement of each stage of process improvement, and for each process in each domain, resulting in 468 additional Best Practices. This method provided complete coverage of the organizational project management process for assessments and improvement planning.

These Best Practices and Capabilities were integrated with the existing ones, and dependencies between the Capabilities were identified and incorporated into *OPM3*. Finally, all the Best Practices and Capabilities were mapped to the appropriate process improvement stage and organizational project management domain.

(In subsequent months, through a series of quality review processes, PMI trimmed a number of Best Practices from *OPM3* to eliminate ambiguous or overlapping items, resulting in the final number of 586 Best Practices.)

At its next face-to-face meeting in late 2002, the Guidance team adopted and updated a plan and schedule. They also developed the initial Concept of Model Operation—describing how a user would travel through *OPM3*—and discussed the Process Model. They agree that the Process Model should have a direct link to the *PMBOK® Guide*, as it was clear that the market wanted such a link. As a result, the team agreed to use the *PMBOK® Guide's* Initiating, Planning, Executing, Controlling, and Closing (IPECC) Process Group framework. The team invited PMI to comment on this framework and PMI approved it. It was decided that *OPM3* would describe how these processes can be made “capable” through the four process improvement stages: Standardize, Measure, Control and continuously Improve. The construct would be used to organize all of the Capabilities of *OPM3*.

## B.7 House of Quality

In this same face-to-face meeting, the Guidance Team identified all of the design components of the model. The team then evaluated each design component against the requirements identified from the surveys of the marketplace. This was done through a voting process using techniques called Quality Function Deployment and House of Quality. The House of Quality, or “HoQ,” is an implementation of Quality Function Deployment that provides focus on customer requirements and correlation of all activities to satisfy these requirements. Use of the House of Quality approach successfully captured the following information:

- The benefits that customers would want *OPM3* to deliver were established by means of a survey. This established HoQ Room 1;
- Through market research and analysis, the team established an understanding of the customers and other models in the marketplace. This established HoQ Room 2;
- Through analysis, the team established a set of design attributes for the *OPM3*. This established HoQ Room 3;

- Through a survey, the team determined the priority ranking of the customer requirements. This established HoQ Room 5.
- Through analysis, the team completed pair-wise comparisons of the rank-ordered customer requirements (Room 1/Room5) against the *OPM3* design attributes (Room 3) to populate Room 4, which depicts the importance of each design attribute vis-à-vis the customer requirements. This established HoQ Room 4.
- Through analysis, the team evaluated all of the design attribute importance data in Room 4 to deduce a priority order for the *OPM3* design attributes (Room 6).
- Room 6 compared *OPM3* to other models for the purpose of benchmarking. The results of this comparison provided assurance that *OPM3* is at least equal to, and probably superior to, other models in the same marketplace. This provided HoQ Room 7.
- Through analysis, the team completed pair-wise comparison of the design attributes to determine if providing any pair of Capabilities/functionalities results in synergies or the need to trade-off what can be accomplished. This effort was completed for the highest priority design attributes and populated HoQ Room 8.

## B.8 Alpha Testing of *OPM3*

By April 2002, the team had planned an *OPM3* Testing Strategy. The Alpha Testing, led by Clarese Walker, was a series of tests designed to assure that the Model met the House of Quality standards. The first round of testing looked at the content of the Best Practice and its Capabilities, Outcomes, and KPIs. The testers examined the content for compliance with the style and grammar guides. In addition, they examined whether the Best Practice and the flow through its Capabilities simply made sense. The purpose of the initial review was to ensure that each Best Practice was, in fact, a Best Practice. Each of the Capabilities, Outcomes and KPIs was then unit-tested against the Best Practices. The dependencies between Best Practices were verified through a series of system tests. Finally, following revisions to the documentation, the complete model was again subjected to regression testing to ensure the quality of the product prior to providing it to the beta testers.

## B.9 Leadership Transition

In November 2002, after more than 4 years of leading the *OPM3* Project Team, John Schlichter passed the leadership of the program to his deputy Ralf Friedrich, but continued for 6 months as an advisor to the management team. Bill Haeck became Ralf Friedrich's deputy.

## B.10 Getting the Standard in a Tangible Format

As 2002 came to a close, the Guidance Team began to focus on refining the emerging *OPM3*, on optimizing the interface of *OPM3* for the user, and on preparing to solicit and react to the results of beta testing. One of the primary challenges that *OPM3* presented was its size and complexity. *OPM3* had to be packaged and presented in a manner which would not be intimidating. To organize the massive quantity of data, making it accessible and usable to organizations, John Schlichter, Ade Lewandowski, and Fred Abrams collaborated on designing



a prototype solution. The prototype consisted of three directories presenting information on the Best Practices, Capabilities, Outcomes, and Key Performance Indicators in a systematic and accessible manner. The prototype was presented at a meeting of the guidance Team in January 2003 and it was approved. To advance the work of creating these directories, a Model Team was created, led by former Research Team co-lead Fred Abrams and former risk manager, Glenn Carleton.

One of the most important decisions made early in 2003 was that *OPM3* would be presented to the public in a multi-media format. This decision resolved the issue of page count, which had presented cost and size issues. The decision also presented new and compelling opportunities for arranging and displaying the encyclopedic scope of the Knowledge, Assessment, and Improvement elements of *OPM3*.

Prior to providing *OPM3* to the beta testing community, the work that had begun in 2001 to ensure the quality of *OPM3* had to be completed. First and foremost, there was a considerable amount of work to be done to verify that the dependencies across and between Best Practices and Capabilities were sound. Also, a review of all the *OPM3*'s components was needed to ensure that they were well written, with consistent tense, tone, and syntax. To accomplish this, the Guidance Team empowered a select group of individuals, appropriately named the Extreme Review Team (ERT), led by Clarese Walker and Mila Bozic, to put the entire baseline network through the rigor of this analysis. For almost 2 months, paired members of this team analyzed and modified the directory content to assure sufficient quality to present *OPM3* to beta testers.

At the same time, selected *OPM3* members began assisting a technical writer, Paul Wesman, with the task of actually describing *OPM3* and the concepts of *OPM3*. Professional writing expertise was needed for the primary writing and editing of *OPM3*, to ensure the final product would read smoothly and with one voice. For the first 6 months of 2003, the team was heavily engaged in writing, rewriting, editing, and amending the *OPM3* text. As a result of these efforts and the efforts of the ERT, by June 2003, the *OPM3* team was able to release a draft of *OPM3* to beta testers for its first complete test run.

## B.11 Beta Testing of *OPM3*

Through the end of 2002 and throughout the first half of 2003, the Beta Test Team, led by Tom Keuten, had worked to identify, qualify and select a final list of organizations from industry willing to spend the time and resources necessary to test *OPM3*. These testers also had to be organizations that had not participated in the development of *OPM3*. Beta testers would test *OPM3*'s functionally and provide valuable feedback on how to revise and improve the product. By mid-2003, as the narrative and directories were nearing completion, the Beta Test Team finalized its list of beta testers, supported by mentoring teams.

During these beta tests, organizations reviewed *OPM3* and provided feedback to the program team. Beta testers then tried to plan improvements within their organizations while using the steps of the *OPM3* Cycle. Over 20 global companies of various sizes that are active in a range of industries contributed to this testing effort. Survey responses and comments from Beta testers were reviewed and adjudicated by the Filter Team, led by Claudia Baca, and considered during the revision process.

## B.12 The Home Stretch

In the last months of the project, the Home Stretch Review Team (HST), led by PMI Standards Project Specialist Lisa Kruszweski, navigated through three separate rounds of testing by multiple groups, including beta testers, the larger *OPM3* community, subject matter experts, and PMI itself. Finally, after several rounds of revisions and reviews, the team submitted *OPM3* on schedule to PMI for publication at the beginning of September 2003.

## B.13 Opportunities for the Profession

*OPM3* will not only provide a springboard for further development in this area, but will have an immediate impact by allowing companies to learn about, assess, and ultimately improve their ability to achieve organizational success through the use of project management. PMI looks forward to the use of this work by other professionals within the project management community to further advance the cause of project management maturity. *OPM3* will also be a platform from which other standards can be derived. For example, it contains the foundation for a standard on project portfolio management.

## B.14 Development Challenges

While publication is the end of the journey to develop the first edition of *OPM3*, it is the beginning of a long journey to advance the maturity of the project management profession. The first release of *OPM3* will create a context for refining and extending the Project Management Body of Knowledge regarding organizational project management, and for improving the ability of organizations to achieve their organizational strategies through projects.

*OPM3* is the result of the hundreds of volunteers who have contributed to its development and who deserve recognition and thanks. Without them, *OPM3* would not be the product it is now. PMI would like to thank everyone who spent time away from family, friends, and other important activities to contribute to the advancement of the project management profession.

The following individuals, as listed in Appendix C of the 2003 edition of the *OPM3 Knowledge Foundation*, contributed in many different ways to various drafts of the 2003 document and tool. PMI is indebted to them for their support.

### B.14.1 *OPM3* Guidance Team:

Ralf Friedrich, PMP, MSc, *OPM3* Program Manager

William Haeck, PMP, MBA, *OPM3* Deputy Program Manager

Fred Abrams, PMP, CPL, Model Team Co-Lead

Claudia M. Baca, PMP, Integration Team Co-Lead

Mila Bozic, PMP, Quality Team Co-Lead



Peggy Brady, PMP, Integration Team Deputy  
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### **B.14.2 Former Program Management:**

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### **B.14.3 Significant Contributors:**

In addition to the *OPM3* Guidance Team, the following individuals significantly contributed to key concepts or components of the model:

Fred Abrams, PMP, CPL	Chris Beautement, PMP
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#### B.14.4 *OPM3* Team Members:

In addition to the Guidance Team, the Former Program Management, and the Significant Contributors, many of these volunteers served as Guidance Team members, along with the following individuals who contributed to the development of the model:

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Atos-Origin	Clearview Solutions
EC Stratagems	Eastern Exterior Wall Systems
École de Technologie Superleure	Enterprise Solution Providers (ESP)
Ervick and Associates	ETS
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Human Systems Limited	Integrated Management Services
ISGI - Lille Graduate School of Management	LCS International, Inc.
Lloyds TSB Bank plc	Master Systems, Inc.

National Defence Canada	-Assistant Deputy Minister Material
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Nortel Networks	Novations Project Management
One to One Interactive	OPM Experts, LLC
PM Advisors	Principal Financial Group
ProcessMind Services	Project Management Explorations
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### B.14.7 Beta Test Organizations:

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## **B.15 Interim Project Team**

In 2004 PMI formed the *OPM3* Interim Project Team (*OPM3* IPT) and charged it with developing recommendations for improvements based on lessons learned during the rollout of *OPM3* in 2003. The IPT also investigated industry response to the self-assessment model, provided as CD-installed software to purchasers. The team conducted research using surveys, regression testing, analysis of the model, and customer feedback.

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As a result of this work, the IPT established specific requirements or business cases for the *OPM3* – Second Edition Project Team. These business cases were to be adhered to throughout the life of the Second Edition project. Any new requirements would require a corresponding approved business case before being worked on by the project team. The business cases were delivered to PMI in December 2004, and provided input to the *OPM3* – Second Edition Project Charter.

In November 29, 2004 the *OPM* – Second Edition Project Plan was drafted. The plan was reviewed by PMI on January 6, 2005, then reviewed and approved by the *OPM3* – Second Edition Project Core Team on February 25, 2005.





# APPENDIX C

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# APPENDIX D

## OPM3 SELF-ASSESSMENT QUESTIONS

### D.1 OPM3 Self-Assessment

The *OPM3* self assessment is introduced and explained in Section 3.2. Its purpose is to permit organizations to assess their current state of maturity in organizational project management in relation to the set of Best Practices that comprise the *OPM3* standard. The results of the self-assessment will tell an organization where it stands on a general continuum of organizational project management maturity, viewed overall in terms of maturity within the domains and process improvement stages. It will produce a list of Best Practices the organization currently appears to demonstrate, and a list of those it appears not to demonstrate, according to the responses given to the survey. The organization should then proceed to examining any of these Best Practices more closely using the Comprehensive Assessment outline in Appendix G.

The self-assessment questions are included in this appendix. The actual self-assessment tool exists as a separate database application.

Instructions: wherever a blank appears in the self-assessment question, ask and score the question four times, once for each stage of process improvement.

For example:

Question 1—“Does your organization **standardize** the “*Portfolio Identify Components*” process?  
Yes or No?

Question 2—“Does your organization **measure** the “*Portfolio Identify Components*” process?  
Yes or No?

Question 3—“Does your organization **control** the “*Portfolio Identify Components*” process?  
Yes or No?

Question 4—“Does your organization **improve** the “*Portfolio Identify Components*” process?  
Yes or No?

BP_ID	SMCI	Y or N	Questions
4785	Standardize	_____	Does your organization _____ the Portfolio Identify Components process?
4795	Measure	_____	
4805	Control	_____	
4815	Improve	_____	
4825	Standardize	_____	Does your organization _____ the Portfolio Categorize Components process?

4835	Measure	_____	
4845	Control	_____	
4855	Improve	_____	
4865	Standardize	_____	Does your organization _____ the Portfolio Evaluate Components process?
4875	Measure	_____	
4885	Control	_____	
4895	Improve	_____	
4905	Standardize	_____	Does your organization _____ the Portfolio Select Components process?
4915	Measure	_____	
4925	Control	_____	
4935	Improve	_____	
4945	Standardize	_____	Does your organization _____ the Portfolio Prioritize Components process?
4955	Measure	_____	
4965	Control	_____	
4975	Improve	_____	
4985	Standardize	_____	Does your organization _____ the Balance Portfolio process?
4995	Measure	_____	
5005	Control	_____	
5015	Improve	_____	
5025	Standardize	_____	Does your organization _____ the Portfolio Authorize Components process?
5035	Measure	_____	
5045	Control	_____	
5055	Improve	_____	
5070	Standardize	_____	Does your organization _____ the Review and Report Portfolio Performance process?
5980	Measure	_____	
6490	Control	_____	
6880	Improve	_____	
5080	Standardize	_____	Does your organization _____ the Portfolio Monitor Business Strategy Changes process?
5990	Measure	_____	
6500	Control	_____	
6890	Improve	_____	
5030	Standardize	_____	Does your organization _____ the Communicate Portfolio Adjustment process?

5940	Measure	_____	
6450	Control	_____	
6840	Improve	_____	
4940	Standardize	_____	Does your organization _____ the Identify Portfolio Risks process?
5850	Measure	_____	
6360	Control	_____	
6750	Improve	_____	
5065	Standardize	_____	Does your organization _____ the Analyze Portfolio Risks process?
5075	Measure	_____	
5085	Control	_____	
5095	Improve	_____	
5140	Standardize	_____	Does your organization _____ the Monitor and Control Portfolio Risks process?
6050	Measure	_____	
6560	Control	_____	
6950	Improve	_____	
4970	Standardize	_____	Does your organization _____ the Develop Portfolio Risk Responses process?
5880	Measure	_____	
6390	Control	_____	
6780	Improve	_____	
3120	Standardize	_____	Does your organization _____ the Initiate Program process?
3590	Measure	_____	
4000	Control	_____	
4390	Improve	_____	
3130	Standardize	_____	Does your organization _____ the Develop Program Management Plan process?
3600	Measure	_____	
4010	Control	_____	
4405	Improve	_____	
3155	Standardize	_____	Does your organization _____ the Develop Program Infrastructure process?
3165	Measure	_____	
3175	Control	_____	
3185	Improve	_____	
3340	Standardize	_____	Does your organization _____ the Direct and Manage Program Execution process?

3810	Measure	_____	
4220	Control	_____	
4610	Improve	_____	
3200	Standardize	_____	Does your organization _____ the Manage Program Resources process?
3670	Measure	_____	
4080	Control	_____	
4470	Improve	_____	
3215	Standardize	_____	Does your organization _____ the Monitor and Control Program Performance process?
3225	Measure	_____	
3235	Control	_____	
3245	Improve	_____	
3255	Standardize	_____	Does your organization _____ the Manage Program Issues process?
3265	Measure	_____	
3275	Control	_____	
3285	Improve	_____	
3500	Standardize	_____	Does your organization _____ the Close Program process?
3970	Measure	_____	
4380	Control	_____	
4770	Improve	_____	
3140	Standardize	_____	Does your organization _____ the Plan Program Scope process?
3610	Measure	_____	
4020	Control	_____	
4410	Improve	_____	
3305	Standardize	_____	Does your organization _____ the Define Program Goals and Objectives process?
3315	Measure	_____	
3325	Control	_____	
3335	Improve	_____	
3345	Standardize	_____	Does your organization _____ the Develop Program Requirements process?
3355	Measure	_____	
3365	Control	_____	
3367	Improve	_____	
3375	Standardize	_____	Does your organization _____ the Develop Program Architecture process?

3385	Measure	_____	
3395	Control	_____	
3405	Improve	_____	
3415	Standardize	_____	Does your organization _____ the Develop Program WBS process?
3425	Measure	_____	
3435	Control	_____	
3445	Improve	_____	
3505	Standardize	_____	Does your organization _____ the Manage Program Architecture process?
3515	Measure	_____	
3525	Control	_____	
3535	Improve	_____	
3545	Standardize	_____	Does your organization _____ the Program Manage Component Interfaces process?
3555	Measure	_____	
3565	Control	_____	
3575	Improve	_____	
3440	Standardize	_____	Does your organization _____ the Monitor and Control Program Scope process?
3910	Measure	_____	
4320	Control	_____	
4710	Improve	_____	
3190	Standardize	_____	Does your organization _____ the Develop Program Schedule process?
3660	Measure	_____	
4070	Control	_____	
4460	Improve	_____	
3450	Standardize	_____	Does your organization _____ the Monitor and Control Program Schedule process?
3920	Measure	_____	
4330	Control	_____	
4720	Improve	_____	
3705	Standardize	_____	Does your organization _____ the Establish Program Financial Framework process?
3715	Measure	_____	
3725	Control	_____	
3735	Improve	_____	
3745	Standardize	_____	Does your organization _____ the Develop Program Financial Plan process?

3755	Measure	_____	
3765	Control	_____	
3775	Improve	_____	
3210	Standardize	_____	Does your organization _____ the Estimate Program Costs process?
3680	Measure	_____	
4090	Control	_____	
4480	Improve	_____	
3220	Standardize	_____	Does your organization _____ the Budget Program Costs process?
3690	Measure	_____	
4100	Control	_____	
4490	Improve	_____	
3805	Standardize	_____	Does your organization _____ the Monitor and Control Program Financials process?
3815	Measure	_____	
3825	Control	_____	
3835	Improve	_____	
3845	Standardize	_____	Does your organization _____ the Identify Program Stakeholders process?
3855	Measure	_____	
3865	Control	_____	
3875	Improve	_____	
3885	Standardize	_____	Does your organization _____ the Plan Program Stakeholder Management process?
3895	Measure	_____	
3905	Control	_____	
3915	Improve	_____	
3925	Standardize	_____	Does your organization _____ the Engage Program Stakeholders process?
3935	Measure	_____	
3945	Control	_____	
3955	Improve	_____	
3965	Standardize	_____	Does your organization _____ the Manage Program Stakeholder Expectations process?
3975	Measure	_____	
3985	Control	_____	
3995	Improve	_____	
4005	Standardize	_____	Does your organization _____ the Plan and Establish Program Governance Structure process?



4015	Measure	_____	
4025	Control	_____	
4027	Improve	_____	
4035	Standardize	_____	Does your organization _____ the Plan Program Audits process?
4045	Measure	_____	
4065	Control	_____	
4075	Improve	_____	
3240	Standardize	_____	Does your organization _____ the Plan Program Quality process?
3710	Measure	_____	
4120	Control	_____	
4510	Improve	_____	
4105	Standardize	_____	Does your organization _____ the Program Approve Component Initiation process?
4115	Measure	_____	
4125	Control	_____	
4135	Improve	_____	
3230	Standardize	_____	Does your organization _____ the Plan Program Risk Management process?
3700	Measure	_____	
4110	Control	_____	
4500	Improve	_____	
3280	Standardize	_____	Does your organization _____ the Identify Program Risks process?
3750	Measure	_____	
4160	Control	_____	
4550	Improve	_____	
3605	Standardize	_____	Does your organization _____ the Analyze Program Risks process?
3615	Measure	_____	
3625	Control	_____	
3635	Improve	_____	
3310	Standardize	_____	Does your organization _____ the Plan Program Risk Responses process?
3780	Measure	_____	
4190	Control	_____	
4580	Improve	_____	
3480	Standardize	_____	Does your organization _____ the Monitor and Control Program Risks process?

3950	Measure	_____	
4360	Control	_____	
4750	Improve	_____	
3320	Standardize	_____	Does your organization _____ the Plan Program Procurements process?
3790	Measure	_____	
4200	Control	_____	
4590	Improve	_____	
3655	Standardize	_____	Does your organization _____ the Conduct Program Procurements process?
3665	Measure	_____	
3675	Control	_____	
3685	Improve	_____	
3400	Standardize	_____	Does your organization _____ the Administer Program Procurements process?
3870	Measure	_____	
4280	Control	_____	
4670	Improve	_____	
3490	Standardize	_____	Does your organization _____ the Close Program Procurements process?
3960	Measure	_____	
4370	Control	_____	
4760	Improve	_____	
3270	Standardize	_____	Does your organization _____ the Program Plan Communications process?
3740	Measure	_____	
4150	Control	_____	
4540	Improve	_____	
3370	Standardize	_____	Does your organization _____ the Program Distribute Information process?
3840	Measure	_____	
4250	Control	_____	
4640	Improve	_____	
3410	Standardize	_____	Does your organization _____ the Report Program Performance process?
3880	Measure	_____	
4290	Control	_____	
4680	Improve	_____	
4355	Standardize	_____	Does your organization _____ the Program Approve Component Transition process?

4365	Measure	_____	
4375	Control	_____	
4385	Improve	_____	
4205	Standardize	_____	Does your organization _____ the Program Provide Governance Oversight process?
4215	Measure	_____	
4225	Control	_____	
4235	Improve	_____	
4255	Standardize	_____	Does your organization _____ the Manage Program Benefits process?
4265	Measure	_____	
4275	Control	_____	
4285	Improve	_____	
4305	Standardize	_____	Does your organization _____ the Control Program Changes process?
4315	Measure	_____	
4325	Control	_____	
4335	Improve	_____	
1005	Standardize	_____	Does your organization _____ the Develop Project Charter process?
1700	Measure	_____	
2240	Control	_____	
2630	Improve	_____	
1020	Standardize	_____	Does your organization _____ the Develop Project Management Plan process?
1710	Measure	_____	
2250	Control	_____	
2640	Improve	_____	
1230	Standardize	_____	Does your organization _____ the Direct and Manage Project Execution process?
1920	Measure	_____	
2460	Control	_____	
2850	Improve	_____	
1035	Standardize	_____	Does your organization _____ the Monitor and Control Project Work process?
1045	Measure	_____	
1055	Control	_____	
1065	Improve	_____	
1310	Standardize	_____	Does your organization _____ the Project Perform Integrated Change Control process?

2000	Measure	_____	
2540	Control	_____	
2930	Improve	_____	
1390	Standardize	_____	Does your organization _____ the Close Project or Phase process?
2080	Measure	_____	
2620	Control	_____	
3010	Improve	_____	
1030	Standardize	_____	Does your organization _____ the Project Collect Requirements process?
1720	Measure	_____	
2260	Control	_____	
2650	Improve	_____	
1040	Standardize	_____	Does your organization _____ the Project Define Scope process?
1730	Measure	_____	
2270	Control	_____	
2660	Improve	_____	
1075	Standardize	_____	Does your organization _____ the Project Create WBS process?
1085	Measure	_____	
1095	Control	_____	
1105	Improve	_____	
1320	Standardize	_____	Does your organization _____ the Project Verify Scope process?
2010	Measure	_____	
2550	Control	_____	
2940	Improve	_____	
1330	Standardize	_____	Does your organization _____ the Project Control Scope process?
2020	Measure	_____	
2560	Control	_____	
2950	Improve	_____	
1050	Standardize	_____	Does your organization _____ the Project Define Activities process?
1740	Measure	_____	
2280	Control	_____	
2670	Improve	_____	
1060	Standardize	_____	Does your organization _____ the Project Sequence Activities process?

1750	Measure	_____	
2290	Control	_____	
2680	Improve	_____	
1115	Standardize	_____	Does your organization _____ the Project Estimate Activity Resources process?
1125	Measure	_____	
1135	Control	_____	
1145	Improve	_____	
1070	Standardize	_____	Does your organization _____ the Project Estimate Activity Durations process?
1760	Measure	_____	
2300	Control	_____	
2690	Improve	_____	
1080	Standardize	_____	Does your organization _____ the Project Develop Schedule process?
1770	Measure	_____	
2310	Control	_____	
2700	Improve	_____	
1340	Standardize	_____	Does your organization _____ the Project Control Schedule process?
2030	Measure	_____	
2570	Control	_____	
2960	Improve	_____	
1100	Standardize	_____	Does your organization _____ the Project Estimate Costs process?
1790	Measure	_____	
2330	Control	_____	
2720	Improve	_____	
1110	Standardize	_____	Does your organization _____ the Project Determine Budget process?
1800	Measure	_____	
2340	Control	_____	
2730	Improve	_____	
1350	Standardize	_____	Does your organization _____ the Project Control Costs process?
2040	Measure	_____	
2580	Control	_____	
2970	Improve	_____	
1130	Standardize	_____	Does your organization _____ the Project Plan Quality process?

1820	Measure	_____	
2360	Control	_____	
2750	Improve	_____	
1240	Standardize	_____	Does your organization _____ the Project Perform Quality Assurance process?
1930	Measure	_____	
2470	Control	_____	
2860	Improve	_____	
1360	Standardize	_____	Does your organization _____ the Project Perform Quality Control process?
2050	Measure	_____	
2590	Control	_____	
2980	Improve	_____	
1090	Standardize	_____	Does your organization _____ the Project Develop Human Resource Plan process?
1780	Measure	_____	
2320	Control	_____	
2710	Improve	_____	
1150	Standardize	_____	Does your organization _____ the Acquire Project Team process?
1840	Measure	_____	
2380	Control	_____	
2770	Improve	_____	
1250	Standardize	_____	Does your organization _____ the Develop Project Team process?
1940	Measure	_____	
2480	Control	_____	
2870	Improve	_____	
1155	Standardize	_____	Does your organization _____ the Manage Project Team process?
1165	Measure	_____	
1175	Control	_____	
1185	Improve	_____	
1195	Standardize	_____	Does your organization _____ the Project Identify Stakeholders process?
2005	Measure	_____	
2015	Control	_____	
2025	Improve	_____	
1160	Standardize	_____	Does your organization _____ the Project Plan Communications process?

1850	Measure	_____	
2390	Control	_____	
2780	Improve	_____	
1260	Standardize	_____	Does your organization _____ the Project Distribute Information process?
1950	Measure	_____	
2490	Control	_____	
2880	Improve	_____	
2035	Standardize	_____	Does your organization _____ the Project Manage Stakeholder Expectations process?
2045	Measure	_____	
2055	Control	_____	
2065	Improve	_____	
1300	Standardize	_____	Does your organization _____ the Project Report Performance process?
1990	Measure	_____	
2530	Control	_____	
2920	Improve	_____	
1120	Standardize	_____	Does your organization _____ the Project Plan Risk Management process?
1810	Measure	_____	
2350	Control	_____	
2740	Improve	_____	
1170	Standardize	_____	Does your organization _____ the Project Identify Risks process?
1860	Measure	_____	
2400	Control	_____	
2790	Improve	_____	
1180	Standardize	_____	Does your organization _____ the Project Perform Qualitative Risk Analysis process?
1870	Measure	_____	
2410	Control	_____	
2800	Improve	_____	
1190	Standardize	_____	Does your organization _____ the Project Perform Quantitative Risk Analysis process?
1880	Measure	_____	
2420	Control	_____	
2810	Improve	_____	
1200	Standardize	_____	Does your organization _____ the Project Plan Risk Responses process?

1890	Measure	_____	
2430	Control	_____	
2820	Improve	_____	
1370	Standardize	_____	Does your organization _____ the Project Monitor and Control Risks process?
2060	Measure	_____	
2600	Control	_____	
2990	Improve	_____	
1210	Standardize	_____	Does your organization _____ the Project Plan Procurements process?
1900	Measure	_____	
2440	Control	_____	
2830	Improve	_____	
1270	Standardize	_____	Does your organization _____ the Project Conduct Procurements process?
1960	Measure	_____	
2500	Control	_____	
2890	Improve	_____	
1290	Standardize	_____	Does your organization _____ the Project Administer Procurements process?
1980	Measure	_____	
2520	Control	_____	
2910	Improve	_____	
1380	Standardize	_____	Does your organization _____ the Project Close Procurements process?
2070	Measure	_____	
2610	Control	_____	
3000	Improve	_____	
7005		_____	Does your organization have an OPM policy and vision?
5490			
5290			
5500			
6980			
5520			
1000			
7015		_____	Does your organization educate all stakeholders on OPM policy and vision?
7025			



7405		_____	Does your organization have a process to support the strategic alignment of OPM to organizational vision, goals, and objectives?
7035			
5220		_____	Does your organization have a process to support resource allocations for OPM endeavors?
1590			
5320		_____	Does your organization have management systems in place to support OPM?
5280			
1450		_____	Does your organization provide sponsorship for OPM endeavors?
5340			
7045		_____	Does your organization provide organizational structures to support OPM endeavors?
7055			
7065			
7075			
7105		_____	Does your organization have structures in place to support competency management for the OPM environment and project lifecycles?
7115			
7125			
7135			
7145			
7155			
7165			
1430			
7175			
7185		_____	Does your organization have structures in place to support competency management for soft skills in the OPM environment?
7195			
7205			
7215			
7225			
7235			
1400		_____	Does your organization have a workforce with the right level of competency to support the OPM environment?
1410			
5620		_____	Does your organization have a career path in place to support the roles required to support the OPM environment?
5190			
5180			

1530		_____	Does your organization have a process for assessing competency and formal performance appraisals?
6120			
5200		_____	Does your organization provide project management training for OPM Roles?
5300			
5210			
5240		_____	Does your organization support organizational project management communities?
5250			
5390		_____	Does your organization support organizational project management practices at the project level?
1460			
1680			
1670			
3030			
3550		_____	Does your organization support organizational project management practices at the program level?
2090			
3570			
5260		_____	Does your organization have an organizational project management methodology?
1550			
5270			
7305		_____	Does your organization use organizational project management techniques for OPM endeavors?
1630			
3070			
5170			
3520			
7315		_____	Does your organization use project management metrics for OPM endeavors?
7325			
7335			
7345			
7355			
1540		_____	Does your organization apply project success criteria when evaluating OPM Endeavors?
2160			
2190		_____	Does your organization use benchmarking for OPM endeavors?

3050			
7365		_____	Does your organization use a PMIS and knowledge management for OPM endeavors?
7375			
5660			



# APPENDIX E

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## OPM3 ONLINE TOOLS

### E.1 Introduction

The purpose of this appendix is to describe two options for performing an *OPM3* survey and assessment, with their respective tools and solution designs. While there may be various survey and assessment options available, the focus of this appendix will be on the two most likely scenarios:

- **Option 1—*OPM3 Online Self-Assessment*:** Organizations using the *OPM3 Online Self-Assessment* Module to perform their own in-house survey and solution design, with the option to use the Capability Directory for comprehensive-level assessment.
- **Option 2—*OPM3 ProductSuite*:** Organizations using an *OPM3 Certified Assessor* or Consultant, making use of a proprietary assessment application (*OPM3 ProductSuite*) and solution design.

Performing an *OPM3* assessment will help establish a current baseline of an organization's culture, practices and processes specific to the three domains—project, program and portfolio—the process improvement stages—standardize, measure, control and improve—and the organizational enablers. Both options identified above provide an opportunity for a high-level survey and comprehensive-level assessment. A high-level survey (Best Practices survey) provides user organizations with a basic, broad-brush picture of the perceived state of their project management maturity and areas most in need of improvement. The comprehensive assessment (Capability Assessment) yields data that is verified, detailed, nuanced, and actionable for those areas where improvement opportunities are identified.

### E.2 Option 1: *OPM3 Online Self-Assessment*

With this option, organizations use the *OPM3 Online Self-Assessment Method* to implement their own in-house survey and solution design, with the added option to use the Capability Directory to perform a comprehensive assessment.

Organizations desiring a starting point, before committing more time and resources, may choose the *OPM3 Online Self-Assessment Method* for performing a high-level survey. This will provide insights into Best Practices that are perceived to be present in the organization, as well as those in need of improvement. The *OPM3 Self-Assessment Method* is an online database tool designed to easily survey and capture responses to approximately 120 questions. The results of the survey will provide insights into the organization's maturity position relative to these categories:

- Organizational project management as a whole
- Domains of project, program, and portfolio (PPP)
- Process improvement stages (standardize, measure, control, improve)

The graphics generated by the self-assessment tool will give a general picture of the strengths and weaknesses within these categories. The organization will then decide what course of action to follow with regard to the underlying Capabilities and implementation of prescribed solutions. Details on the *OPM3* Self-Assessment Module are covered in Appendix G.

## Questions and Answers on the *OPM3* Online Self-Assessment Method

The following questions and answers may help organizations contemplating using the *OPM3* Online Self-Assessment Method. For purposes of these responses the high-level and Best Practice analysis will be referred to as a “survey.” The comprehensive-level and Capability Level analysis will be referred to as an “assessment.”

- 1. What skills and knowledge should a surveyor possess to perform our organization’s high-level survey and solution design?** Individuals with a broad grasp of *OPM3 Knowledge Foundation* concepts are usually successful in this role. They will need excellent communication skills and experience performing surveys or gap analyses. When performing face-to-face surveys, the surveyor should be able to clarify questions without leading the responder. If the surveyors will be interpreting results, they should have experience synthesizing many responses to derive overall trends or results. If the surveyors will be designing solutions, they should have excellent team management skills and ability to use identified trends to design solutions based upon the *OPM3* directories. If the surveyor has responsibility for guiding the implementation of agreed upon solutions, he or she should be comfortable working with C-level to operations-level staff to achieve the improvement goals. There are no PMI-specific certifications required to perform in a surveyor capacity using *OPM3* Online.
- 2. What types of questions are included in the online self-assessment tool?** The questions included in the online self-assessment method database tool are generalized to identify perceptions of the current state of maturity in organizational project management, in relation to the set of Best Practices that comprise the *OPM3* standard. Examples of the questions can be found in Appendix D.
- 3. How can our organization use high-level survey results?** An organization that uses the high-level, Best Practice survey will receive an indication of organizational maturity. Using the online tools graphical display of survey responses provides a broad-brush picture of the state of organizational project management maturity. Organizations typically find it effective to select one to three Best Practices to focus on based on their organizational strategy and improvement needs. Organizations may use this information to perform a cost/benefit analysis to further define which option best suits their needs. Organizations may also choose to further define their areas most in need of improvement using the Capabilities Directory included as part of the Improvement Path report in *OPM3* Online.
- 4. How many on-line surveys should be performed?** Organizations that purchase an *OPM3* Online single-users license will be able to perform multiple surveys but would have to compile an overall summary of responses manually. Organizations that purchase *OPM3* Online multi-users licenses will be able to perform multiple surveys using their multiple licenses but must still compile responses manually. All *OPM3* Online users may benchmark their results against a database of other organizations, when they choose to participate by including their assessment(s) in the benchmarking database. The

*OPM3* Online users' license allows for organizations to receive errata updates and access to the Capabilities and Improvement Planning Directories.

5. **How does a comprehensive assessment use the Capability Directory?** A comprehensive-level assessment using the Capability Directory allows organizations to evaluate their relative maturity, measured in terms of the attainment of the Capabilities comprising the Best Practices. When an organization attains a majority of Capabilities associated with a Best Practice, it has advanced its project management maturity. Only after an organization has developed its own comprehensive-level assessment tool using the entire project, program, and portfolio Capabilities Directory will it be able to perform a full comprehensive-level assessment.
6. **What are cost/benefit considerations for a comprehensive-level assessment?** Developing an in-house comprehensive-level assessment tool will require time and resources. Once the comprehensive-level assessment tool and other collateral are developed it becomes the property of the organization. Time and resource costs to consider may include:
  - Purchase of *OPM3* Online users license.
  - Resources and personnel needed to implement *OPM3* Online surveys.
  - Administrative work developing database content.
  - Developing a survey and analysis tool with a database for warehousing responses.
  - Developing templates, training and marketing collateral for organization-wide uniform adoption (optional).
  - Performing end-user pilot (optional)

Each organization should estimate the anticipated benefits from developing a comprehensive-level assessment tool and other collateral. The cost/benefits analysis should consider the cost/benefits derived from using an *OPM3* Certified Assessor/Consultant (using the *OPM3 ProductSuite* application).

7. **How does our organization use the Capability Directory to develop an electronic comprehensive-level assessment tool?** The Capabilities Directory provides detailed data on all the Capabilities in the model, organized according to the Best Practices with which they are associated. Each Capability has a unique identifier relative to its importance within the Best Practice. Each Capability has a respective Outcome with key performance indicator that confirms the existence of this Capability.

An important aspect of using the Capabilities Directory to develop a comprehensive assessment tool is maintaining the hierarchy and dependent relationships across all Best Practices and Capabilities. Using the Capabilities Directory to develop a comprehensive-level assessment requires the tool developer to paraphrase each Capability into question format. Capability-level responses to these questions should be designed to clearly capture the status of that Capability.

The assessment tool should be designed to allow the surveyor to select specific groups of questions best suited for the present circumstances. The assessment questions and assessment results should be maintained in electronic database format and the database should be designed to allow for future updates. The assessment results database should be designed to provide output by Domains, Process Groups, Capabilities and other metrics specifically suited to the organization.

The Capabilities Directory will identify dependent relationships between other Best Practices and Capabilities that must be maintained when designing the many-to-many relationships in the database. Assessment results analysis and reporting considerations should be considered when designing the summary of improvement strategies. The Improvement Planning Directory mapping should be integrated into the database to allow for validation when designing an improvement strategy.

8. **How does our organization use the Improvement Planning Directory to design an in-house solution?** The Improvement Planning Directory shows the dependencies between Capabilities, which are essential to the Assessment and Improvement steps of the *OPM3* Cycle. The path of maturity within a Best Practice may lead to other Best Practices. This kind of relationship implies corresponding dependencies between Capabilities that aggregate to those different Best Practices. Designing a solution for those areas most in need of improvement will include analysis of the mapping of Best Practices and Capabilities presented in the Improvement Path located in the Improvement Planning Directory. The Improvement Path is created upon completing an assessment, is accessible online and the user must filter for those Best Practices needing improvement. Once the organization determines their strategy and initial improvement need, they should establish keywords that reflect this. They can then use the keywords to search Best Practices in the online tool, to help identify those Best Practices specific to their goals. Once identified, they can review the Improvement Path to find the Best Practices identified, and focus their improvement efforts.
  
9. **Can our *OPM3* Online tool be used for performing surveys of other external entities and sharing of warehoused data?** The *OPM3* Online user licenses are used solely by the licensing entity so any assessments entered into *OPM3* Online will only be accessible by the license holder. While it is perfectly acceptable for *OPM3* Online to be used by external entities or external consulting services, external entities or consulting companies may want to advise their clients to purchase an *OPM3* Online license if the client wants future access to their assessment results.

Survey responses captured by means of the *OPM3* Online Self-Assessment Tool are warehoused external to the user organization and accessed via the *OPM3* Online Self-Assessment Tool. Survey responses captured by means of any tool developed in-house remain warehoused within the organization. An organization may choose to share responses with other entities. Externally warehoused data may be used for industry benchmarking.
  
10. **What, if any, additional requirements and yearly licensing fees are required?** As of publication there are currently no additional yearly licensing costs or tool utilization requirements.

### E.3 Option 2: *OPM3 ProductSuite*

This option relates to organizations using an *OPM3* Certified Assessor or Consultant and a proprietary assessment application (*OPM3 ProductSuite*) and solution design.

*OPM3 ProductSuite* is an assessment tool that evaluates how well organizations are executing to their strategic objectives by the use of portfolio management, program management and project management



Best Practices and Organizational Enablers. The *OPM3 ProductSuite* assessment tool also provides guidance on how to improve an organization's execution of strategy by increasing its degree of organizational project management maturity. The result of the assessment identifies Best Practices, constituent Capabilities, and Outcomes required to increase your maturity, once the current maturity has been determined.

The *OPM3 ProductSuite* Assessment Tool provides the flexibility to scope an assessment according to areas in need of improvement, such as specific domains or desired business results.

### **Questions and Answers on the use of an *OPM3* Certified Assessor/Consultant and the *OPM3 ProductSuite* application:**

- 1. What skills and knowledge should an *OPM3 ProductSuite* Assessor possess to perform assessments?** PMI has established minimum criteria for experience and knowledge before an individual is eligible to become an *OPM3* Certified Assessor/Consultant. The Experience Screening process evaluates knowledge of the *OPM3 Knowledge Foundation* standard and validates project management and surveying or auditing experience. Attendance at a 3-5 day workshop and passing of an examination are required to become an *OPM3* Certified Assessor/Consultant. An individual must become an *OPM3* Certified Assessor/Consultant in order to use the *OPM3 ProductSuite* software application.
- 2. What types of questions are included in the *OPM3 ProductSuite* assessment tool?** The *OPM3 ProductSuite* software application includes comprehensive-level questions to assess the maturity level of an organization in applying project, program, and portfolio management Best Practices. Each question relates to a Capability outcome and produces two types of scores. The Yes/No score indicates a broad, attainment or no-attainment view of each Capability. A scaled score gives an incremental view to indicate the degree of achievement—a zero score for no achievement and intermediate scores for partial and near full and full achievement.
- 3. How can our organization use the *OPM3 ProductSuite* assessment results?** An organization may use their results to see how many Best Practices, Capabilities, and Outcomes were achieved per domain and per process improvement stage. The *OPM3* Certified Assessor/Consultant may present graphical displays or various reports of survey data that provide a broad-brush picture of the state of organizational project management maturity. They will also provide a list of Best Practices and Capabilities that were not achieved or were absent in the areas of maturity. This analysis will provide the Assessor with enough data to identify the areas which may be a priority for action to achieve the organization's business objective.
- 4. How do I obtain an *OPM3 ProductSuite* application license and *OPM3* Certified Assessor/Consultant services?** The *OPM3 ProductSuite* license is given to the *OPM3* Certified Assessor/Consultant upon completion of the certification course and examination. Visit the following website for more information; <http://www.pmi.org/BusinessSolutions/Pages/ProductOptions.aspx>.
- 5. What types of assessment techniques are available with the *OPM3* Certified Assessor/Consultant?** Generally an *OPM3* Certified Assessor/Consultant may perform variations of two types

of assessments. A Desk Assessment is designed to seek evidence of attained Best Practices and Capabilities throughout the interview process only. The Desk Assessment does not require additional documented proof and relies on information given from the responder. A Rigorous Assessment will require a more formal gathering, collection and validation of responses. The Rigorous Assessment will validate the degree of maturity and identify specific areas for improvement. Multiple assessments may be performed with automated compilation of merged assessments and future benchmarking potential. The *OPM3* Certified Assessor/Consultant may proactively assess specific domains, business results, departments, roles and other areas that require immediate attention by the organization.

6. **What are the cost/benefit considerations for using an *OPM3* Certified Assessor/Consultant to perform an assessment?** An *OPM3* Certified Assessor/Consultant has the credentials and assessment skills that will provide guidance to scope and tailor the assessment based on specific needs. Using an *OPM3* Certified Assessor/Consultant provides a turn-key solution from survey and analysis to solution design using the *OPM3 ProductSuite* software application. Independent *OPM3* Certified Assessors/Consultants may be retained to perform a continuum of services, from surveying to facilitating improvement solutions. *OPM3* Certified Assessor/Consultants internal to an organization can perform the same continuum of services. Using an external or internal *OPM3* Certified Assessor/Consultant may involve these potential cost/benefit considerations:

- Expert *OPM3 Knowledge Foundation* standard guidance using a turn-key software solution.
- No development or maintenance costs like those associated with an in-house assessment tool.
- Initial certification and yearly license costs for *OPM3* Certified Assessor/Consultant credentials.
- User rights for the *OPM3 ProductSuite* software application live with the *OPM3* Certified Assessor/Consultant rather than with an organization.
- Ability to generate many reports from various dimensions of Best Practices, Capabilities, Domains, Improvement Stages, Process Groups, Organizational Enablers, etc.
- Assessment results are confidentially warehoused external to an organization and accessible by the *OPM3* Certified Assessor/Consultant who performed the assessment until the assessment is completed. Once completed, the organization holds an encrypted key which controls when and how the externally stored data is accessed.

Organizations wishing to mitigate the risk of losing their *OPM3* Certified Assessor/Consultant may opt for multiple *OPM3* Certified Assessors/Consultants.

7. **How does an *OPM3* Certified Assessor/Consultant use the Improvement Planning Directory to design an improvement solution?** Inherent to the *OPM3 ProductSuite* application are all Best Practices, Capabilities and Outcomes, with dependency relationships. The path of maturity within a Best Practice may cross paths leading to other Best Practices. This kind of relationship implies corresponding dependencies between Capabilities that aggregate to those different Best Practices. The *OPM3 ProductSuite* Improvement tool allows an organization to plan actions needed to improve performance of specific Best Practices. The Improvement tool can populate an improvement plan template with graphics and text of Best Practices, Capabilities, and Outcomes that may be selected for improvements.

8. **Do *OPM3* Certified Assessors/Consultants perform surveys of other external entities and sharing of warehoused data?** Independent *OPM3* Certified Assessors/Consultants may serve many organizations in various capacities to facilitate implementation of the *OPM3* standard. The responsibility for warehousing and maintaining confidentiality of all *OPM3 ProductSuite* assessment results resides with DNVS (Det Norske Veritas Software), a technical software organization located in Norway. Organizations may share assessment results and other information resulting from their assessment reports at their discretion. As of publication PMI is still accumulating the necessary information to offer a benchmarking database.
9. **What, if any, additional requirements and yearly licensing fees are required?** PMI is the sole and exclusive provider of the *OPM3* Certified Assessor/ Consultant certifications. There are fees associated with becoming an *OPM3* Certified Assessor/Consultant and yearly fees for software licensing. Visit the following website for more information; <http://www.pmi.org/BusinessSolutions/Pages/ProductOptions.aspx>.

In summary, organizations choosing to implement the *OPM3* standard on a small or grand scale may do so using either Option 1—*OPM3* Online Self-Assessment or Option 2—*OPM3 ProductSuite*. The questions and answers provided above should help organizations navigate through the decision process of:

- Contracting with an independent resource or training an internal resource to become an *OPM3* Certified Assessor/Consultant, or,
- Developing an in-house solution that is based upon the *OPM3 Knowledge Foundation* standard and the *OPM3* Online Self-Assessment Method.



# APPENDIX F

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## *OPM3* CASE STUDY

### F.1 Background

This case is based on the experience of an organization that used *OPM3* for process improvement. All confidential information related to this organization has been removed in order to preserve its identity.

ABC Company (ABC) is responsible for delivering natural resources to commercial and residential customers with state-wide responsibility for a large state in the USA. It has several sites throughout the state to manage its network of suppliers, distribution channels and service agents. The organization generates several hundred million US dollars in annual revenue for their products and services.

ABC has attempted throughout most of its history to projectize the work of the organization. Wherever possible, work was organized into projects with timelines, resources, and expected deliverables defined in order to leverage the power of project management. All of the projects were organized into one of four divisional groups and each of those groups has varying responsibility for managing the collective group of projects as a whole.

The nature of the projects at ABC varied significantly across the portfolio. Some projects were infrastructure projects for improvements to buildings while others were related to information technology upgrades, feasibility studies, or other business matters. Some projects were short in duration (less than three months) while others were multi-year initiatives.

A central project management office (PMO) was implemented several years before ABC considered using *OPM3*. The central PMO had responsibility for setting standards for project management across the four divisional groups, rolling up performance results into a central view for executive management and standardizing the approach to project management across the wide range of projects that were regularly executed by the enterprise.

The director of the PMO was interested in determining how well the organization was performing in comparison to industry best practices. There was concern across the organization that some critical projects were late and over budget and the PMO wanted to react before other company stakeholders made organizational changes that would not support the PMO and the projects. After careful research and review of several standards and other tools, ABC decided to use *OPM3* for benchmarking and process improvement.

## F.2 The Improvement Project Based on *OPM3*

ABC Company initially reached out to a training company and sent employees to an introductory class. The director of the PMO went to validate that *OPM3* was the right strategic fit for the organization, and some of the PMO staff went to learn more about the model and how to leverage the Best Practices within the organization. The class confirmed the value of *OPM3* and provided insight that the next logical step following the *OPM3* Cycle was to conduct an assessment. After the PMO team members reviewed their decisions with the Executive Management Team, ABC committed to moving forward with an initiative to make improvements using *OPM3*.

**F.2.1 Selecting a Certified *OPM3* ProductSuite Assessor.** Although ABC management felt they could conduct an assessment with their own staff, they were interested in an independent perspective of their organization that could also make suggestions based on their experience with other organizations. They went to the *OPM3* ProductSuite Online Registry which lists Certified *OPM3* ProductSuite Assessors and identified several potential fits. ABC sent requests for proposals (RFP) to these candidates and after thorough evaluation selected an assessor that was familiar with their domain and had expertise in *OPM3*.

**F.2.2 Assessment Plan.** The next step for the new combined team was to create an assessment plan. The external assessor reviewed the pros and cons of different approaches to scoping the *OPM3* assessment. The organization was most interested in making sure that they would have a high degree of confidence in the results of the assessment, so they chose to perform a rigorous assessment using the *OPM3* ProductSuite across all three domains of *OPM3*—project management, program management, and portfolio management. The assessor then selected employees in various roles to interview the people who could describe how the organization executed projects and related work on a day-to-day basis.

**F.2.3 Assessment Process.** The actual on-site assessment took a total of two weeks once the plan was complete and the interviews were scheduled. The external assessor met with the organization's representatives, and reviewed the artifacts that provided evidence (e.g., project plans, schedules, meeting minutes, and budgets) of how the work was completed. The assessor then recorded findings in the *OPM3* ProductSuite toolset and generated the assessment report for the organization. In addition to highlighting strengths and opportunities for improvement for the organization, the report included all of the *OPM3* Best Practices the organization had achieved and not achieved.

Some of the strengths for the organization included a well-defined project management methodology and project tollgate process that helped ensure that the project management processes were standardized across a good portion of the organization. Their long-time budgeting and reporting process also supported several of the portfolio management best practices as did the activities of the PMO.

**F.2.4 Improvement Planning.** The ABC management team went through the results over the following month and prioritized improvements that they could make based on available resources, cultural fit, and timing. The client came up with three key areas of focus for the next 6 months before the next *OPM3* assessment:

1. Standardize risk management across all projects;

2. Repurpose the project management methodology for management of multiple projects (i.e., program management); and
3. Revise the review and promotion process so that project managers had input into the performance reviews of functional resources assigned to projects.

### F.3 Results After One *OPM3* Improvement Cycle

After 6 months, the external assessor came back to ABC Company for an additional assessment. The company had stuck to their improvement plan and had moved forward with some of the key areas. The following highlights some of the results that the company realized by area of focus:

1. *Standardize Risk Management:* The PMO documented and trained all of the project managers on a new risk management process. Each project team then evaluated and communicated risk at predetermined points of every project. Some projects identified several high risks early enough in the project lifecycle where they were cancelled. Resources were redeployed to strategic projects that were behind schedule. These projects were on the road to recovery in a short amount of time.
2. *Standardize Program Management:* The whole domain of program management was too much, so the PMO focused on creating standard processes to manage resources across an entire program of projects. One program manager following the new process discovered that two projects were paying separately for resources that they could have shared. By restructuring some vendor contracts, the program was able to save budget and re-allocate it to other areas of the program.
3. *Revise Review Process:* The PMO worked with Human Resources to revise the review process. The project managers completed a review for each employee after a project was complete or after 6 months of participation on a project. The project managers felt like resources were more responsive to their project needs. Project managers also felt like they were more empowered to deliver successful projects.

The results of the reassessment by the assessor showed that ABC Company had become more mature from the perspective of the *OPM3* model. They added new Capabilities and Best Practices that the assessor had not seen during the initial assessment, in the areas of project risk management, program resource management, and Organizational Enablers.

More importantly, the application of *OPM3* from assessment through improvements delivered tangible business results. ABC was able to deliver on strategic objectives, cut costs, and reallocate resources to the places where they were needed most. These successes highlighted the value of the PMO to the Executive Management Team, and the company committed to continue using *OPM3* through future improvement cycles. They look forward to further positive results in the future.





# APPENDIX G

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## ASSESSMENT AND IMPROVEMENT HOW-TO GUIDE

### G.1 Introduction

The second step in the *OPM3* Cycle is the *OPM3* self-assessment method (SAM). The SAM consists of two processes; a high-level assessment process, and a comprehensive assessment process. Both SAM processes become a first view of organizational maturity and capability.

The SAM high-level assessment process utilizes the *OPM3* SAM Questionnaire. Organizations distribute the questionnaire to a hand-picked assessment team. The output of the questionnaire is a subjective list of Best Practices thought to currently exist in the organization compared to the *OPM3* standard. This list of Best Practices is then examined in depth in the *OPM3* Comprehensive Assessment to verify (or corroborate) their implementation in the organization. It is important to remember that undertaking a maturity improvement initiative is in fact a project and should be managed as a project.

### G.2 SAM High-Level Process

The following are a number of steps that could be performed to conduct an *OPM3* high-level assessment. While all high-level assessments will naturally include administering the SAM Questionnaire and comparison of the organization's Best Practices list with the list comprising the *OPM3* model, there are also some suggested steps to prepare the way for this process in the organization, such as the following:

#### G.2.1 Step One: Prepare for High-Level Assessment Process

##### Step 1.1 Secure Sponsorship for the High-Level Assessment Process

The key to a successful assessment is to secure the sponsorship of key stakeholders and to identify the individual who will facilitate the assessment for the organization.

##### Step 1.2 Define Objectives, Scope, and Constraints

The business or organizational objectives and the scope, including any constraints of the assessment, should be documented in the assessment charter, assessment scope statement, and assessment plan. It is important to document what targeted areas in the organization—departments, projects, personnel, etc.—will be included in the scope of the assessment, as well as which areas will not be included.

##### Step 1.3 Create Schedule

Based on the objectives, scope, and constraints of the assessment identified in step 1.2, a schedule should be developed putting all assessment tasks in their chronological order.

### **Step 1.4 Sponsor Go/No-Go Decision**

The sponsor's concurrence with the assessment charter, scope statement, and assessment plan is required before beginning to conduct the assessment.

## **G.2.2 Step Two: Perform the High-Level Assessment**

The next step in the *OPM3* high-level assessment process is to conduct the assessment itself. Assessment involves comparing the characteristics of the organizations current state of project management maturity with those described by *OPM3* Best Practices.

### **Step 2.1 Conduct Kickoff Meeting**

The first activity is to conduct a kickoff meeting with the sponsor, key stakeholders, and the targeted area to review the assessment plan and schedule. In this meeting the purpose and scope of the assessment will be communicated to prepare participants for the activity.

### **Step 2.2 Conduct Pre-Assessment Training**

The next activity is to conduct a pre-assessment training session to ensure that participants understand *OPM3* processes, Best Practices (BPs), domains, and stages. The instructor may focus his or her teachings on concepts like the importance of having a standardized process prior to attempting measurement or improvement.

### **Step 2.3 Conduct High-Level Assessment**

The *OPM3* SAM Questionnaire is distributed to the target area and group in the organization. It is important to set a time limit for the participants. The amount of time allowed for the questionnaire will depend upon how much time your participants will have available out of their schedules and how much time you think they need to do a thorough job of responding. The important thing, however, is that all participants be allotted the same amount of time. The assessment is then returned for the assessment leader and/or team to analyze results.

### **Step 2.4 Collect and Validate Data**

The assessment leader and assessment team collect assessment responses and verify the data for completeness. Although the *OPM3* SAM Questionnaire was developed to be straightforward, participants may not understand certain questions and skip them. It is a good practice for the assessment leader and team to follow up with the participants to clarify any misunderstandings of the questions.

## **G.2.3 Step Three: Review Findings**

### **Step 3.1 Derive Findings**

Once the assessment leader and team have determined that the acceptable sample has been achieved and that all outstanding participant questions and concerns have been answered, it is their job to finalize the results and present the final findings to the sponsor and key stakeholders.

To derive the assessment findings from an organization's SAM survey data, the assessment leader and team need to aggregate the results to reach a "yes" or "no" answer representing the group, for each question. To do this, they need to determine what percentage of responses to a given question constitutes a "yes" or "no." For example, if there are 10 participants performing the assessment, how many of the 10 need to respond "yes" to result in an aggregated "yes"? Some organizations may wish to look for unanimous results (100%). Other organizations may set the bar at 75%. Others may decide that positive responses of 50% and above constitute a "yes" answer. The aggregated results should then be entered into *OPM3* Online.

The *OPM3* Maturity Continuum shows the percentage of Organizational Project Management Best Practices that the participants perceive the organization to have implemented. Each question in the SAM high-level assessment process is linked to a number of *OPM3* Best Practices. When the participant answers "yes" to the question, the organization is given credit for having implemented the *OPM3* Best Practices behind the question. There are approximately 488 *OPM3* BPs. The number of *OPM3* BPs perceived by survey participants to have been implemented is divided by the total number of *OPM3* BPs and a percentage rating is given. For instance, if 108 *OPM3* Best Practices are perceived to have been implemented, the overall percentage score is 22%.

### Step 3.2 Present High-Level Process Final Findings

After the data has been collected and aggregated to produce a score, the assessment team should schedule a final presentation for the sponsor and key stakeholders. While these individuals have been involved during the *OPM3* high-level assessment process, they also have the final authority on the interpretation of the results.

## G.2.4 Step Four: Assessment Closure

### Step 4.1 Collect Lessons Learned

Since the *OPM3* high-level assessment process may be administrated to multiple groups within the organization, collecting and documenting lessons learned from the assessment experience will help future assessment teams understand what went well and what aspects of the process may require refinement or adjustments.

### Step 4.2 High-Level Process Go-Forward Decision

At the end of the high-level process, the assessment sponsor and/or the organization's executives will decide if this level of assessment has met the defined business objectives and whether to conclude the work at this level or proceed to the *OPM3* comprehensive SAM assessment.

## G.3 SAM Comprehensive Assessment Process

After completing the *OPM3* high-level SAM assessment process and determining which Best Practices to investigate first, most organizations should proceed with the *OPM3* SAM comprehensive assessment. This activity verifies whether the BPs identified in the *OPM3* high-level SAM do indeed exist in the organization. The *OPM3* SAM comprehensive assessment provides a more in-depth and precise view of an organization's current state of maturity by evaluating the Capabilities that aggregate to each Best Practice in question. The assessment team determines which of the identified Capabilities already exist in the organization by evaluating

artifacts for each Capability and determining whether or not its associated Outcomes exist and are observable in the organization. This evaluation is done through the use of the Capabilities Directory (available in the online tool), which shows the required Outcomes for each Capability. In general, a Capability can be said to exist when all of the listed Outcomes have been observed. Similarly, a Best Practice can be said to exist when all its listed Capabilities exist.

The Best Practices pages in the Improvement Planning Directory (available in the online tool) can serve as a checklist or template for the Comprehensive Assessment Process, because the identifying numbers for the Capabilities associated with each Best Practice are logically arranged, building from a basic Capability to those that are dependent on previous Capabilities. The pages in this directory provide a check-off column for the Outcomes that will have to be identified to verify the existence of each Capability.

This evaluation of Capabilities is rigorous and allows the organization to gain a detailed understanding of its state of maturity. This step will help the organization determine which specific Capabilities do or do not exist and, therefore, how close the organization is to attaining each Best Practice.

This step should be completed before contemplating improvements or an improvement plan. The organization needs to understand (1) all the Capabilities it already has, (2) all the Capabilities it does not have, and (3) the relative importance of each Capability to the organization. Once the organization has identified and prioritized these, it can weigh the pros and cons of pursuing the various paths to improvements, based on the results of the two assessment processes.

Again, as with the high-level assessment process, this effort should be treated as a project and follow the organization's own project management standards.

### **G.3.1 Step One: Prepare for the Comprehensive Assessment**

#### **Step 1.1 Obtain Sponsorship for the Comprehensive Assessment**

The key to a successful comprehensive assessment is to secure the sponsorship of key stakeholders and to identify the individual who will facilitate the assessment for the organization.

#### **Step 1.2 Define Objectives and Scope**

As with any project, it is very important to document the objectives and scope of the assessment in the comprehensive assessment plan. In setting the scope of the assessment it is important to define which target areas, projects, personnel, etc., are involved in the assessment.

#### **Step 1.3 Define Constraints and Develop Comprehensive Assessment Schedule**

With the comprehensive assessment objectives and scope defined, it is necessary also to define the cost and schedule constraints as well as the acceptable sample size for the assessment to be conducted.

### **Step 1.4 Develop Staffing Plan**

Unlike the high-level assessment process where the assessment team can be one or two people, the assessment team may grow upwards to 10 people. The sponsor and assessment team lead will identify not only team members, but those who will participate in the comprehensive assessment process, produce project artifacts, answer questions, and provide direction. Generally, a number of project teams throughout the targeted organization should be included as part of the assessment.

### **Step 1.5 Develop Cost and Schedule**

The assessment team lead will estimate the duration of the assessment activities, the effort required to complete those activities, along with estimates for the cost of facilities, travel, and expenses. All this information should be included in the comprehensive assessment plan.

### **Step 1.6 Sponsor Go/No-Go Decision**

The assessment team lead will present the comprehensive assessment plan and secure the sponsors go/no-go decision to proceed. The comprehensive assessment process should not continue without express consent of the sponsor.

## **G.3.2 Step Two: Perform the Comprehensive Assessment Process**

### **Step 2.1 Conduct Kickoff**

The first activity is to conduct a kickoff meeting with the sponsor, key stakeholders, and teams participating in the comprehensive assessment. This meeting will review the comprehensive assessment plan and communicate the purpose of the assessment to prepare participants.

### **Step 2.2 Review High-Level Process Results**

The assessment team will review the results of the *OPM3* high-level assessment process to determine the BPs, CAPs, and Outcomes that will be assessed to verify implementation in the organization.

### **Step 2.3 Collect and Analyze Data**

The comprehensive assessment team will invite different teams from throughout the organization to attend assessment sessions. During these sessions the comprehensive assessment team will assess the team's use of objective evidence from instruments, presentations, documents, artifacts, and interviews to verify the implementation of *OPM3* BPs, CAPs, and Outcomes. This corroboration gives the assessment team the data required to draft assessment findings and make judgments regarding the implementation of the Best Practices.

### **Step 2.4 Verify and Validate Data**

With the assessment data collected, the assessment team will work through the data and information following these steps to determine a validation score.

1. Verify the appropriateness of direct artifacts provided by each Best Practice.

2. Verify the appropriateness of indirect artifacts provided by each Best Practice.
3. Verify the appropriateness of confirmations provided by each Best Practice.
4. Verify the implementation of direct artifacts for each Best Practice and corroborate by indirect artifacts or confirmations.
5. Obtain face-to-face confirmations for at least one instance for each Best Practice.
6. Generate statements describing gaps in the organizational unit's implemented practices relative to Best Practices defined in the *OPM3* Knowledge Foundation.
7. Characterize the extent to which *OPM3* Best Practices are implemented.
8. Generate preliminary findings, summarizing gaps in Best Practice implementation observed with the organizational unit relative to *OPM3* Knowledge Foundation.
9. Validate preliminary findings with members of the targeted area.

#### **Step 2.5 Analyze Data**

The comprehensive assessment team will analyze the objective evidence from this assessment and have sufficient data to draft assessment findings and make judgments regarding the implementation of the Best Practices.

### **G.3.3 Step Three: Present Findings**

#### **Step 3.1 Derive Findings**

The comprehensive assessment team will derive final findings using preliminary findings statements, feedback from validation activities, and any additional objective evidence collected as a result of the validation activity. The team will obtain consensus on how to characterize the implementation of a given BP, how to report the team's findings, and how to rate each organizational unit assessed.

#### **Step 3.2 Develop Roadmap**

Based on the results of the comprehensive assessment, the team will generate a document identifying potential improvement actions to be taken. All BPs shown not to have been implemented in the organization will be targets for potential improvement roadmaps.

#### **Step 3.3 Present Final Findings**

The team will present its final assessment findings to the assessment sponsor of each targeted area for further consideration and input.

### **G.3.4 Step Four: Prioritize Gaps and Develop a Transformation Plan**

#### **Step 4.1 Prioritize Gaps**

Once the comprehensive final findings have been presented, it is the task of the sponsor and representatives from the targeted area to determine the priority of the gaps identified, in alignment with the organization's strategic goals. A workshop can facilitate this process.

#### **Step 4.2 Conduct Workshop**

The goal of the workshop is to communicate the prioritized gaps, alignment to strategic goals, and to develop a transformation plan for the next 12 to 18 months.

#### **Step 4.3 Present Transformation Plan**

The key to a successful transformation plan is senior executive buy-in and support. The sponsor presents the transformation plan, developed in the workshop, to senior management and obtains their buy-in and authorization to pursue the specific initiatives of the plan.

### **G.3.5 Step Five: Close**

#### **Step 5.1 Collect Lessons Learned**

Document what went well, what could have gone better; include suggestions or recommendations for improving the method or its execution in future applications of this process.

#### **Step 5.2 Provide Assessment Artifacts to Project Management Organization**

Create archive of key artifacts collected by assessment team and submit a completed assessment report and artifact archive to the project management organization.

## **G.4 Utilizing the SAM for Continual Transformation**

The organization should commit to returning periodically to the SAM processes to determine whether subsequent events have impacted overall maturity in organizational project management and whether improvements should be reconsidered. Following the first round of assessments, the organization will have a greater familiarity with *OPM3* BPs and their constituent Capabilities. They should also have a more realistic view of organizational maturity. This should result in a more accurate outcome the second time. Finally, organizations repeating the assessment step after working on improvements may choose to exit the *OPM3* cycle, depending on the results, or plan for additional improvements. (See *OPM3* cycle diagram in Figure 3-2.)

Having completed some improvement activity, the organization will do one of two things: (1) reassess where it is currently on the continuum of organizational project management maturity by repeating the assessment, or (2) return to plan for improvements to begin working toward other Best Practices identified in an earlier assessment, but not acted upon.

Given the length of time that organizational initiatives often involve, most organizations should consider Option 1, returning to assessment. Reassessment will allow verification of the improvements just implemented. Also, the elapsed time following the original assessment may have coincided with changes that could well affect the results of a new assessment. Leadership shifts, altered budgetary constraints, acquisition of new competencies, methodologies, or technologies, and the implementation of new strategic objectives—any of these, along with changes in the competitive landscape—could produce significantly different answers to the assessment questions and, therefore, a different resulting view of the organization's position on the continuum of organizational project management maturity.

Some organizations may have a short first cycle of improvements, or may have experienced little other significant change during the cycle. They may decide on Option 2 and return directly to plan for improvements, to examine other Best Practices requiring attention that had been identified by the original assessment.

While sustainable organizational improvements may occur through a single improvement initiative, *OPM3* can add considerable value when applied in connection with multiple improvement cycles. The first improvement cycle can prepare the foundation for much more valuable improvements in future cycles. Organizations can continue utilizing *OPM3* to harness more and more of its full potential. In this way, organizations will help to expand and refine the possible applications of this model, and realize an increasing measure of its benefits.



# GLOSSARY

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## 1. Inclusions and Exclusions

This glossary for the *Organizational Project Management Maturity Model (OPM3®) Knowledge Foundation* includes terms that are:

- Specific to *OPM3* (e.g., Best Practices directory)
- Not unique to *OPM3*, but used differently than in general everyday usage (e.g., Capabilities)

This glossary does not necessarily include:

- Terms whose definitions are readily found in other PMI standards (e.g., *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition*, *The Standard for Program Management – Second Edition*, *The Standard for Portfolio Management – Second Edition*, *Project Manager Competency Development Framework*),
- Application or industry-specific terms, and
- Terms whose usage in the *OPM3* context does not differ materially from everyday usage.

## 2. Common Acronyms

KPI	Key performance indicator
OE	Organizational enabler
OPM	Organizational Project Management (OPM)
<i>OPM3</i>	Organizational Project Management Maturity Model
PPP	Project, program, and portfolio
SAM	Self-assessment method
SMCI	Standardize, Measure, Control, and Improve

**Assessment.** A way to evaluate an organization's successful execution of processes and standards. For *OPM3*, the tools to assess organizational project management maturity include the self-assessment method and a comprehensive assessment. See also *self-assessment method* and *comprehensive assessment*.

**Best Practice.** In general, Best Practices refers to the optimal methods, currently recognized within a given industry or discipline, to achieve a stated goal or objective. In the *OPM3* context, Best Practices are achieved when an organization demonstrates consistent organizational project management processes evidenced by successful outcomes.

**Best Practices Directory.** The Best Practices directory lists the Best Practices that form the foundation of the *OPM3* content. This directory provides the name and a brief description of each Best Practice. By reviewing the Best Practices directory, the user can become generally familiar with the *OPM3* content. An organization will also use this directory following the self-assessment method to identify Best Practices for any potential improvement effort.

**Capabilities Directory.** The Capabilities directory provides detailed data on each of the capabilities, organized according to the Best Practices with which they are associated. The Capabilities directory is central to the comprehensive assessment, in which the user is able to determine which Capabilities currently exist in the organization and which do not.

**Capability.** A Capability is a specific competency that must exist in an organization in order for it to execute project management processes and deliver project management services and products. Capabilities are incremental steps leading up to one or more Best Practices.

**Categorization.** A grouping of components based on criteria.

In *OPM3*, categorizations are groupings that provide a framework for the *OPM3* model in order to clearly define the relationship between Best Practices and Capabilities. It also allows organizations to focus on alternative approaches to maturity.

The categorizations in the model are the domains of PPP (Portfolio, Program, or Project), SMCI (Standardize, Measure, Control, or continuously Improve), the Process Groups for each of the domains, and Organizational Enablers (OEs). These categorizations can be used to approach *OPM3* from a project management domain, an improvement process, or a Process Group area, respectively. See also *domain*, *PPP*, and *SMCI*, *organizational enablers*, and *Process Groups*.

**Continuous Improvement.** Continuous improvement is a total quality management concept based on theories developed by Edward Deming and Walter Shewart. The key principles of continuous improvement relate to four sequential steps in characterizing the performance of a Capability as a Best Practice.

For a Capability to be considered as a Best Practice, it has to demonstrate industry-standard competencies in the process improvement stages (Standardize, Measure, Control and continuously Improve).

**Control.** Comparing actual performance with planned performance, analyzing variances, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate corrective action as needed.

In *OPM3*, the progression of Capabilities generally includes determining control limits, looking for root causes for processes that are outside the limits, and identifying improvements to bring the process within the control limits.

When used in evaluating Capability maturities, the collective application of Control activities constitutes the third stage of the *OPM3* SMCI quality management model.

**Dependency.** Dependencies are relationships in which a desired state is contingent upon the achievement of one or more prerequisites.

In *OPM3*, one type of dependency is represented by the series of Capabilities that aggregate to a Best Practice. In general, each Capability builds upon preceding Capabilities.

Another type of dependency occurs when the existence of one Best Practice depends in part on the existence of some other Best Practice. In this case, at least one of the Capabilities within the first Best Practice depends on the existence of one of the Capabilities within the other Best Practice. See also *interdependencies*.

**Dependency Relationship.** See *dependency*.

**Domain.** A domain refers to the three distinct disciplines of portfolio management, program management, and project management (also referred to as PPP). Each domain is structured by Process Groups and processes. See also *portfolio, program, project*.

**Framework.** Holistically, the three PMI domain standards (portfolio management, program management and the *PMBOK® Guide*)—plus the *Project Manager Competency Development Framework* and *OPM3*—constitute the total framework of PMI organizational project management practice. Framework may be used to refer to specific components of these key organizational project management proficiencies, such as domains, processes, etc.

**Governing body.** The group responsible for guidance and monitoring of portfolio, program, and project management and development work within specific compliance boundaries. These compliance areas include formal corporate ethical, financial, and security considerations, among others, and may be imposed internally or externally.

**Improve.** Improvement is the process of making something better, developing new qualities and abilities.

The progression of Capabilities generally includes documenting improvements demonstrated to be effective and incorporating them into the standardized process. When the Capability description or title includes phrases like “improve,” “increase process value,” “process improvements,” or “process simplification,” it is probably an improvement Capability of the process.

When used in evaluating Capability maturities, the collective application of continuous improvement activities constitutes the fourth stage of the *OPM3* SMCI quality management model. See also *continuous improvement, improvement planning directory*.

**Improvement Planning Directory.** The improvement planning directory contains a checklist of Capabilities, in priority order, that is necessary to establish the achievement of a Best Practice. For each Capability, there is a column for the user to check off the existence of each of the outcomes associated with that Capability.

These Capabilities/outcomes are in the recommended sequence by which the various Capabilities aggregate to the Best Practice. The improvement planning directory thus serves as a suggested path by which an organization can approach improvements in maturity by achieving outcomes associated with Capabilities, in priority order, to attain Best Practices.

**Interdependencies.** Interdependencies reflect the general relationship between Capabilities and Best Practices. They suggest the sequence in which the organization should develop the underlying Capabilities that support associated Best Practices.

Another example in *OPM3* is the interdependency among the domains—project, program, and portfolio.

**Key Performance Indicators.** A criterion that permits measurement and reporting.

In *OPM3*, a key performance indicator (KPI) is a criterion by which an organization can determine, quantitatively or qualitatively, whether the outcome associated with a Capability exists or the degree to which it exists. A key performance indicator can be a direct measurement or an expert assessment.

When a key performance indicator is quantitative, involving direct measurement, a form of metric is required.

**Mapping.** A relationship in which one element of a set can be associated with an element of another set. In *OPM3*, each Best Practice or Capability can be associated/mapped to a Category in each of the project, program, and portfolio Process Groups.

**Maturity.** Within *OPM3*, maturity comprises not only the state of optimal performance within project, program, and portfolio management, but also the organization's evolution toward that state as illustrated by SMCI.

**Measure.** Measurement involves identifying what to measure as well as actually collecting the measures that would help you understand if the process is operating within acceptable limits.

When the Capability description or title includes some derivative of the word “measure” or “identify,” then it is probably a measurement Capability of the process. The progression of Capabilities generally includes determining what to measure, measuring it, and analyzing the results.

When used in evaluating Capability maturities, the collective application of measure activities constitutes the second stage of the *OPM3* SMCI quality management model.

**OPM3.** See *organizational project management maturity model*.

**OPM3 Cycle.** An iterative improvement process designed to guide organizations through:

1. Assimilation of knowledge regarding organizational project management,
2. Use of self-assessment tools,
3. Development of improvement plans, and
4. Execution of requisite organizational improvement activities.

**OPM3 Process Construct.** The process model that describes the dependencies and interrelationships of the *OPM3* components. These components include the three domains of portfolio, program, and project management; the Process Groups for each domain; and their four states of process improvement, as well as enablers that support organizational project management. The construct's components are further decomposed into Best Practices, Capabilities, and their respective outcomes, and KPIs to complete the process model.

**Organization.** A group of persons organized for some purpose or to perform some type of work within an enterprise. In the *OPM3* context, this can be interpreted as any company, agency, association, society, business unit, functional group, department, or sub-agency intending to make use of *OPM3*.

**Organizational Enablers.** Organizational enablers are structural, cultural, technological, and human-resource practices that can be leveraged to support the implementation of Best Practices in projects, programs, and portfolios in support of strategic goals.

**Organizational Project Management.** The application of knowledge, skills, tools, and techniques to organizational activities and project, program, and portfolio activities to achieve the aims of an organization through projects.

**Organizational Project Management Maturity.** The degree to which an organization practices organizational project management. In the organizational project management maturity model (*OPM3*), this is reflected by the combination of Best Practices achieved within the project, program, and portfolio domains.

**Organizational Project Management Maturity Model (*OPM3*).** A framework that defines knowledge, assessment, and improvement processes, based on Best Practices and Capabilities, to help organizations measure and mature their project, program, and portfolio management practices.

**Outcome.** Outcome is the tangible or intangible result of applying a Capability. In the *OPM3* framework, a Capability may have multiple Outcomes. The degree to which an Outcome is achieved is measured by a KPI (key performance indicator).

**Portfolio.** A collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related.

**Portfolio Management.** The centralized management of one or more portfolios, which includes identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives.

**PPP.** One of the categorizations in *OPM3* to provide structure for the Best Practices and Capabilities. It is used as a field in the directories to indicate the three domains of project, program, and portfolio management.

**Process Group.** A logical grouping of the project management inputs, tools and techniques, and outputs. The Project Management Process Groups include Initiating processes, Planning processes, Executing processes, Monitoring and Controlling processes, and Closing processes. Project Management Process Groups are not project phases.

**Process Improvement Stages.** The four stages of process maturity, also known as SMCI. The four stages are standardize, measure, control, and continuously improve. A particular process is made capable through the prerequisite attainment of each stage. For instance, as general guidance, to achieve Best Practice in a process in the Control stage, the organization needs to first demonstrate Best Practice in the measure stage. See also *standardize, measure, control, and improve*.

**Program.** A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program.

**Program Management.** The centralized coordinated management of a program to achieve the program's strategic objectives and benefits.

**Project.** A temporary endeavor undertaken to create a unique product, service, or result.

**Project Management.** The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

**Project Management Maturity.** Maturity of project management processes measured by the ability of an organization to successfully initiate, plan, execute, and monitor and control *individual* projects. Project management maturity is limited to individual project execution and doesn't address key processes, Capabilities, or Best Practices at the program, portfolio, or organizational level. The focus of project management maturity is doing projects right.

**SMCI.** See *process improvement stages*

**Self-Assessment Method.** An evaluation of organizational project management competency in an organization or its component parts. It is part of the *OPM3* methodology that assesses the degree of best practice execution, categorized by domain process structures (domains and Process Groups) and includes more in-depth specifics of process improvement stages (standardize, measure, control, and continuously improve, called SMCI). After conducting a self-assessment method (SAM), an organization may want to perform a comprehensive assessment to understand capability performance.

**Standardize.** To demonstrate a documented and communicated process whereby the applicable people are following a process within an organization. When the Capability description or title includes phrases such as "have a process for," "document a process," or "standardize a process," it is probably a standardization Capability of the process.

The progression of Capabilities generally includes assigning process ownership, obtaining or developing a process, and then demonstrating that the organization is adhering to the standard for that process.

When used in evaluating Capability maturities, the collective application of standardization activities constitutes the first stage of the *OPM3* SMCI quality management model. See also *process improvement stages*.

**Strategic Goals.** The definition of an organization's intended achievements in terms of business results may be interpreted from various perspectives—financial, customer, infrastructure, products and services, or by cultural outcomes that are measurable.

**Sustainability.** A characteristic of a process or state that can be maintained indefinitely. Within the assessment process for measuring a Capability, sustainability must be achieved in order to reach the improve stage.

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