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ORGANIZATIONAL PROJECT MANAGEMENT MATURITY MODEL

***(OPM3®)*, Knowledge Foundation – Third Edition**

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1

OVERVIEW

1.1 Introduction

The Organizational Project Management Maturity Model (OPM3®) – Third Edition provides guidelines for improving organizational project management within organizations. It defines the *OPM3* model, which is comprised of the *OPM3* Construct and *OPM3* framework activities and processes. This edition of *OPM3* expands, reinforces, and clarifies many of the concepts presented in the previous editions. This standard leverages the Project Management Institute's (PMI®) foundational standards, including *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition* [1],¹ *The Standard for Program Management – Third Edition* [2], *The Standard for Portfolio Management – Third Edition* [3], and *PMI's Lexicon of Project Management Terms* [4] as well as the *Project Manager Competency Development Framework (PMCDF) – Second Edition* [5].

OPM3 is organized into six sections:

Section 1 Overview—This section provides an overview of the foundational concepts of organizational project management (OPM) and *OPM3*. This section outlines the relationship between portfolio, program, and project management, the role of stakeholders, and a summary of the remaining sections.

Section 2 Foundational Concepts—This section sets the stage for applying *OPM3*. It takes an in-depth look at the *OPM3* model, domains, the organizational project management (portfolio, program, and project) processes, organizational life cycle and maturity, and continuous improvement.

Section 3 The Organizational Project Management Maturity Model (OPM3)—This section, considered the foundation of *OPM3*, describes two core components of the standard: the *OPM3* Construct and the *OPM3* framework. These are further elaborated in Sections 3.2 and 3.3.

Section 4 Acquire Knowledge—This section guides the discovery and preparation process prior to performing an assessment within a business environment. This section outlines the essential inputs, outputs, and tools and techniques.

Section 5 Perform Assessment—This section guides the plan and execution process before, during, and after performing an assessment. This section outlines the essential inputs, outputs, and tools and techniques.

Section 6 Manage Improvement—This section guides the evaluation, prioritization, and implementation processes after performing an assessment. This section outlines the essential inputs, outputs, and tools and techniques.

¹ The numbers in brackets refer to the list of references at the end of this standard.

Appendices—The appendices provide the history of the standard and present case studies on how *OPM3* has been successfully applied.

Glossary—This section includes the basic terminology used within this standard.

OPM3 is flexible and scalable, which benefits organizations of different types, sizes, complexity and geographic location. It supports most organizations most of the time, regardless of age, maturity, or other factors.

OPM3 incorporates the collective expertise of the organizational project management community from a wide spectrum of industries and geographic areas. This standard identifies and organizes generally accepted and proven organizational project management practices. The *OPM3* framework provides processes to assess an organization's practices against *OPM3* Best Practices. The assessment findings, without being prescriptive, guide an organization to undertake relevant improvements. The findings enable an organization to make informed decisions regarding potential initiatives for change. Appendix X1 provides a summary of revisions from the previous version of *OPM3*. PMI continues to receive feedback as organizations apply *OPM3* and uses the feedback to improve the standard.

For achieving a certain level of performance and effectiveness or continuously increasing an organization's competitiveness and profitability, *OPM3* helps to accomplish these goals.

Key benefits from applying *OPM3* include, but are not limited to:

- Greater market share,
- Improved competitive advantage,
- Improved customer satisfaction and retention,
- Improved time to market,
- Increased productivity,
- Operational effectiveness,
- Predictable delivery performance,
- Reduced cost and rework, and
- Stronger linkage between strategy and execution.

1.2 Purpose of *OPM3*

The increasing pace of change combined with the rising complexity of the economy and global competition requires executives to reexamine their strategy to fulfill stakeholder expectations and meet market needs. This refinement of strategy requires a new focus on product development, operational effectiveness improvements, and customer service enhancement. However, defining strategy by itself does not ensure success or meet market needs. Rather, executives need to focus on organizational agility and project management capability to ensure success. Organizations should seek ways to translate strategy into organizational success through a project-based approach. Successful organizations develop an environment for delivering individual projects and programs, while creating an organizational culture that treats temporary endeavors as projects. Such organizations manage projects and programs to support organizational goals. Their goal is to select the specific initiative needed to deliver organizational strategy, produce

better performance, better results, and a sustainable competitive advantage. To accomplish this, an organization needs to know what specific organizational project management-related practices, knowledge, skills, tools, and techniques have proven consistently to be useful. In addition, a method to compare the organization's current state of organizational project management against industry practices, through the identification of capabilities requiring improvement and the establishment of a roadmap for achieving improvements specific to its needs.

The Organizational Project Management Maturity Model (OPM3®) – Third Edition establishes the foundation for and linkage between strategy and portfolio, program, and project management. *OPM3* describes the significant components of PMI's *Organizational Project Management Maturity Model* and provides an organizational view of portfolio, program, and project management to support achieving best practices. In addition, *OPM3* illustrates how the application of the best practices helps to realize organizational improvements. Best practices are the methods currently recognized in a given industry to achieve a stated goal or objective.

1.3 What is OPM?

Organizational project management (OPM) is a strategy execution framework that utilizes portfolio, program, and project management as well as organizational-enabling practices to consistently and predictably deliver organizational strategy to produce better performance, better results, and a sustainable competitive advantage.

OPM addresses integration of the following:

- Knowledge (of the portfolio, program, and project processes),
- Organizational strategy (mission, vision, objectives, and goals),
- People (having competent resources), and
- Processes (the application of the stages of process improvement).

The term “organization” does not necessarily refer to an entire company, agency, association, or society. It may refer to business units, functional groups, departments, or subagencies within the whole. While individual projects may be considered tactical, OPM is, by definition, strategic.

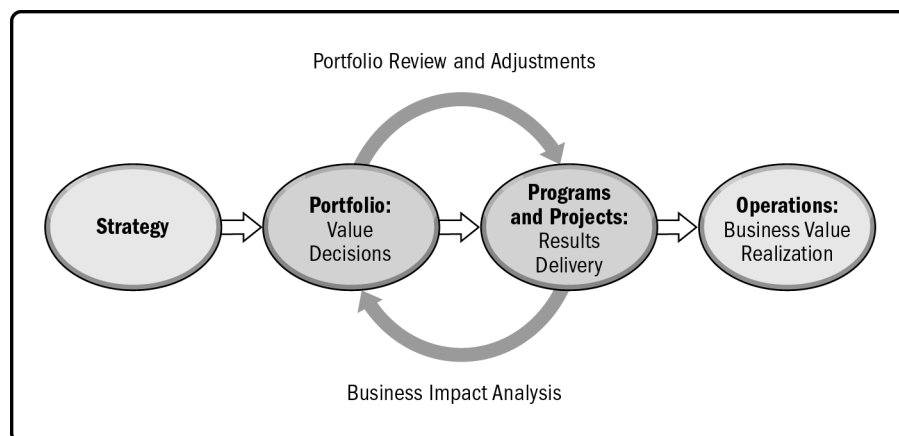


Figure 1-1. Organizational Project Management

Driven from strategy, OPM ensures that the portfolio aligns the set of programs and/or projects that yield the appropriate value decisions and benefits for the organization. Portfolio reviews occur on a regular basis, adjusted as market conditions or strategy change. An analysis of the business impacts on the portfolio guides the portfolio review and is adjusted as needed to deliver results or when other work makes it necessary to revise. These results directly link to business value realization. Feedback from value performance analysis influences the strategy of the organization.

1.3.1 Relationship of OPM and Organizational Strategy

Organizational strategy is a result of the strategic planning cycle, where the vision and mission are translated into a strategic plan. The strategic plan is then subdivided into a set of initiatives influenced by market dynamics, customer and partner requests, shareholders, government regulations, resource capacity, and competitor plans and actions. These initiatives establish strategic and operational portfolios for execution in the planned period.

The concept of OPM as depicted in Figure 1-2 correlates an organization's capabilities in portfolio, program, and project management and the organization's effectiveness in implementing strategy, vision, and mission. OPM purposefully links an organization's portfolio, program, and projects to its business strategy and supporting business objectives.



Figure 1-2. Relationship of OPM and Organizational Strategy

1.3.2 The Relationships Among Portfolios, Programs, and Projects

The relationship among portfolios, programs, and projects is such that a portfolio refers to a collection of projects, programs, subportfolios, and operations grouped together in order to facilitate the effective management of that work to meet strategic business objectives. Programs are grouped within a portfolio and are comprised of subprograms, projects, or operations that are managed in a coordinated fashion in support of the portfolio. Individual projects that are either within or outside of a program are still considered part of a portfolio. Although the projects or programs within the portfolio may not necessarily be interdependent or directly related, they link to the organization's strategic plan by means of the organization's portfolio.

As Figure 1-3 illustrates, organizational strategies and priorities are linked and have relationships between portfolios and programs, and between programs and individual projects. Organizational planning impacts projects by means of project prioritization based on risk, funding, and the organization's strategic plan. Organizational planning can direct the funding and support for the component projects on the basis of risk categories, specific lines of business, or general types of projects, such as infrastructure and process improvement.

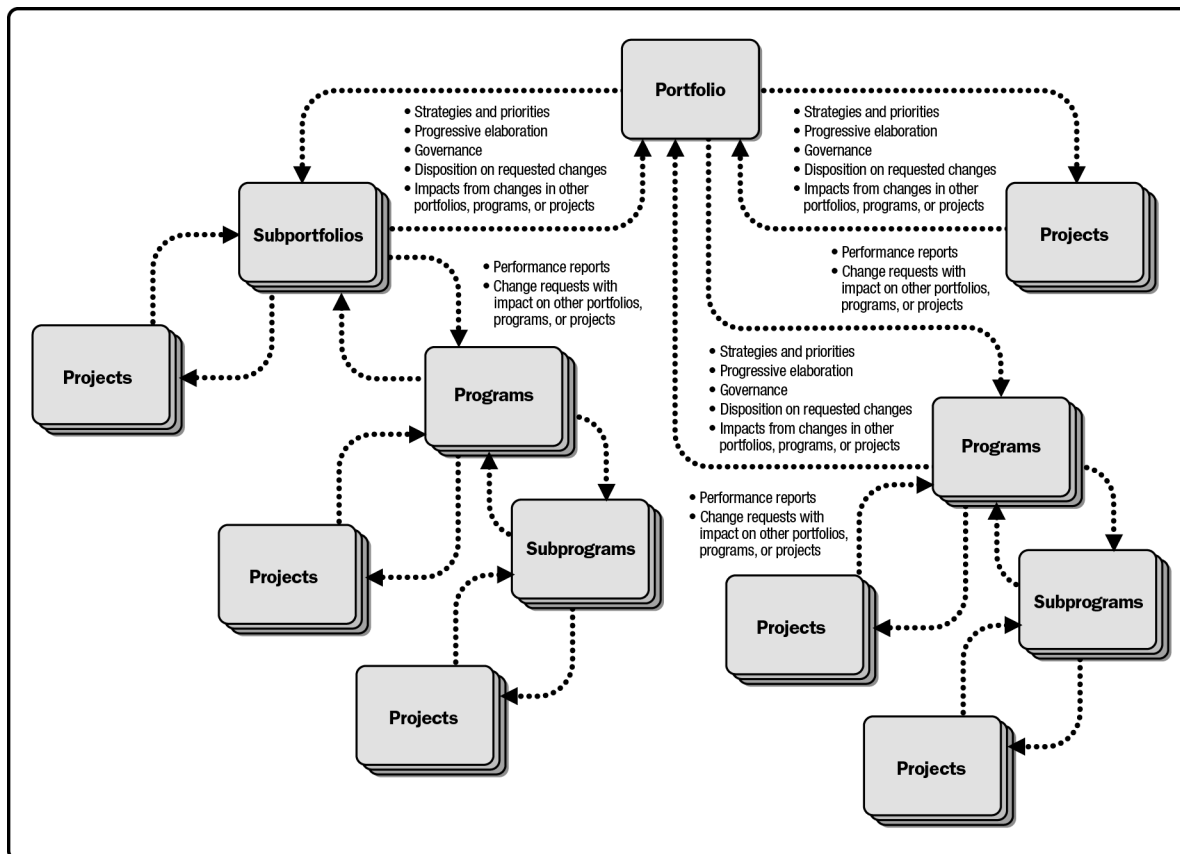


Figure 1-3. Portfolio, Program, and Project Management Interactions

1.4 What Is *OPM3*?

OPM3 provides a way to deliver strategy through clearly linked portfolios, programs, and projects. *OPM3* enhances effective use of human capital by developing portfolio, program, and project competencies (stakeholder engagement, estimating, scheduling, management, etc.). *OPM3* transforms the portfolio, program, and project domain processes into high-quality delivery processes that are well understood, stable, repeatable, and predictable. *OPM3* highlights opportunities for more flexible, adaptable, and improved management systems.

OPM3 is flexible, scalable, and supports organizations of different types, sizes, complexity, and geographic location regardless of age or maturity. *OPM3* benefits organizations, management, governance bodies, portfolio, program or project management offices (PMOs), OPM consultants, process improvement experts, change agents, department managers, and those engaged in project management activities. These benefits may include, but are not limited to:

- Greater market share,
- Improved competitive advantage,
- Improved customer satisfaction and retention,
- Improved time to market,
- Increased employee productivity,
- Operational effectiveness,
- Predictable delivery performance,
- Reduced cost and rework, and
- Stronger linkage between strategy and execution.

1.5 Relationships Among Portfolio Management, Program Management, Project Management, and Organizational Project Management

In order to understand portfolio, program, and project management, it is important to recognize the similarities and differences among these disciplines. It is also helpful to understand how they relate to organizational project management (OPM). OPM is a strategy execution framework utilizing portfolio, program, and project management as well as organization-enabling practices to consistently and predictably deliver organization strategy producing better performance, better results, and a sustainable advantage.

Portfolio, program, and project management are aligned with or driven by organizational strategies. Conversely, portfolio, program, and project management differ in the way each contributes to the achievement of strategic goals. Portfolio management aligns with organizational strategies by selecting the right programs or projects, prioritizing the work, and providing the needed resources, whereas program management harmonizes its project and program components and controls interdependencies in order to realize specified benefits. Project management develops and implements plans to achieve a specific scope that is driven by the objectives of the

program or portfolio it is subjected to and, ultimately, to organizational strategies. OPM advances organizational capability by linking portfolio, program, and project management principles and practices with organizational enablers (e.g., structural, cultural, technological, and human resource practices) to support strategic goals. An organization measures its capabilities, then plans and implements improvements towards the systematic achievement of best practices.

Table 1-1 shows the comparison of portfolio, program, and project views across several dimensions within the organization.

An organization that implements OPM can improve its processes by adopting recognized best practices to achieve consistent portfolio, program, and project success in support of strategic goals.

Table 1-1. Comparative Overview of Portfolio, Program, and Project Management

Organizational Project Management			
	Projects	Programs	Portfolios
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a larger scope and provide more significant benefits.	Portfolios have an organizational scope that changes with the strategic objectives of the organization.
Change	Project managers expect change and implement processes to keep change managed and controlled.	Program managers expect change from both inside and outside the program and are prepared to manage it.	Portfolio managers continuously monitor changes in the broader internal and external environment.
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Program managers develop the overall program plan and create high-level plans to guide detailed planning at the component level.	Portfolio managers create and maintain necessary processes and communication relative to the aggregate portfolio.
Management	Project managers manage the project team to meet the project objectives.	Program managers manage the program staff and the project managers; they provide vision and overall leadership.	Portfolio managers may manage or coordinate portfolio management staff, or program and project staff that may have reporting responsibilities into the aggregate portfolio.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	Success is measured by the degree to which the program satisfies the needs and benefits for which it was undertaken.	Success is measured in terms of the aggregate investment performance and benefit realization of the portfolio.
Monitoring	Project managers monitor and control the work of producing the products, services, or results that the project was undertaken to produce.	Program managers monitor the progress of program components to ensure the overall goals, schedules, budget, and benefits of the program will be met.	Portfolio managers monitor strategic changes and aggregate resource allocation, performance results, and risk of the portfolio.

1.5.1 Portfolio Management

A portfolio refers to projects, programs, subportfolios, and operations managed as a group to achieve strategic objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related. For example, an infrastructure firm that has the strategic objective of “maximizing the return on its investments” may put together a portfolio that includes a mix of projects in oil and gas, power, water, roads, rail, and airports. From this mix, the firm may choose to manage related projects as one program. All of the power projects may be grouped together as a power program. Similarly, all of the water projects may be grouped together as a water program. Thus, the power program and the water program become integral components of the enterprise portfolio of the infrastructure firm.

Portfolio management refers to the centralized management of one or more portfolios to achieve strategic objectives. Portfolio management focuses on ensuring that projects and programs are reviewed to prioritize resource allocation, and that the management of the portfolio is consistent with and aligned to organizational strategies.

1.5.2 Program Management

A program is defined as a group of related projects, subprograms, and program activities managed in a coordinated way to obtain benefits not available from managing them individually. Programs may include elements of related work outside the scope of the discrete projects in the program. A project may or may not be part of a program but a program will always have projects.

Program management is the application of knowledge, skills, tools, and techniques to a program in order to meet the program requirements and to obtain benefits and control not available by managing projects individually.

Projects within a program are related through the common outcome or collective capability. If the relationship between projects is only that of a shared client, seller, technology, or resource, the effort should be managed as a portfolio of projects rather than as a program.

Program management focuses on the project interdependencies and helps to determine the optimal approach for managing them. Actions related to these interdependencies may include:

- Resolving resource constraints and/or conflicts that affect multiple projects within the program,
- Aligning organizational/strategic direction that affects project and program goals and objectives, and
- Resolving issues and change management within a shared governance structure.

An example of a program is a new communications satellite system with projects for design of the satellite and the ground stations, the construction of each, the integration of the system, and the launch of the satellite.

1.5.3 Projects and Strategic Planning

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of

the logically grouped project management processes comprising the following Process Groups: Initiating, Planning, Executing, Monitoring and Controlling, and Closing.

Successful project management starts with selecting and prioritizing projects to support the organizational mission and strategy. This process results in a portfolio of projects that balance threats and opportunities and provides a better utilization of resources.

In customer-driven organizations, the mission statement defines the organization's purpose and serves as the guiding light for the organization and executives. Once formulated, the next step is to create goals, objectives, and strategies. Goals translate the mission into specific, measurable, and tangible terms. The future state of the organization is identified by these goals by setting targets for all levels of the organization. Each level of the organizational objectives supports the higher-level objectives in more detail.

The development of strategies to meet these needs and goals should focus on specific implementation plans of how the organization will achieve their objectives and goals. This requires an extensive analysis of the internal and external environments through the identification of strengths and weaknesses, such as, management, facilities, core competencies, product quality, technology, and financial resources. The deliverable of this analysis is a set of strategies designed to best meet customers' needs. Implementation of these strategies requires actions and completing tasks, and should focus on how to realize these strategies.

1.5.4 Project Management Office

The portfolio, program, or project management office (PMO) is an organizational body assigned with various responsibilities related to the centralized and coordinated management of those projects under its domain. The PMO is the liaison between a company's portfolios, programs, and projects and the corporate measurement systems, such as, the balanced scorecard. A PMO may be delegated with the authority to act as an integral stakeholder and a key decision maker to make recommendations, to terminate projects, or to take other actions, as required, to keep projects and programs consistent with business objectives. Additionally, the PMO may be involved in the selection, management, and deployment of shared or dedicated project resources. A primary function of a PMO is to support project managers in a variety of ways, which may include, but are not limited to:

- Coaching, mentoring, training, and oversight;
- Coordinating communication across projects;
- Developing and managing project policies, procedures, templates, and other project documentation (organizational process assets);
- Identifying and developing project management methodology, best practices, and standards;
- Managing shared resources across all projects administered by the PMO;
- Monitoring compliance with project management standards, policies, procedures, and templates by means of project audits; and
- Providing centralized support for managing changes and tracking risks and issues.

There are various types of PMOs, each varying in the degree of control and influence they have on projects within the organization.

1.5.5 Project-Based Organizations

Organizational structure can influence the organization's ability to deliver successful projects, because the structure of an organization determines the communication requirements, responsibilities, and management reporting structure. There are three organizational structure models: functional, matrix, and projectized.

Project-based organizations (PBO) are fast emerging as a recognized trend of a new form of organization to create a competitive edge. PBOs conduct the majority of their activities as projects rather than functional approaches. PBOs refer to either an entire organization or may be nested within subsidiaries or divisions of larger corporations. PBOs manage portfolios and resources differently than other types of organizations. PBOs provide many advantages, such as a high level of integration, improved communication, and increased project focus.

While executives and organizational managers seek better strategy delivery results, organizations need to understand the various project-based organizational models that can accommodate various situations and address the issues of compartmentalization.

The adoption of an integrated project approach, with horizontal structures that provide integration from business strategy through realization of operational benefits and vertical structures that provide integration between organizational strategy and prioritized portfolios of projects, including a governance-oriented PMO, will enable organizations to promote the implementation of organizational project management.

1.5.6 Organizational Issues and Project Management

In traditional organizations, responsibility for determining and achieving the organizations' goals is assigned to the operations function. Executives, with titles such as chief operations officer (COO), chief technology officer (CTO), chief information officer (CIO), chief financial officer (CFO), strategic planning consultant, etc., establish objectives and goals and develop strategies to achieve them. Executives expect to select from proposed and pending projects to create the mix of projects most likely to support achievement of the organization's goals within the preferred strategies, organizational risk tolerance, and organizational resource (people and funding) constraints.

Project management requires deliberate planning and action to create the conditions for success. This entails implementing strategy, leadership, goals, process, skills, systems, issue resolution, and structure to direct and exploit the dynamic nature of project work. However, when strategy moves from the boardroom to back offices and the marketplace, the ability to deliver utilizing project management is often overlooked. Implementing efficient project management will enable organizations to meet their strategic and operational objectives.

There are several conditions that are essential for project success. These conditions apply to all projects, whether related to top-level strategic business issues or operational ones.

1.5.6.1 Clearly Communicated Strategy

Effective management organizations have a clear, well-communicated strategy and understand how each project supports it. Implementing effective project management includes putting in place a mechanism to evaluate every project for its fit with the strategy prior to implementation. An organization's strategy should provide the boundaries for projects—goals and results should flow from an organization's future direction. Before deciding to embark on a new project and when communicating the goals of that project to the project team, senior management should provide clear answers to the following questions: What are the organization's products and services? Who are its customers and markets? What is its competitive advantage? How will this particular project support the achievement of its strategy?

1.5.6.2 Goals

Effective organizations know which operational goals make a difference in the business strategy and then implement methods for keeping these visible to all. At the beginning of a project, senior management communicates to the project team and provides answers to these important questions: What are the organization's long- and short-term operational goals and budgets? How does the project fit into or support these? Once the project is under way, progress against these goals needs to be evaluated and communicated on an ongoing basis.

1.5.6.3 Leadership

In some organizations, selecting and overseeing the management of projects is directed by the senior management team, allowing them to keep a tight rein on the organization's project portfolio. In other organizations, some of this responsibility is delegated to a project management office, enabling senior management to focus on more strategic tasks and providing more authority to others. Each organization needs to decide how to strike the right balance between control and agility. Whichever method an organization chooses, it needs to be visible and consistent; otherwise it will undermine the system and the organization's goals.

1.5.6.4 Business Processes

Within an organization, the systems used to gather, analyze, and disseminate information are required to support project-based work. This is true regardless of whether the projects are external or internal.

1.5.6.5 Human Capabilities

Effective project management requires the right people with the right skills. A key skill needed by those who are implementing project management is the ability to identify, hire, and retain individuals who are best suited for project work. Some people simply are not suited to the challenges of project management; others enjoy the challenge of working toward a goal and being part of a project team. In addition, each project should enhance existing capabilities and provide new development opportunities in areas such as leadership, problem solving and decision making, human performance management, communication, and portfolio management.

1.5.6.6 Culture and Performance System

An organization's culture consists of its norms, values, and beliefs. These may be explicitly expressed and often remain hidden to form part of the implicit context of organization life that can exercise a gravitational pull on decision making. Unless an organization demonstrates visible, unreserved commitment to sound project management practices, the chances are that project management will be viewed as just another activity. The successful implementation of project management depends on an organization's explicit belief that the manner in which projects are managed is just as important as what they achieve. Project management becomes "the way we do business around here."

1.5.6.7 Information and Business Systems

Project management software is a tool for organizing and representing project information; however, it is not a substitute for project management skills nor the judgment required to apply them. Like any project, new systems and procedures should be aligned and integrated into the business life of an organization to make them relevant to the way business is conducted and to prove value added, resources required, risk, and lessons learned.

1.5.6.8 Team Structure

Implementing project management requires matching the team structure to the project and to the other needs of the organization. Several options exist for organizing people for project work; for example, developing a matrix where reporting responsibility is divided between project and functional managers and the central pool where resources are on call to meet demand. This structure affords the organization the greatest efficiency, provides the greatest range of development opportunities, and fits well with the use of temporary and contract resources. However, it also requires a strong scheduling function with the authority to stand up to demands for specific resources.

1.5.6.9 External Factors

Implementing project management implies emphasis on the internal workings of the organization, but external factors are also at play. Vendors and suppliers need to be aligned to support project work. The right materials need to show up at the right moment. Contracts and procurement processes need to be aligned with project schedules, and rewards should follow both supplier and buyer performance. Also, certain customers and markets may demand that projects be conducted in a special way. External projects with a mission beyond organizational boundaries may require changes in the way the projects are sold, delivered, or reported. Senior management should keep in mind that superior project management skills and innovative practices, processes, and products can be an important competitive differentiator. The organization's skills should be continually benchmarked against those of the competition to make the necessary investment it needs to keep pace or lead the industry.

1.5.6.10 The Future

No organization possesses all of the capabilities needed to face the challenges ahead. However, steps can be taken to prepare for the unpredictable, such as succession planning, continuous training, and the development of future project managers to ensure that the requisite talent will always be available for new projects.

1.6 Business Value

Business value is a concept that is unique to each organization. Business value is defined as the entire value of the business: the total sum of all tangible and intangible elements. Examples of tangible elements include monetary assets, fixtures, stockholder equity, and utility. Examples of intangible elements include good will, brand recognition, public benefit, and trademarks. Depending on the organization, business value scope can be short-, medium-, or long-term. Value may be created through the effective management of ongoing operations. However, through the effective use of portfolio, program, and project management, organizations will possess the ability to employ reliable, established processes to meet strategic objectives and obtain greater business value from their project investments. While not all organizations are business driven, all organizations conduct business-related activities. Whether an organization is a government agency or a nonprofit organization, all organizations focus on attaining business value for their activities.

Successful business value realization begins with comprehensive strategic planning and management. Organizational strategy can be expressed through the organization's mission and vision, including orientation to markets, competition, and other environmental factors. Effective organizational strategy provides defined directions for development and growth, in addition to performance metrics for success. In order to bridge the gap between organizational strategy and successful business value realization, the use of portfolio, program, and project management techniques is essential.

Portfolio management aligns components (projects, programs, or operations) to the organizational strategy, organized into portfolios or subportfolios to optimize project or program objectives, dependencies, costs, timelines, benefits, resources, and risks. This allows organizations to have an overall view of how the strategic goals are reflected in the portfolio, institute appropriate governance management, and authorize human, financial, or material resources to be allocated based on expected performance and benefits.

Using program management, organizations have the ability to align multiple projects for optimized or integrated costs, schedule, effort, and benefits. Program management focuses on project interdependencies and helps to determine the optimal approach for managing and realizing the desired benefits.

With project management, organizations have the ability to apply knowledge, processes, skills, and tools and techniques that enhance the likelihood of success over a wide range of projects. Project management focuses on the successful delivery of products, services, or results. Within programs and portfolios, projects are a means of achieving organizational strategy and objectives.

Organizations can further facilitate the alignment of these portfolio, program, and project management activities by strengthening organizational enablers such as structural, cultural, technological, and human resource practices. By continuously conducting portfolio strategic alignment and optimization, performing business impact analyses, and developing robust organizational enablers, organizations can achieve successful transitions within the portfolio, program, and project domains and attain effective investment management and business value realization.

1.7 Stakeholders

Projects often fail because the key decision makers have not been identified or have not been actively involved in determining the project strategy and direction. Stakeholders are individuals, groups, or organizations who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a portfolio, program, or project. Many stakeholders provide valuable input and play a critical role in the success of any project or program. They also have the ability to positively or adversely impact the project objectives depending on the benefits or threats they perceive. Therefore, it is essential that key stakeholders be identified and their positions, influence, and source of power be understood. Stakeholders may be internal or external to the organization. Within an organization, internal stakeholders cover all levels of the organization's hierarchy. Updates to the stakeholder list and influence factors should occur on a regular basis.

Key stakeholders of an *OPM3* initiative include, but are not limited to, the following:

- **OPM3 practitioner.** The *OPM3* practitioner is a subject matter expert in organizational project management maturity assessment and improvement who works with organizations to assess project management competency and develop an improvement plan focusing on the Best Practices that the organization should implement based on priorities, attainability, benefits, and cost.
- **Program director.** The individual with executive ownership of the program(s).
- **Program manager.** The individual responsible for managing the program.
- **Project manager.** The individual responsible for managing the individual projects.
- **Sponsor.** A person or group who provides resources and support for the project, program, or portfolio, and is accountable for overall success.
- **Customer.** The individual or organization who promotes the use of the new capabilities and supports the investment.
- **Beneficiary.** The individual or organization who benefits from the use of the new capabilities.
- **Performing organization.** The group that is performing the work.
- **PMO.** The organizational body assigned with various responsibilities related to the centralized and coordinated management of portfolios, programs, and projects as described in Section 1.5.4.
- **Governance board.** The group responsible for ensuring that goals are achieved and providing support for addressing risks and issues.
- **Supplier.** The individual or organization who provides goods and services to the organization.
- **Governmental regulatory agencies.** Agencies imposing policies, laws, rules, or guidance with enforcement authority.
- **Competitors and potential customers.** Competitors and customers who have an interest in the organization's products, services, and performance.
- **Groups.** The groups representing consumer, environmental, or other interests.

1.7.1 OPM3 Practitioner Knowledge and Skills

In order to be successful in the assessment or improvement of organizations, an *OPM3* practitioner should have expertise in all of the following areas:

- **Knowledge of the latest editions of PMI's portfolio, program and project standards.** An *OPM3* practitioner is required to have expertise in the use of portfolio, program, and project management methods and techniques that include both qualitative and quantitative measures.
- **Process management and continuous process improvement.** The *OPM3* practitioner should be competent in process definition, development, maintenance, control and improvement with respect to the size and complexity of the organization.
- **Strategic alignment.** The *OPM3* practitioner is required to understand the organization's strategic goals and priorities and how the portfolio, program, and project support them.
- **Ability to conduct assessments.** An effective *OPM3* practitioner requires training on how to conduct assessments.
- **Ability to draw conclusions and offer recommendations.** An effective *OPM3* practitioner is required to possess proper training on how to draw conclusions and offer recommendations on the assessments conducted.
- **Ability to engage stakeholders.** An effective *OPM3* practitioner interacts at different levels to understand and influence expectations.
- **Consulting experience.** An *OPM3* practitioner is required to possess business acumen. The *OPM3* practitioner should have knowledge of relevant markets, the customer base, competition, trends, standards, legal and regulatory environments, and appropriate code of conduct. The *OPM3* practitioner is required to be adept at working with executives, managers, project and program managers, and other internal and external stakeholders, as appropriate to the individual and role.
- **Business skills.** An effective *OPM3* practitioner is required to possess skills related to governance, risk and compliance (see Section 3.3.1.1 for greater detail), benefits management, scope management, resource management, and financial management as explained in the areas of expertise in Section 3.3.1. The *OPM3* practitioner is required to possess well-developed skills in communicating, team building, planning, conflict resolution, contract negotiating, meeting facilitating, decision making, and removing organizational barriers to success. This individual is required to be capable of adapting to divergent organizational decision-making models, ranging from autocratic to collegial.
- **Risk management.** An effective *OPM3* practitioner should be well versed in opportunity and threat management.
- **Organizational change management.** An *OPM3* practitioner should have an understanding of how an *OPM3* initiative impacts an organization.

2

2

FOUNDATIONAL CONCEPTS

2.1 Organizational Project Management Described

Organizational project management (OPM) is a strategy execution framework utilizing portfolio, program, and project management as well as organizational-enabling practices to consistently and predictably deliver organizational strategy leading to better performance, better results, and a sustainable competitive advantage. OPM is the integration of people, knowledge, and processes, which are supported by tools across all domains based on the value strategy for the target market. Looking at the description more closely, the word “integration” is used because OPM is the appropriate balance of knowledge, processes, people, and supporting tools.

Figure 2-1 depicts a systematic approach across all domains of organizational project management that encompasses the following:

- **Strategy.** Creating an organizational environment that supports the execution of the organization’s strategy.
- **Portfolio: Value decisions.** Decomposing the strategy into initiatives and aligning organizational resources to the initiatives to execute the organization’s strategy through a disciplined business value decision process.
- **Programs and projects: Results delivery.** Developing initiatives into the intended business value through a predictable business results delivery system.
- **Operations: Business value realization.** Operationalizing the initiatives and measuring the business value through a business value realization process.
- **Business impact analysis.** Analyzing the impact and value from the business decision process and providing results data from the business.
- **Portfolio review and adjustments.** Reviewing and adjusting the portfolio components based on business value realization and results data.
- **Value performance analysis.** Providing business value realization data from value business fulfillment back to the strategy of the organization.

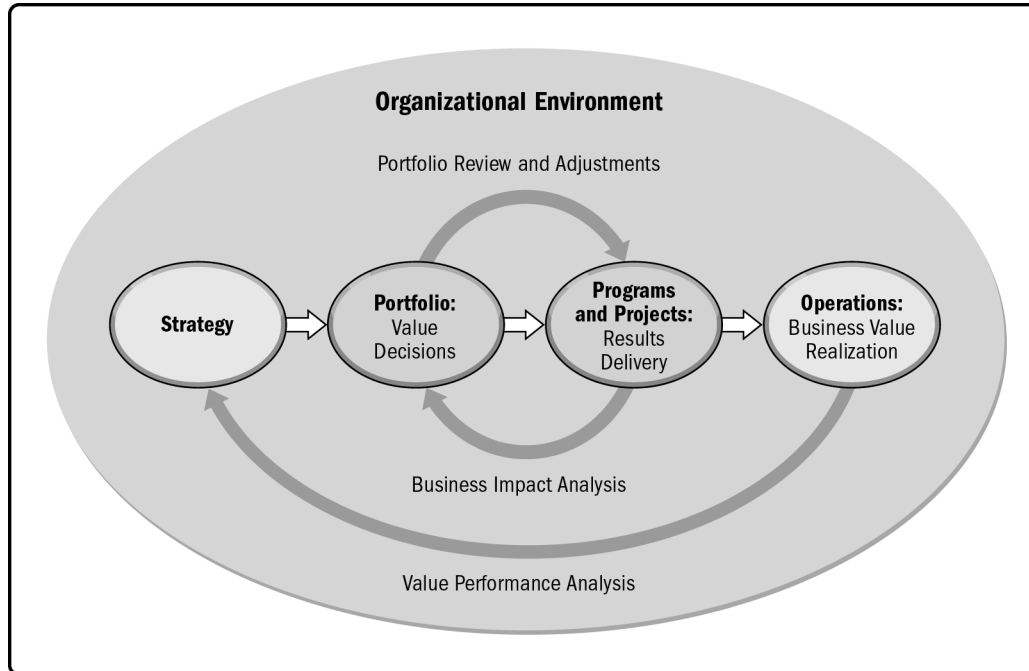


Figure 2-1. Organizational Project Management

The bulleted points mentioned previously describe the capabilities of organizational project management. Each organizational project management domain encompasses multiple processes that translate into specific capabilities that an organization should possess in order to improve its maturity and better succeed with its strategy execution. Additionally, the organization needs an environment with demonstrated capabilities to support this OPM approach in delivering its strategy.

This approach is based on the organization's value strategy for the target market referring to customization and fit. Every organization has a unique vision, mission, and a set of strategies, which communicate the beliefs of the organization—what the organization stands for and what the organization intends to accomplish for its customers and other stakeholders. These elements are the organization's guiding principles and all actions need to align with these principles in order for the organization to be successful.

Because organizational project management describes many capabilities, each organization needs to determine which OPM capabilities are necessary for the organization to fulfill its value strategy within the industry in which it competes. For instance, a bank in one country is not going to need the exact same capabilities as a bank in a different country or as a software development organization in another country.

OPM is an acknowledgment that performing portfolio, program, and project management is not enough to consistently achieve results or sustain competitive advantage. Having well prepared professionals like MBAs,

certified accountants, and PMP® credential holders in an organization is not enough to ensure the achievement of better results. The implementation of enabling business practices that support a strategy development framework will not ensure the achievement of better results. Having process improvement in place by itself will not ensure the achievement of better results. Better results come from the execution of strategy with the right people, using the right process, and measuring and controlling the process in order to continuously improve.

To reiterate, organizational project management is a strategy execution framework utilizing portfolio, program, and project management as well as organizational enabling practices to consistently and predictably deliver organizational strategy producing better performance, better results, and a sustainable competitive advantage.

2.2 Investing in OPM

Many times in the past, organizations invested in aspects of project management based on a crisis in the organization. A crisis sparks conversations about project management and leads to small tactical investments to avert the next crisis or to show improvements from the last crisis. These tactical investments include items such as:

- Project management competency development,
- Project management training, and
- Tool implementation.

Although each of these tactical solutions provides some level of improvement, and generates some quick wins, most of the time these solutions do not address the real issues facing an organization. These tactical issues sometimes support individual project success versus project success in delivering the organization's strategy.

Investment in project management requires careful consideration of the organization's strategic objectives and business drivers:

- Organizations seeking an operational efficiency strategy may want to gain control of delivery budgets.
- Organizations that follow a customer intimacy strategy may want to improve the alignment between the marketing and delivery teams.
- Organizations that follow a product innovation strategy may be most concerned with time to market, innovation, and creativity.
- Organizations that seek economic growth tie significantly to value realizations that include growth, increased reputation, market share, and customer retention.

OPM seeks to change the investment approach from crisis investment to proactive investment targeted at value creation for the organization. Organizations need to be patient when making this challenging cultural fit. Organizations that shift to this investment approach reap the benefits of proactive alignment to strategy and better strategic execution than organizations that use traditional investment approaches.

2.3 Organizational Life Cycles

Organizations implement OPM regardless of where they are in their organizational life cycle, as further described below and depicted in Figure 2-2:

- **Birth or startup.** Organizations that have just formed or are starting new lines of business or services are said to be in a birth or startup phase of an organizational life cycle. These organizations utilize organizational project management as a strategy execution framework. They use the *OPM3* Best Practices as a means for determining which domains, processes, and capabilities should be established for successful strategy execution in order to deliver the organizational strategies.
- **Growth.** A growth organization often needs to manage more projects, with more resources, in order to sustain its growth. These organizations use *OPM3* to enhance the maturity of their project delivery systems by developing consistent practices, often led by a PMO.
- **Mature operations.** Organizations that have achieved organizational goals, for example capturing the market share, utilize organizational project management and *OPM3* as a means to sustain their competitive advantage. These organizations are already using *OPM3* and established capabilities to deliver their strategy. They continuously evaluate their capabilities when seeking to sustain this ability because they are often best in class. They use *OPM3* to measure and validate their capabilities while seeking continuous improvement to sustain their competitive edge.

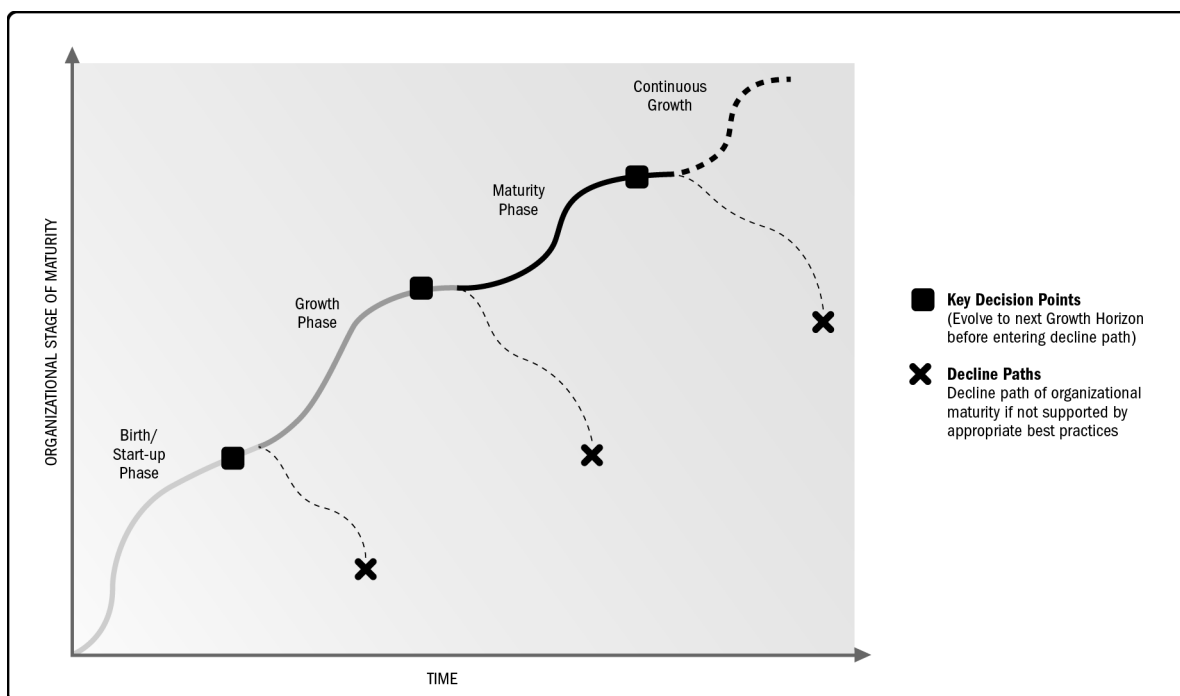


Figure 2-2. Organizational Life Cycle

- **Decline or evolution.** Organizations with declining business performance utilize *OPM3* as a diagnostic tool to understand their implementation of organizational project management and how to reverse their downward performance trend. Using *OPM3* as a diagnostic tool is important and should be undertaken as soon as data trends suggest that a decline is approaching.

2.4 Organizational Project Management Maturity Model

2.4.1 What is the Organizational Project Management Maturity Model?

OPM3 consists of many elements which are explained herein and explained in detail in Section 3 of this standard.

2.4.1.1 Domains

Organizational project management consists of three domains: portfolio, program, and project. These domains are explained in detail in the following standards:

- *The Standard for Portfolio Management* – Third Edition. This standard describes the practices of portfolio management. In the context of *OPM3*, portfolio management describes the processes that establish a mechanism that decomposes an organization's strategy into endeavors that, through other business disciplines, deliver the sought-after business values.
- *The Standard for Program Management* – Third Edition. This standard provides guidelines for the management of programs within organizations. It defines program management, performance domains, and related concepts; describes the program management life cycle; and outlines related activities and processes.
- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fifth Edition. The *PMBOK® Guide* describes the processes required for a single component to successfully deliver the business values for which it was commissioned.

These standards provide the good practices for each domain. *OPM3* applies quality concepts to these good practices to create Best Practices.

2.4.1.2 Organizational Enablers (OE)

The organizational environment should support the strategy execution framework of organizational project management. This support translates into a series of best practices that describe the capabilities that support OPM. Organizational-enabling best practices have been categorized into 18 groups. There are various types of OE best practices which include, but are not limited to:

- **Structural.** Organizations are structured in many different forms. Some are structured based on function, geography, product, or service line or a combination of these. These structures drive reporting relationships among employees, allocation of resources, and alignment to strategy. Structural enablers help organizations establish strategic alignment and resource allocation based on organizational structures that enable organizational project management.

- **Cultural.** An organization's culture is understood to different degrees by the people within the organization. They understand how people work with each other to get things done. An organization's culture is engrained and takes substantial effort to make changes. In order for OPM to be successful within an organization, its culture needs to embrace portfolio, program, and project management. Executives can build this into the culture by establishing governance, policy, and vision; acting as sponsors rather than just administrators; and supporting communities where OPM best practices can be shared and leveraged.
- **Technological.** Technology helps organizations perform otherwise manual tasks better, faster, and cheaper. It also encourages the reuse of good practices and techniques, improves sharing of knowledge, and allows the organization to gather data for comparison to similar organizations. An organization underpins the success of its projects, programs, and overall portfolio by:
 - Investing in management systems that support effective portfolio, program, and project management;
 - Sharing practices and techniques across projects;
 - Developing a methodology which becomes the way that projects and programs perform work; and
 - Benchmarking portfolio, program, and project performance against comparable organizations.
- **Human resource.** Success in OPM depends on having the right people in place to execute these roles. Human resource enablers, such as competency management, individual performance appraisals, and training investments help ensure successful application of OPM, resulting in higher organizational performance.

Organizational-enabling best practices are further explained in detail in Section 3 of this standard.

2.4.1.3 Process Improvement

For years, businesses have applied process improvement techniques, for example, process reengineering, to operations to improve efficiency and effectiveness. These same techniques apply to OPM to improve efficiency and effectiveness of the entire OPM framework.

The steps of process improvement (see Figure 2-3) include:

- **Standardize.** There are four key steps in standardizing a process:
 - *Governing body overview.* Ensure a process governing body is in place—one that has authority in the organization and can own the process.
 - *Documented process.* Develop and document the process—it may be purchased or written by someone within the organization.
 - *Communicate the process.* Communicate the process to those responsible for executing the process.
 - *Process adherence.* Apply the process consistently across the organization.

Without all four steps, a standardized process is not in place nor is it sustainable.

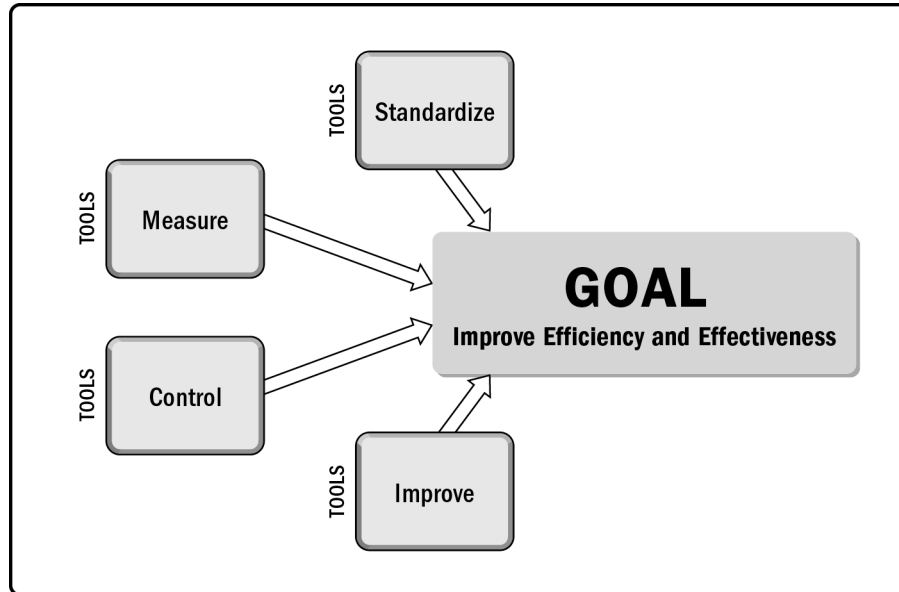


Figure 2-3. Process Improvement Steps

- **Measure.** Once the processes are standardized, select those processes that can be measured to see how effective they are for the organization. The “measure” stage quantifies the quality of the processes and process inputs. There are five key activities involved in the measurement step:
 - Identify critical process customer-focused measures.
 - Identify critical process characteristics.
 - Measure critical process characteristics.
 - Identify upstream measures.
 - Measure critical inputs.
- **Control.** Once a process is measured, the organization may gather trending data to determine if it is under control. In order to achieve control of “Best Practices,” the organization needs to:
 - Create a process control plan with upper and lower control limits.
 - Implement the process control plan.
 - Observe the process operating within plan boundaries consistently over time.
- **Improve.** Once a process has been standardized, measured, and controlled, organizations can continuously improve them. Continuous improvement is more than making an update to the process. It is based on three key concepts:
 - Identify process root problems; determine the root cause as to why the process is not performing at the level it should be.

- Have a focused effort on process improvement with potential solutions.
- Once a solution has been defined, integrate the process improvement into the way the organization does the work.

2.4.2 How to Use *OPM3*

The *OPM3* Cycle, as depicted in Figure 2-4, is a step-by-step process to utilize this strategy execution framework. The steps are:

- Acquire Knowledge.
- Perform Assessment.
- Manage Improvements.
- Repeat the process.

The *OPM3* Cycle and its steps can be used as a comparative model, a design model, or improvement model. These steps provide easy access to relevant business issues.

- **Comparative model.** For organizations that have adopted some elements of organizational project management, the best approach is comparative. In this approach, organizations use the steps of the model to assess themselves against the model to determine their extent of implementation entering the model at step 1. They use the remaining steps of the model to determine what improvements to make and implement those improvements. Finally, they decide whether they should repeat the process.
- **Design model.** Organizations that are newly formed or are forming their approach to organizational project management use the Best Practices of the model to design their approach and implementation of organizational project management. They enter the cycle at the Manage Improvements step.
- **Improvement model.** Organizations lacking an institutionalized strategy execution framework use the Best Practices of the model to determine which Best Practices should be put into place. They enter the cycle at the Manage Improvements step.

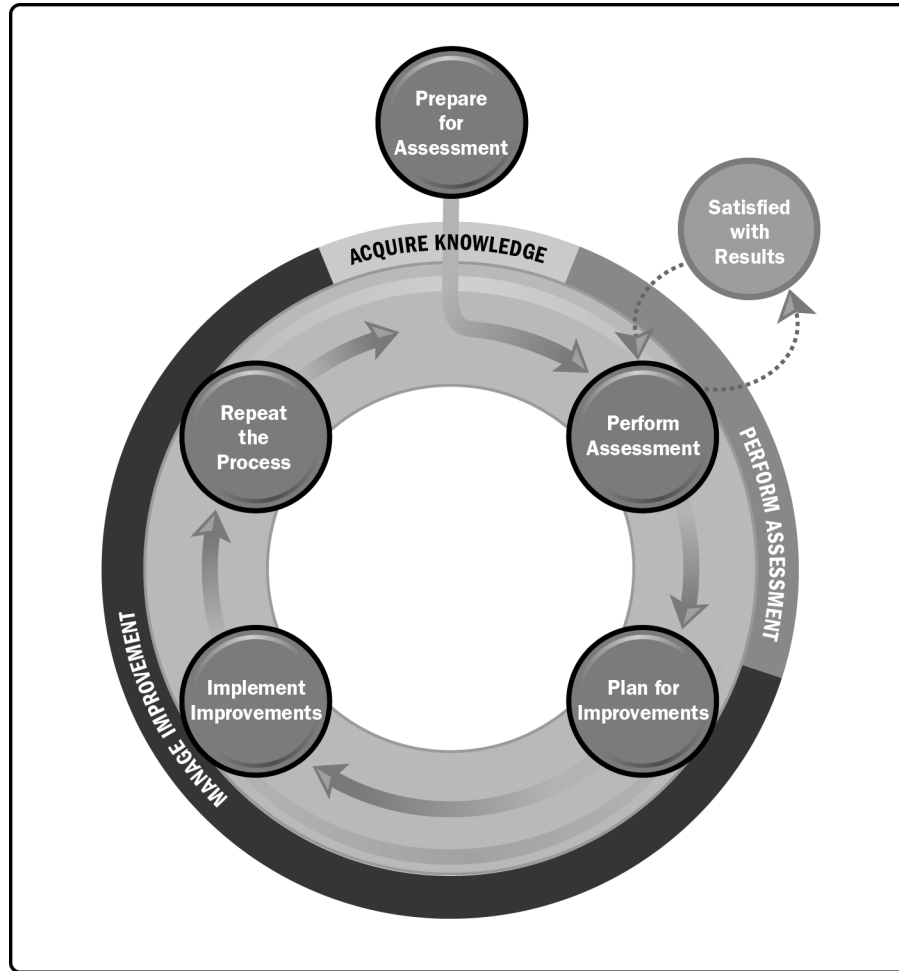
The *OPM3* Cycle depicted in Figure 2-4 is described in more detail in Section 3.

2.4.2.1 Step One—Acquire Knowledge: Prepare for Assessment

In this formative step, the organization prepares for an organizational project management assessment. This is accomplished by:

- Understanding the organization, its mission, vision, and core values;
- Understanding the organization needs, pain points, objectives, and available results; and
- Understanding the *OPM3* model and how assessments are performed.

Refer to Section 4 for more details.

Figure 2-4. *OPM3* Cycle

2.4.2.2 Step Two—Perform Assessment

During this step, the capabilities of the organization are compared to the capabilities of the *OPM3* model. Refer to Section 5 for more details.

2.4.2.3 Step Three—Manage Improvement: Plan for Improvements

Once an organization has compared itself against the *OPM3* model, the organization targets which capability improvements are desired. The organization determines these needs and then determines which relevant Best Practices and Capabilities should be implemented to fill those needs. Refer to Section 6 for further details.

2.4.2.4 Step Four—Manage Improvement: Implement Improvements

The organization implements the planned improvements utilizing project management and organizational change methods. Refer to Section 6 for additional details.

2.4.2.5 Step Five—Manage Improvement: Repeat the Process

Upon completion of the improvement cycle, the organization evaluates whether the improvement(s) selected resulted in an organizational capability now available that may impact business results. If more improvement is needed, the organization repeats the *OPM3* Cycle periodically to achieve the desired result.

3

3

THE ORGANIZATIONAL PROJECT MANAGEMENT MATURITY MODEL (*OPM3*)

3.1 Introduction

This section explains the architecture of *OPM3* in detail, specifically the Best Practices and their constituent components: Capabilities and Outcomes. Dependencies exist between Best Practices and Capabilities and are further explored in this section. Categorization refines the list of Best Practices for practical application. Furthermore, this section describes organizational enabler Best Practices and how they support an organization's improvement plan.

This section introduces the *OPM3* framework, *OPM3* Cycle Elements and Areas of Expertise supported by the associated processes (see Section 3.3). The Cycle Elements include: Acquire Knowledge, Perform Assessment, and Manage Improvement while the Areas of Expertise include: Governance Risk and Compliance, Delivery and Benefits Management, and Change Management.

In order to assist the organization to increase its maturity and consequently achieve better business results, the *OPM3* practitioner needs to understand the entire *OPM3* Context (as illustrated in Figure 3-1) in which the *OPM3* Construct (explained in Section 3.2) represents all the elements that comprise *OPM3*. Knowing and understanding those elements is integral to the success of any *OPM3* initiative. The *OPM3* framework (explained in Section 3.3) represents a number of processes that form an approach that can be utilized to implement the *OPM3* initiative. Both parts of the *OPM3* context along with the skills, knowledge, competencies, and tools and techniques of the *OPM3* practitioner provide the needed business results and enhanced capability for the organization.

3.2 The *OPM3* Construct

The *OPM3* Construct (Figure 3-2) describes the *OPM3* components and their relationships. These components include Domains, Process Improvement Stages, Best Practices, Capabilities, and Outcomes. Once these concepts are presented, categorization and maturity measurement are explored for customized application. The *OPM3* Construct conveys progressively more detail as the reader moves from the higher components to the lower components.

Best Practices are mapped to Process Improvement Stages only for Process Best Practices (Best Practices for Portfolio, Program, and Project Domains). Section 3.2.5 presents a full description of the Process Improvement Stages.

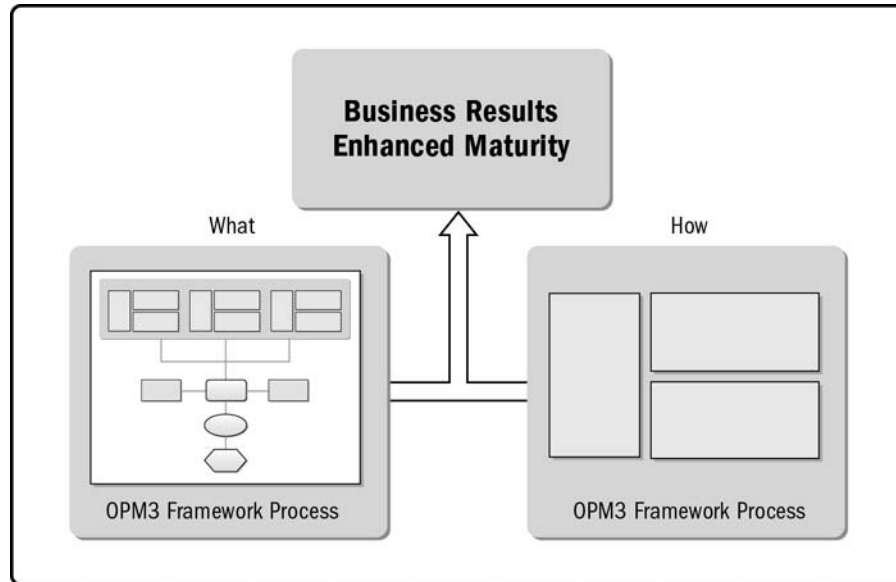


Figure 3-1. The *OPM3* Context

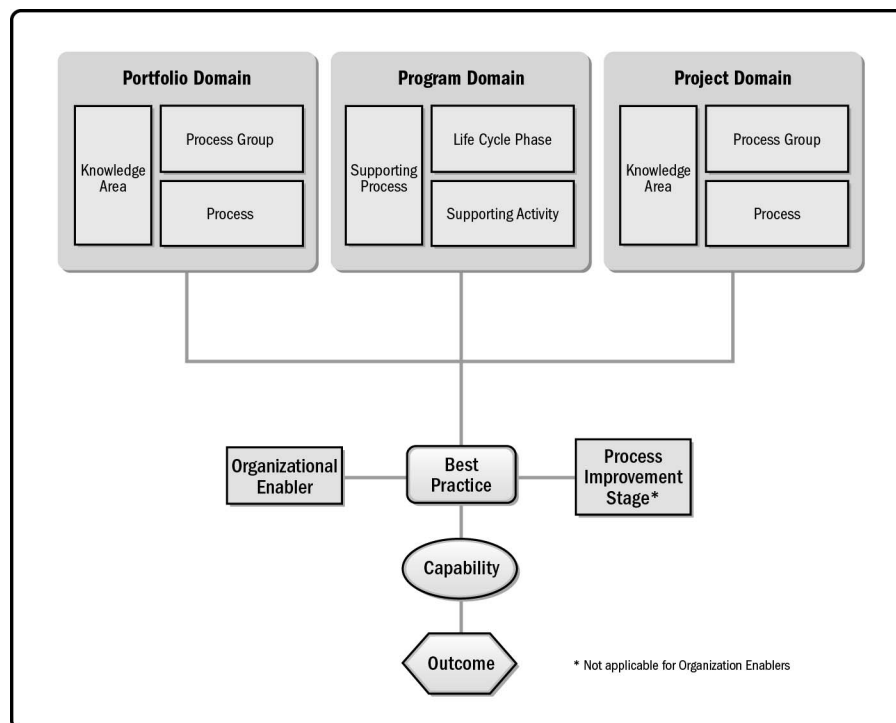


Figure 3-2. The *OPM3* Construct

3.2.1 Best Practice

OPM3 measures organizational project management maturity by assessing the existence of best practices. Best practices refer to the methods, currently recognized within a given industry or discipline, to achieve a stated goal or objective. Industry practitioners from around the globe collaborate periodically on the current trends and practices that make their organizations successful. For example, The *PMBOK® Guide* update team collects project management information and refines it through these established processes. PMI publishes the approved *PMBOK® Guide* processes for industry practitioners to share and apply. *OPM3* brings these *PMBOK® Guide* processes into the *OPM3* framework and applies a quality model to generate Best Practices. This also applies to the portfolio and program standards.

An organization achieves a Best Practice when the organization demonstrates maturity evidenced by successful fulfillment of the Capabilities and Outcomes. For organizational project management, this includes the ability to deliver projects predictably, consistently, and successfully. *OPM3* encourages a culture of improvement, leveraging achieved Best Practices and pursuing desired Best Practices to attain organizational goals.

Figure 3-3 illustrates that each Best Practice contains a set of Capabilities and each Capability contains a set of Outcomes. An organization achieves a Best Practice when it consistently demonstrates all of the supporting Capabilities. An organization attains a Capability when the organization realizes one or more associated Outcomes, as supported by tangible and intangible evidence.

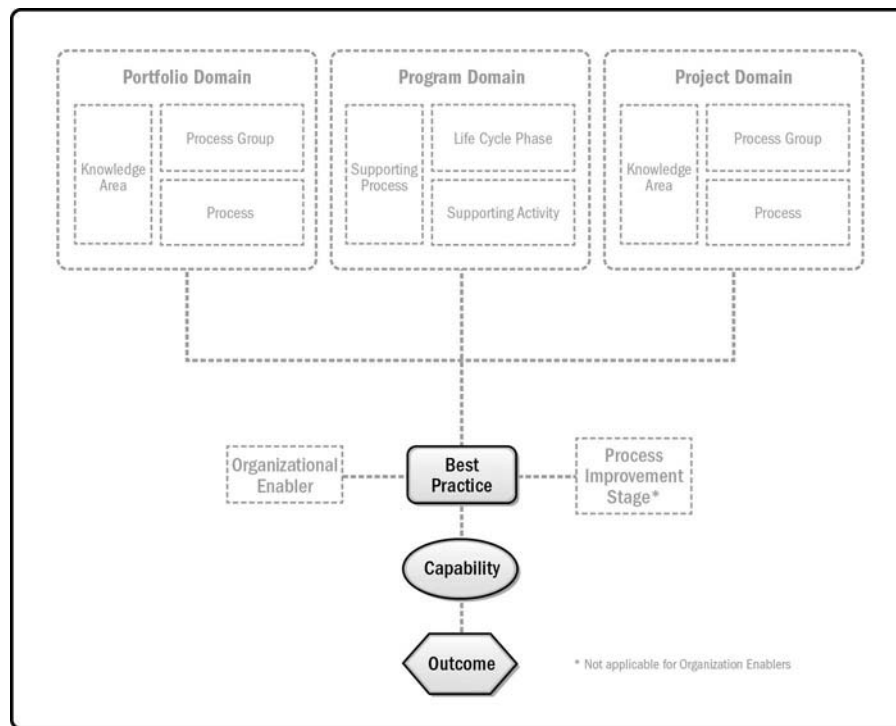


Figure 3-3. The *OPM3* Best Practice

If the organization demonstrates achievement of all the aggregated Capabilities except one, it cannot claim achievement of the Best Practice. Even when an organization does not completely achieve a Best Practice, the organization may still realize benefits that meet the organization's needs. Annex A1 provides a list of all Best Practices within each of the domains.

3.2.2 Capability

A Capability represents the collection of people, process, and technology that enables an organization to deliver organizational project management (OPM). Capabilities are incremental steps leading to the attainment of one or more Best Practices. *OPM3* does not prescribe a sequence for achieving the Capabilities, but all Capabilities are required to be fulfilled to achieve a Best Practice. A Capability from one Best Practice may be a predecessor for achieving another Best Practice. Dependencies may exist whereas certain Best Practices and Capabilities are required to be in place before other Best Practices can be realized. Breaking down each Best Practice into its constituent Capabilities and showing the dependencies among them provides a basis for decisions related to improvement.

3.2.3 Outcome

An Outcome is a result (tangible or intangible) of an organization exhibiting a Capability. An example of a tangible Outcome is a policy for project management. An example of an intangible Outcome is a verbal acknowledgement of a project management policy. A Capability may have multiple outcomes, but a single outcome may be sufficient to satisfy a Capability.

Figure 3-4 illustrates the various components of the *OPM3* Construct.

3.2.4 Domains

Domains represent the three process-based standards (see Figure 3-5): *The Standard for Portfolio Management*—Third Edition, representing the Portfolio Domain; *The Standard for Program Management*—Third Edition, representing the Program Domain; and the *PMBOK Guide*®—Fifth Edition, which represents the Project Domain.

Process-based standards serve as the foundation for Best Practices. When the processes are integrated into *OPM3* to form the Best Practices, the associated details are brought in as well. This information includes: Process Groups and Knowledge Areas for the Project and Portfolio Domains, and Performance Domains for the Program Domain.

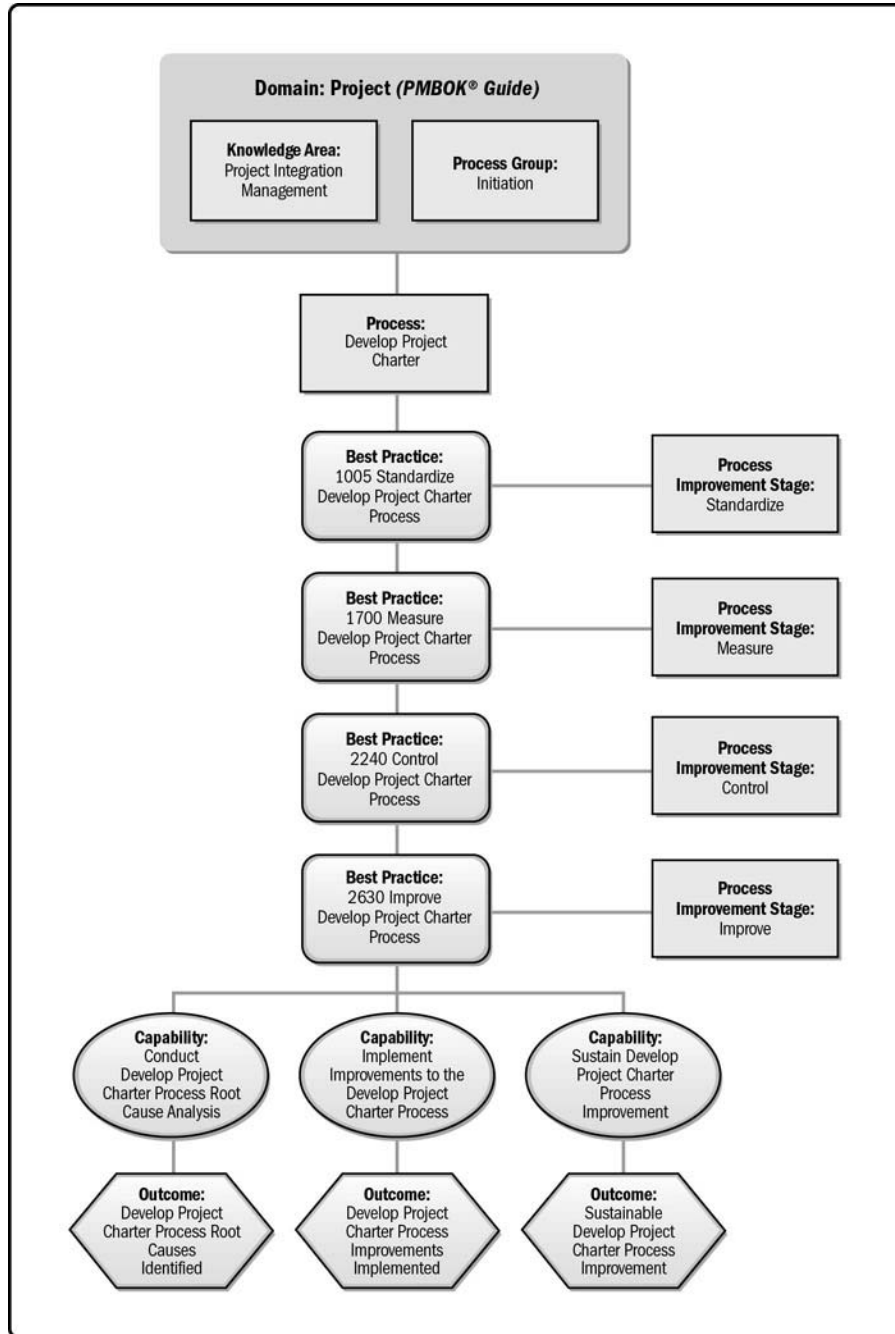


Figure 3-4. The OPM3 Construct Example

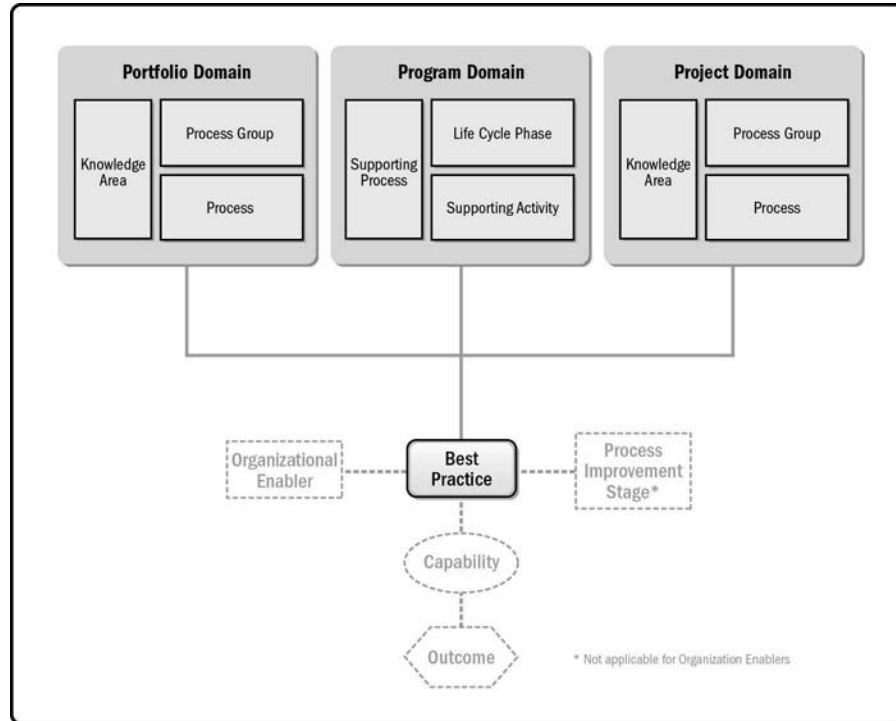


Figure 3-5. The OPM3 Domains

3.2.4.1 Project

The *PMBOK Guide*®– Fifth Edition identifies five Project Management Process Groups and ten Knowledge Areas. These five Process Groups, which are in line with the project life cycle, are independent of application areas or industry focus. Process Groups and their constituent processes are often repeated prior to completing the project; this is referred to as progressive elaboration.

The five Process Groups are:

- **Initiating.** Defines and authorizes the project or project phase.
- **Planning.** Defines and refines objectives, and plans the course of action required to attain the objectives and scope.
- **Executing.** Integrates people and other resources to carry out the project management plan.
- **Monitoring and Controlling.** 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.

OPM3 provides a flexible approach that encourages organizations to focus on the domains, processes, and Process Groups where the adoption of Best Practices will best support the successful achievement of strategic

objectives. Understanding the Process Groups and the processes they support, as well as the organizational enabling Best Practices, helps the organization to determine where they should start the effort to improve their OPM practices.

3.2.4.2 Program

The Standard for Program Management – Third Edition coordinates the management of five interdependent Performance Domains:

- **Program Strategy Alignment.** Identifying opportunities and benefits that achieve the organization's strategic objectives through program implementation.
- **Program Benefits Management.** Defining, creating, maximizing, and sustaining the benefits provided by programs.
- **Program Stakeholder Engagement.** Capturing stakeholder needs and expectations, gaining and maintaining stakeholder support, and mitigating/channeling opposition.
- **Program Governance.** Establishing processes and procedures for maintaining proactive program management oversight and decision-making support for applicable policies and practices throughout the entire program life cycle.
- **Program Life Cycle Management.** Managing all of the program activities related to the program definition, program benefits delivery, and program closure.

The program management supporting processes enable a synergistic approach for the purpose of delivering program benefits. These program supporting processes are:

- Program Communications Management,
- Program Financial Management,
- Program Integration Management,
- Program Procurement Management,
- Program Quality Management,
- Program Resource Management,
- Program Risk Management,
- Program Schedule Management, and
- Program Scope Management.

3.2.4.3 Portfolio

The Standard for Portfolio Management – Third Edition identifies three Portfolio Management Process Groups with five Knowledge Areas. Processes within these Process Groups facilitate informed decision making, strategy translation, and portfolio balancing. These three Process Groups are independent of application area or industry focus.

The three Portfolio Management Process Groups are:

- **Defining Process Group.** Determines how strategic objectives will be implemented in a portfolio; defines and authorizes a portfolio or subportfolio; and develops the portfolio management plan.
- **Aligning Process Group.** Determines how components will be categorized, evaluated, selected for inclusion, and managed in the portfolio.
- **Authorizing and Controlling Process Group.** Determines how to monitor strategic changes, tracks and reviews performance indicators for alignment, authorizes portfolio, and verifies values to the organization from the portfolio.

3.2.5 Process Improvement Stages

OPM3 applies a quality component (See Figure 3-6) referred to as process improvement. The stages are: standardize, measure, control, and improve (SMCI.)

3.2.5.1 Standardize

Standardize, when applied to a process, yields a repeatable and consistent Best Practice. Characteristics of a standardized process include a governing body to manage the process and associated changes, a clearly documented process communicated to those exercising the process, and adherence which is evidenced by the artifacts produced.

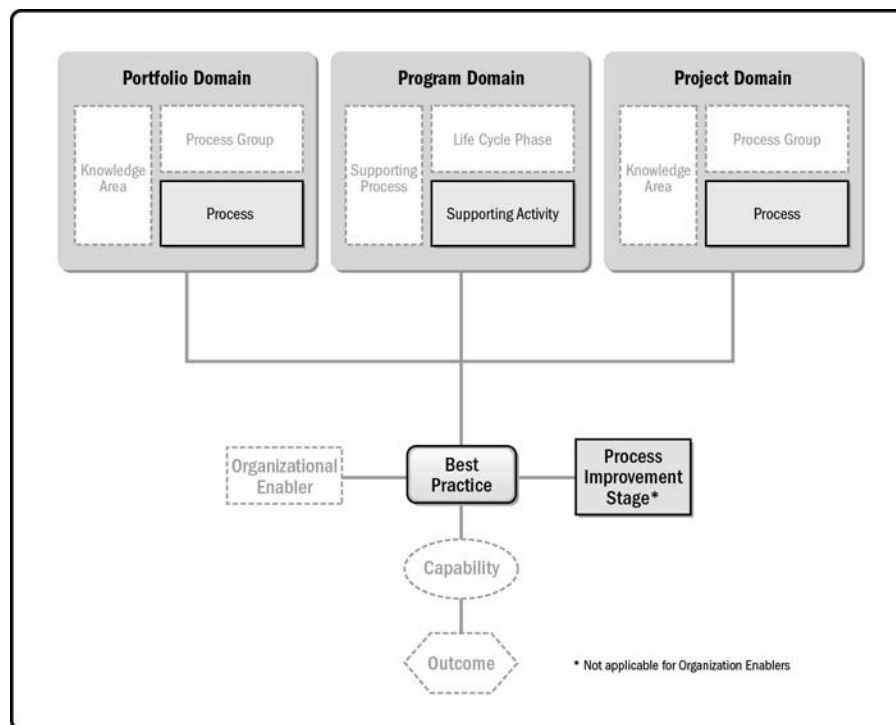


Figure 3-6. The OPM3 Process Improvement Stages

For example, standardize, when applied to the *PMBOK Guide*® process, Create Project Charter, yields the *OPM3* Best Practice, Standardize Create Project Charter Process.

3.2.5.2 Measure

Measure, when applied to a process, yields a quantified Best Practice. Characteristics of a measured process include customer requirements incorporated in the measurements, identified critical characteristics, measured critical characteristics, inputs related to results, and measured critical parameters. These characteristics clarify the customer requirements and key inputs and outputs.

For example, measure, when applied to the *PMBOK Guide*® process, Create Project Charter, yields the *OPM3* Best Practice, Measure Create Project Charter Process.

3.2.5.3 Control

Control, when applied to a process, yields a managed Best Practice. Characteristics of a controlled process include control plan developed, control plan implemented, and stability achieved.

The control process is the act of 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 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.

For example, control, when applied to the *PMBOK Guide*® process, Create Project Charter, yields the *OPM3* Best Practice, Control Create Project Charter Process.

3.2.5.4 Improve

Improve, when applied to a process, yields a continuously improving Best Practice. Characteristics of an improved process include problems identified, improvements implemented, and improvements sustained.

For example, improve, when applied to the *PMBOK Guide*® process, Create Project Charter, yields the *OPM3* Best Practice, Improve Create Project Charter Process, and when applied to Identify Stakeholders, yields the *OPM3* Best Practice, Improve Identify Stakeholders.

Table 3-1 summarizes the complete set of Best Practices for the Develop Project Charter process from the *PMBOK Guide*®. There are four uniquely identified Best Practices created for each process coming into the *OPM3* Portfolio, Program, and Project Domains.

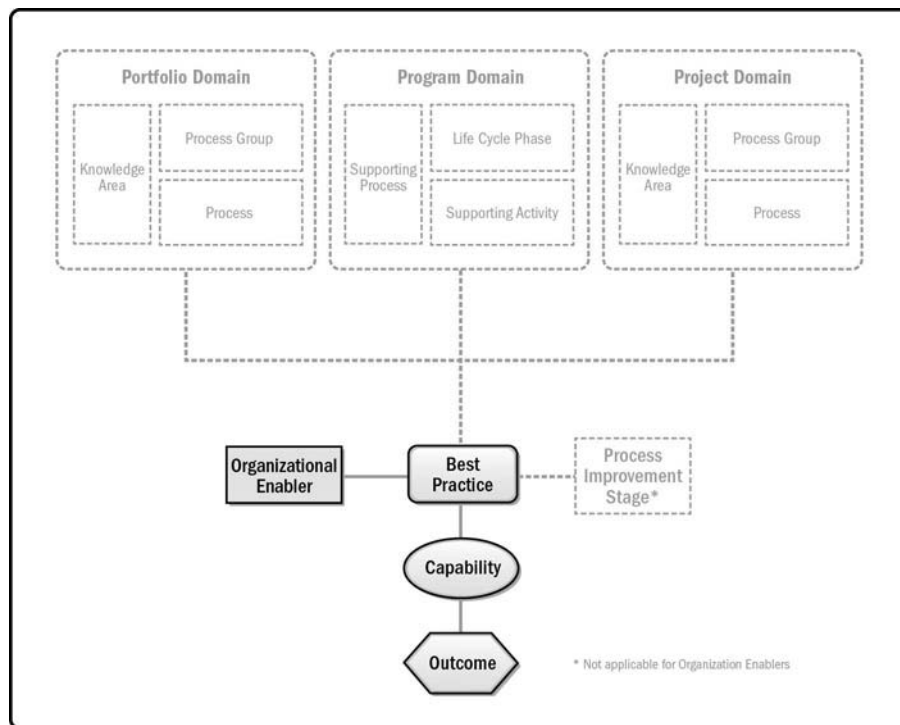
Table 3-1. *PMBOK® Guide* Develop Project Charter Process with SMCI Applied

Best Practice ID	Best Practice Name
1005	Standardize Develop Project Charter Process
1700	Measure Develop Project Charter Process
2240	Control Develop Project Charter Process
2630	Improve Develop Project Charter Process

3.2.6 Organizational Enablers

Organizational enablers (OE) are structural, cultural, technological, and human resource practices that can be leveraged to support and sustain the implementation of Best Practices in portfolios, programs, and projects. The OE Best Practices describe general management processes that should be developed in an organization to support organizational project management. Many systems and cultural factors influence an organization and its business environment. The *OPM3* translates these factors into Best Practices around training, implementing methodologies, and techniques.

The OE Best Practices address the foundational capabilities that an organization needs to support and sustain the process-based standards (see Figure 3-7). The absence of OEs decreases the maturity of process-based Best Practices within an organization.


Figure 3-7. The *OPM3* Organizational Enablers (OEs)

Organizational enablers when translated into *OPM3* yield an OE Best Practice. Characteristics of an OE vary according to their category. Organizational enablers are classified into 18 categories as shown in Table 3-2.

Table 3-2. Organizational Enabler Categories

Organizational Enablers	
1.	Benchmarking
2.	Competency Management
3.	Governance
4.	Individual Performance Appraisals
5.	Knowledge Management and PMIS
6.	Management Systems
7.	Organizational Project Management Communities
8.	Organizational Project Management Methodology
9.	Organizational Project Management Policy and Vision
10.	Organizational Project Management Practices
11.	Organizational Project Management Techniques
12.	Organizational Structures
13.	Project Management Metrics
14.	Project Management Training
15.	Project Success Criteria
16.	Resource Allocation
17.	Sponsorship
18.	Strategic Alignment

For example, Best Practice 5240, Establish Internal Project Management Communities, relates to OE Category 7, Organizational Project Management Communities. This Best Practice includes the following Capabilities: Facilitate Project Management Activities, Develop Awareness of Project Management Activities, and Sponsor Project Management Activities.

Figure 3-8 shows the example of organizational enabler Best Practice 5240 “Establish Internal Project Management Communities,” its Capabilities, and its Outcomes.

3.2.7 Categorization

Categorization segments the *OPM3* Best Practices into manageable groupings (see Figure 3-9).

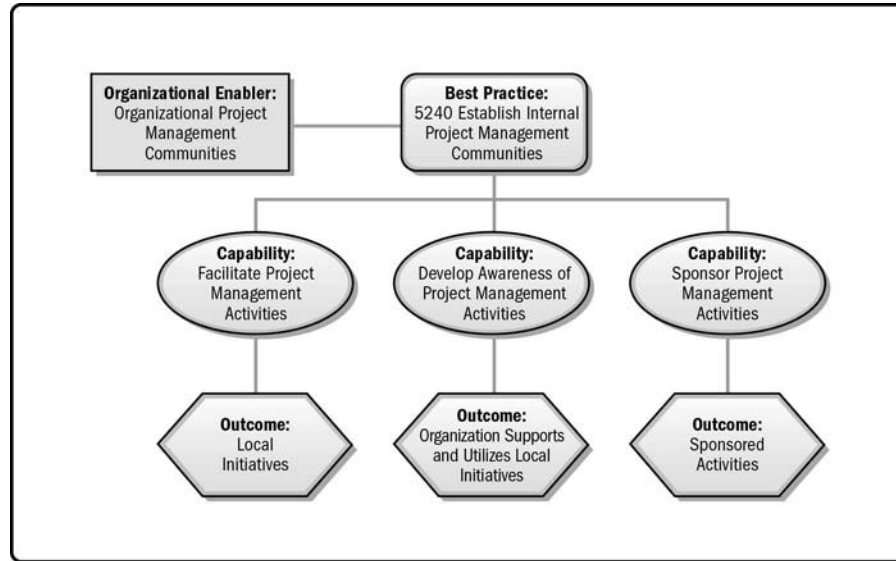


Figure 3-8. Capabilities and Outcomes of Best Practice 5240

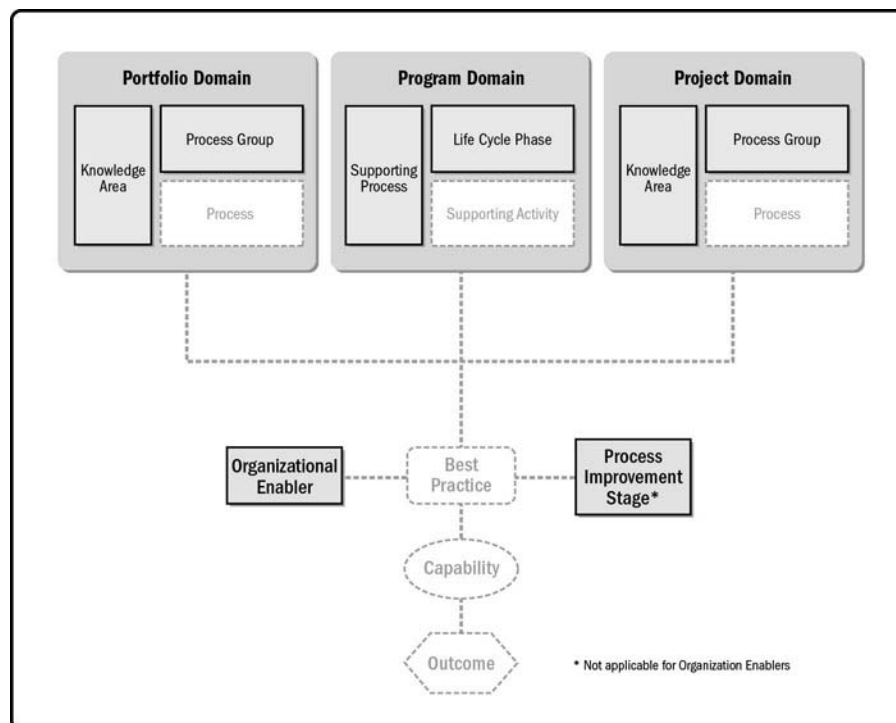


Figure 3-9. The OPM3 Categorization

There are nine Best Practices categorizations used by organizations:

- **Domain.** This represents the three domains: Portfolio, Program, and Project. Each process, based on SMCI Best Practice, maps to one or more of these domains. This provides an avenue for organizations to focus on single or multiple domains.
- **Process improvement stage (SMCI).** Each Best Practice maps to one of these process improvement stages. This provides organizations with a way to focus on a single process improvement stage.
- **Organizational enabler (OE).** Each organizational enabler maps to one of the 18 OE categories. This provides an organization with the option to clearly focus on a single group of OEs.
- **Process Group.** Each Best Practice from the Project and Portfolio Domain maps to a Process Group: Initiating, Planning, Executing, Controlling, and Closing for the Project Domain; and Defining, Aligning and Authorizing, and Controlling Process Groups for the Portfolio Domain.
- **Performance Domain.** Each Best Practice from the Program Domain maps to a Performance Domain: Strategy Alignment, Benefits Management, Stakeholders Engagement, Governance, and Program Life Cycle Management.
- **Knowledge Area.** Each Best Practice from the Project and Portfolio Domain maps to a Knowledge Area.
 - The Project Domain Knowledge Areas include:
 - Project Integration Management,
 - Project Scope Management,
 - Project Time Management,
 - Project Cost Management,
 - Project Quality Management,
 - Project Human Resource Management,
 - Project Communication Management,
 - Project Risk Management,
 - Project Procurement Management, and
 - Project Stakeholder Management.
 - The Portfolio Domain Knowledge Areas include:
 - Portfolio Strategic Management,
 - Portfolio Governance Management,
 - Portfolio Performance Management,
 - Portfolio Communications Management, and
 - Portfolio Risk Management.

These Knowledge Areas support the processes found in Section 3 of each of these standards by providing inputs, tools and techniques, and outputs. For example, the *PMBOK Guide*® uses the Project Cost Management Knowledge Area to group processes and provide details for training. An organization that desires to decrease cost overruns elects to improve their processes leveraging Best Practices mapped to Project Cost Management.

- **Project predictability.** Each Best Practice that supports an organization's ability to forecast successful project delivery is mapped to project predictability. Organizations want to be aware of any approved work that may be at risk as early in the life cycle as possible.
- **Resource optimization.** Each Best Practice that provides the ability to identify, deploy, and release project resources that deliver customer value maps to resource optimization.
- **Balanced scorecard.** Each Best Practice that supports the development and execution of uniform reporting and tracking mechanisms. One aspect of the balanced scorecard could be that strategy execution is measured consistently and objectively.

Categorization of Best Practices provides an avenue for organizations to assess, design, or improve areas of focus to achieve organizational goals.

3.3. OPM3 Framework

The *OPM3* framework serves as a guide for organizations that apply *OPM3*. The *OPM3* framework contains Cycle Elements, Areas of Expertise, and *OPM3* processes with inputs, tools and techniques, and outputs as depicted in Figure 3-10.

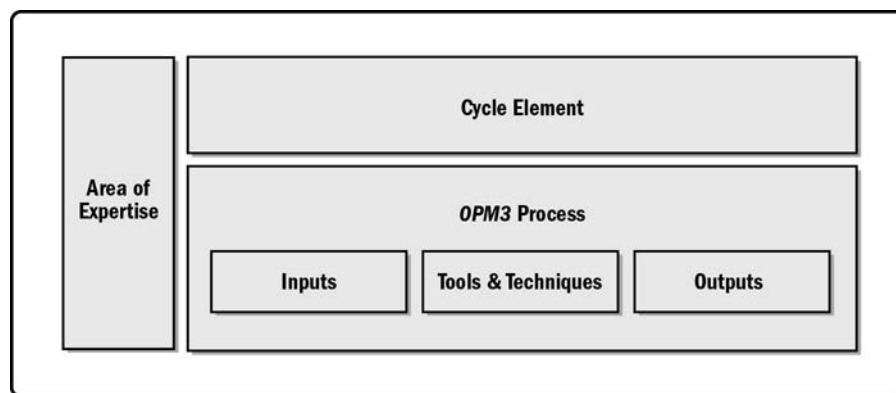


Figure 3-10. The *OPM3* Framework Overview

Key actions required for successful application of the *OPM3* framework include but are not limited to:

- Determine the change impact of implementing selected processes based upon organization needs and *OPM3* practitioner expertise,
- Manage the *OPM3* initiative as a project or a program,
- Obtain stakeholder buy-in,
- Secure the expertise and knowledge outlined in Section 1,
- Understand and select appropriate processes from the *OPM3* framework, and
- Understand differences between Areas of Expertise and the Cycle Elements.

Table 3-3 provides a summary of the twelve *OPM3* processes for the *OPM3* Cycle Elements and Areas of Expertise.

3.3.1 *OPM3* Areas of Expertise

The *OPM3* Areas of Expertise represent the practical knowledge and applied skills required to undertake a successful *OPM3* initiative. The three Areas of Expertise in the *OPM3* framework are outlined below.

3.3.1.1 Governance, Risk, and Compliance (GRC) [6]

Organizations achieve GRC by embracing activities such as corporate governance, enterprise risk management (ERM), and corporate compliance in accordance with applicable laws and regulations. Organizations embrace these areas to ensure proper oversight, manage risk, and address regulatory and corporate compliance.

Table 3-3. The *OPM3* Processes

Area of Expertise \ Cycle Elements	Acquire Knowledge	Perform Assessment	Manage Improvement
Governance, Risk, and Compliance	Understand OPM	Establish Plan	Measure Results
Delivery and Benefits Management	Understand the Organization	Define Scope	Create Recommendations
		Conduct Assessment	Select Initiatives
			Implement Improvements
Organizational Change	Assess Change Readiness	Initiate Change	Manage Change

Within the *OPM3* framework, organizations establish and enforce proper governance over the planning and fulfillment of portfolio, program, and project management. Establishing proper governance helps ensure successful results. This *OPM3* framework area of expertise establishes a plan for, and manages the results of, an *OPM3* assessment that focuses on the practices that affect governance, risk management, and compliance. GRC encompasses three processes: Understand OPM, Establish Plan, and Measure Results.

3.3.1.2 Delivery and Benefits Management

The Delivery and Benefits Management Area of Expertise addresses the execution of *OPM3* throughout the life cycle. It focuses on what is needed to execute a successful *OPM3* initiative. Delivery and Benefits Management encompasses six processes: Understand the Organization, Define the Scope, Conduct Assessment, Create Recommendations, Select Initiatives, and Implement Improvements.

3.3.1.3 Organizational Change

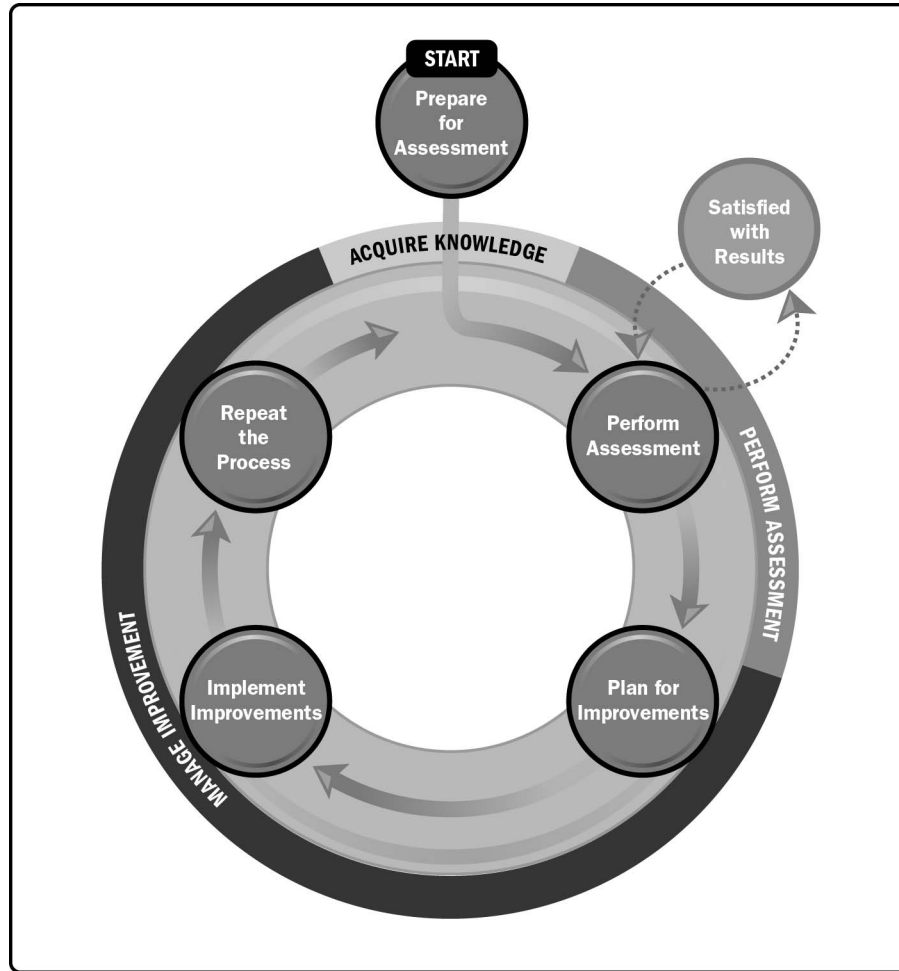
The Organizational Change Area of Expertise focuses on the magnitude of change that accompanies an *OPM3* initiative. To improve the probability of success in sustaining change, leadership should acknowledge and understand the organization's ability to adopt change. This adoption may include multiple variables, such as readiness, awareness, desire, capacity, and willingness. This Area of Expertise encompasses three processes: Assess Change Readiness, Initiate Change, and Manage Change.

Organizations assess change readiness, initiate change, and manage change for initiatives that modify their environment, processes, and tools. Organizations achieve successful change initiatives with a clear understanding of the current state and desired state, coupled with effective management and leadership of the process and human factors.

3.3.2 OPM3 Cycle Elements

The *OPM3* Cycle Elements are groups of processes required to implement an *OPM3* initiative. The *OPM3* practitioner determines which processes fit the organization based upon the nature of the initiative. The *OPM3* Cycle Elements are: Acquire Knowledge, Perform Assessment, and Manage Improvement.

Sections 4, 5, and 6 provide additional Cycle Element details. The Cycle Elements depicted in Figure 3-11 create a cycle of continuous improvement.

Figure 3-11. The *OPM3* Framework

3.3.2.1 Acquire Knowledge

Stakeholders gain knowledge of *OPM3*, the organization, the industry, and opportunities for *OPM3* initiatives. Acquire Knowledge has three processes, which are summarized below. See Section 4 for further details.

- **Understand OPM.** Prior to starting an *OPM3* initiative, the *OPM3* practitioner and the organization acquire knowledge necessary to apply *OPM3*. This is a due diligence process to gather the following:
 - *People*: This includes, but is not limited to: skilled *OPM3* practitioners, *OPM3* subject matter experts, stakeholders, leadership, general management, facilitators, and researchers.
 - *Process*: This includes, but is not limited to: lean manufacturing process control, process design, organizational enablers, project management processes, program management processes, and portfolio management processes.
 - *Technology*: This includes, but is not limited to: project management information systems and tools.

The Understand *OPM* process builds awareness of the applicability and value of *OPM3*. It is important to understand why organizations undertake an *OPM3* initiative—to improve business results.

- **Understand the Organization.** This process outlines the knowledge an *OPM3* practitioner and the organization acquire to apply *OPM3*. This is a due diligence process to gather the following:
 - *Strategy:* Vision, mission, product, service, desired profits, current performance, regulations, competitive advantage.
 - *People:* Geographic location, skills, organizational structure, vendors, customers, organizational culture, understanding of process and tools, understanding of processes, process design, lean concepts, training, and motivation level.
 - *Process:* Degree of automation, metrics, stability of process, documentation, communication, complexity of processes, process interaction, project management processes, program management processes, portfolio management processes, asset library.
 - *Technology:* Automation tools, project management information system, templates.

The Understand the Organization process combines the right skills, industry knowledge, culture, tools, and strategy for assessment preparation. It is important to understand why organizations undertake an *OPM3* initiative—to improve business results.

- **Assess Change Readiness.** The Assess Change Readiness process captures the organization's willingness to change and readiness for change. The *OPM3* practitioner collects, assesses, and validates the organization's readiness for change based on a variety of factors (e.g., training, culture, equipment).

3.3.2.2 Perform Assessment

The assessment leader plans, executes, and manages the assessment; compiles and analyzes data and documents; and presents results. Perform Assessment has four processes, which are summarized below. Section 5 provides greater details.

- **Establish Plan.** The Establish Plan process produces a plan for conducting an *OPM3* assessment. The *OPM3* practitioner leverages the *PMBOK Guide*® to create this plan and complete this process. The Establish Plan may include subsidiary plans that address the following:
 - Methodology of implementation;
 - Roles and responsibilities;
 - Scope and work breakdown structure (WBS);
 - High-level schedule and milestone list;
 - Success metrics and success factors;
 - Assumptions and constraints;
 - Governance, risk, and compliance;

- Quality management; and
- Budget.

The plan provides an overall view of scope, schedule, cost, and stakeholder buy-in.

- **Define Scope.** The Define Scope process creates an assessment statement of work which includes resources, business units, geographies, deliverables, and acceptance criteria. While conducting the *OPM3* assessment, the *OPM3* practitioner identifies the scope of the assessment in terms of categorization as outlined in Section 3.2.7.

The Define Scope process sets expectations for the assessment work undertaken.

- **Conduct Assessment.** The Conduct Assessment process is the execution of the *OPM3* assessment plan based upon the statement of work. The *OPM3* assessment team gathers, processes, and analyzes organizational information and documents findings in an assessment report.
- **Initiate Change.** The Initiate Change process launches the organizational change management activities that support adoption of the improvement initiatives. Organizations set up mechanisms to identify and evaluate behaviors, attitudes, and environment that may diminish results.

3.3.2.3 Manage Improvement

The improvement leader identifies, selects, and implements improvement initiatives based upon assessment findings and desired organizational business results. Manage Improvements has five processes, which are summarized below. Section 6 provides greater details.

- **Measure Results.** The Measure Results process correlates realized business results with the improvement plans. This process acts as a feedback mechanism that relates the planned improvements to the business results. This reinforces a culture of measurements and effective reporting performance, and serves as the basis for improved estimating.
- **Create Recommendations.** The Create Recommendations process seeks to identify the gaps between the current state and future state of the organization's portfolio, program, and project Best Practices. Analysis of these gaps results in a set of recommendations based upon level of effort, complexity, investment, and organizational impact. The *OPM3* assessment team presents the findings to the stakeholders for consideration.
- **Select Initiatives.** The Select Initiatives process provides the stakeholders with recommendations best suited for implementation, depending on their priority, cost/benefit, and strategic relevance. The recommendations include a sufficient level of detail for decision making. Stakeholders select the improvements from the recommendation list.
- **Implement Improvement Initiatives.** The Implement Improvement initiatives process transforms the selected initiatives into projects, programs, or portfolios. Utilizing the *PMBOK® Guide – Fifth Edition*, *The Standard for Program Management – Third Edition*, or *The Standard for Portfolio Management – Third Edition*, organizations execute the improvement initiatives to realize business benefits.

- Manage Change.** The Manage Change process leverages the mechanisms put in place during the Initiate Change process to monitor and adjust as appropriate. The *OPM3* assessment team takes into consideration enterprise structure, technology, culture, and process change impacts when organizations undertake an *OPM3* initiative to improve business results.

3.4 OPM3 Application

The *OPM3* practitioner and the assessment team utilize the *OPM3* Construct and the *OPM3* framework (see Figure 3-12) to ascertain the maturity of an organization and chart a course for improving the desired business results. This continuous improvement cycle provides an organization with the ability to advance the portfolio, program, and project management capabilities through which organizations deliver strategy.

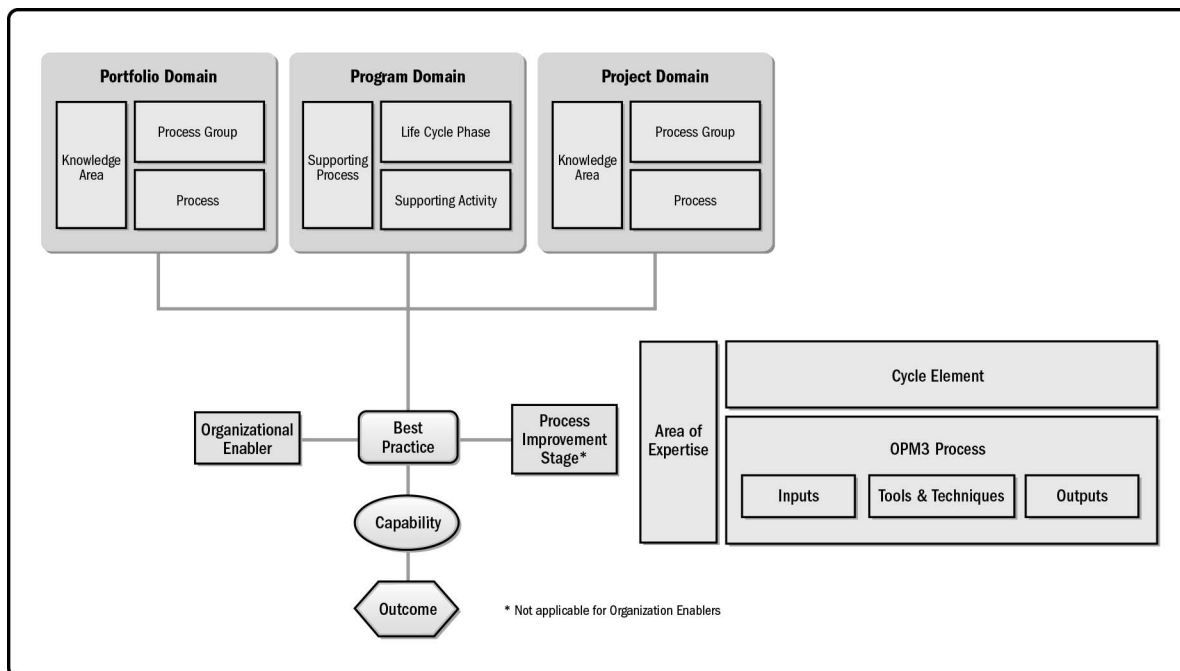


Figure 3-12. The Organizational Project Management Maturity Model (OPM3)

3.5 OPM3 Scoring Methods

The OPM3 practitioner applies a rigorous scoring method that ascertains whether (binary scoring) or how much/how often (variable measures) each Outcome for a Capability of a Best Practice exists. Additional detail follows on both scoring methods:

- **Binary scoring.** The OPM3 practitioner awards a (1) for an Outcome that fully exists or a (0) for an Outcome that does not fully exist. The binary scoring method is somewhat simplistic and does not award partial credit.
- **Variable measures.** The OPM3 practitioner awards a score based on how much and how often the Outcome exists. The variable measures method is more complex and awards for partial credit. Figure 3-13 provides a variable measures scoring method:

3 - Fully implemented, consistently, for Outcomes of a Best Practice
2 - Fully implemented, not consistently, for Outcomes of a Best Practice
1 - Partially implemented for Outcomes of a Best Practice
0 - Not implemented for Outcomes of a Best Practice

Figure 3-13. OPM3 Variable Measures Scoring Method

3.6 OPM3 Best Practices List

Best Practices are optimal methods, currently recognized within a given industry or discipline, to achieve a goal or objective. The types of Best Practices are:

- **Domain.** Portfolio, Program, and Project with Process Improvement Stage: Standardize, Measure, Control, and Improve (SMCI).
- **Organizational Enabler.** Non-Domain-based processes, pertaining to environmental and cultural aspects of the organization.

See Annex A1 for a complete list of Best Practices.

4

ACQUIRE KNOWLEDGE

4

Acquire Knowledge is a Cycle Element that includes the processes Understand OPM, Understand the Organization, and Assess Change Readiness. Although this Cycle Element discretely defines these three processes, all parties continuously acquire knowledge throughout an *OPM3* initiative. *OPM3* provides information for organizations to understand organizational project management (OPM).

Understanding *OPM3* and how it relates to an organization is vital. Acquiring knowledge assists organizations in achieving business value through portfolio, program, and project management. This section will be of interest to anyone who wants to learn more about OPM and has a desire to improve the business results and/or OPM maturity of their organization. The Acquire Knowledge processes as depicted in Figure 4-1 include:

- 4.1 Understand OPM**—In this process, prior to starting an *OPM3* initiative, the *OPM3* practitioner and the organization acquire knowledge necessary to apply *OPM3*.
- 4.2 Understand Organization**—This process outlines the knowledge an *OPM3* practitioner and the organization acquire to apply *OPM3*.
- 4.3 Assess Change Readiness**—This process captures the organization's willingness to change and readiness for change.

These processes interact with each other and with the processes within the other Cycle Elements. Each process involves effort from individuals or groups depending on their initiative needs. Although the processes presented here are discrete activities with well-defined inputs and outputs, they may overlap and interact while following a different sequence than listed.

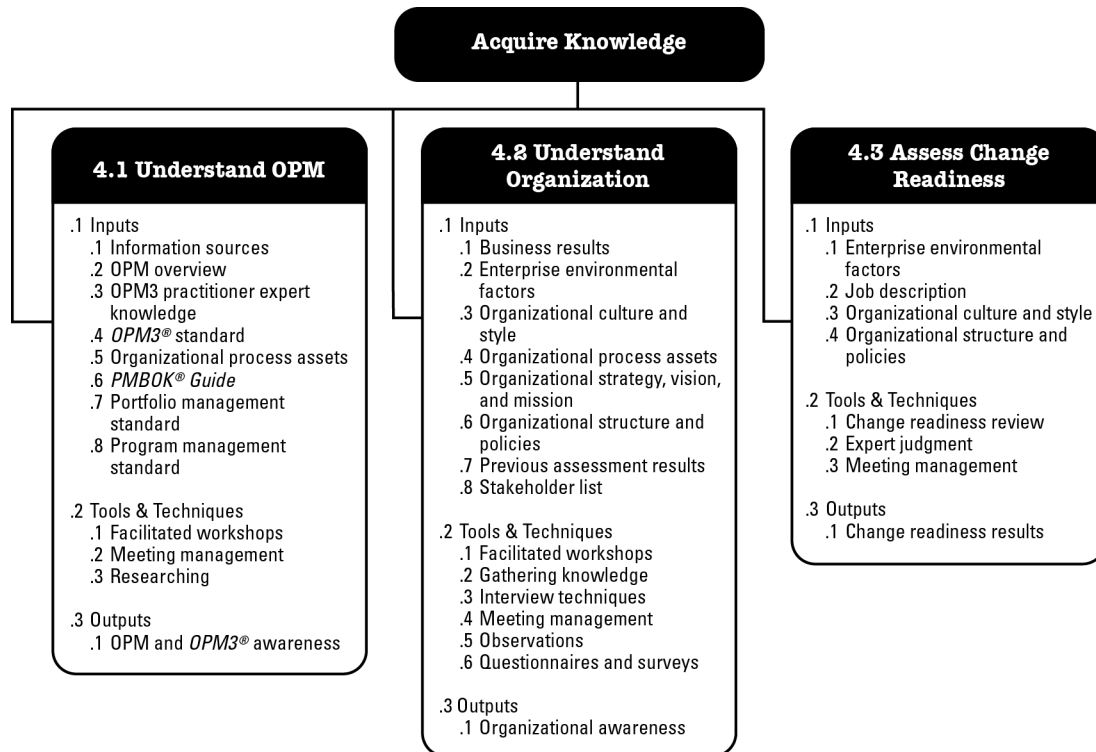


Figure 4-1. Acquire Knowledge Overview: Inputs, Tools and Techniques, and Outputs

4.1 Understand OPM

Prior to starting an *OPM3* initiative, the *OPM3* practitioner and the organization acquire knowledge necessary to apply *OPM3*. This is a due diligence process to gather the following:

- **People.** Skilled *OPM3* practitioner, *OPM3* subject matter experts, *OPM3*-aware stakeholders, leadership, general management, facilitation, and research.
- **Process.** Lean, statistical process control, process design, organizational enablers, project management processes, program management activities, and portfolio management processes.
- **Technology.** Templates and project management information systems.

The Understand OPM process builds awareness of the applicability and value of *OPM3*. It is important to understand why organizations undertake an *OPM3* initiative—to improve business results.

The *OPM3* practitioner understands the *OPM3* Construct, the *OPM3* Cycle Elements, skills, and tools and techniques to apply *OPM3*. Other desirable skillsets for an *OPM3* practitioner include: accounting, finance, change management, organizational development, information technology, project management, human resources, quality management, assessment methods, and process improvement.

The *OPM3* practitioner needs to understand the identified stakeholders or stakeholder groups. Success of an *OPM3* initiative requires that an *OPM3* practitioner engages the appropriate stakeholders during the *OPM3* initiative. Frequent communication promotes stakeholder awareness through the following types of activities:

- Orientation for an *OPM3* initiative,
- Workshops,
- Training sessions,
- Literature, and
- Personal coaching.

The *OPM3* practitioner needs to understand enterprise environmental factors during communication with stakeholders.

Understand OPM is the process of conveying strategic, financial, and operational information about the organization desiring to improve business results to the organization and *OPM3* initiative team. See Figure 4-2 for a list of inputs, tools and techniques, and outputs.

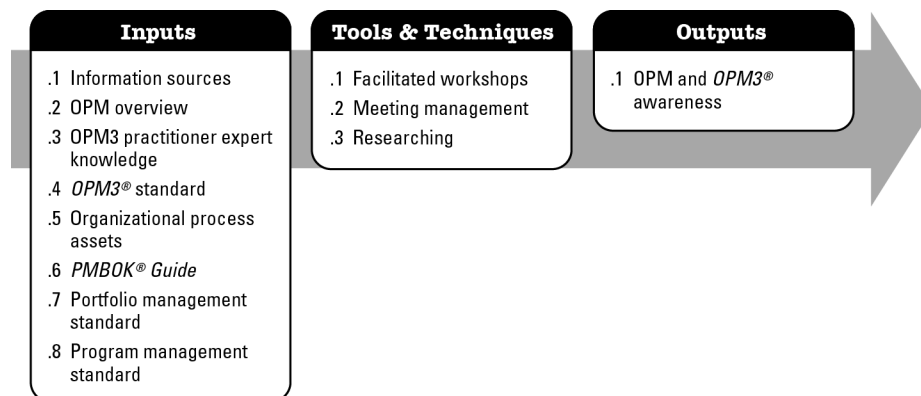


Figure 4-2. Understand OPM: Inputs, Tools and Techniques, and Outputs

4.1.1 Understand OPM: Inputs

4.1.1.1 Information Sources

Information sources, such as case studies, seminars, training, white papers, and articles, are collected from various sources to aid with the understanding of the organization and OPM.

4.1.1.2 OPM Overview

The OPM overview is conducted so that stakeholders have an opportunity to gain a high-level understanding of OPM and how it improves business results. This may include presentation material.

4.1.1.3 OPM3 Practitioner Expert Knowledge

As outlined in Section 1.7.1, in order to be successful in the assessment or improvement of organizations, an OPM3 practitioner should have expertise in all of the following areas:

- **Knowledge of the latest editions of PMI's portfolio, program, and project standards.** An OPM3 practitioner is required to have expertise in the use of portfolio, program, and project management methods and techniques that include both qualitative and quantitative measures.
- **Process management and continuous process improvement.** The OPM3 practitioner should be competent in process definition, development, maintenance, control, and improvement with respect to the size and complexity of the organization.
- **Strategic alignment.** The OPM3 practitioner is required to understand the organization's strategic goals and priorities and how the portfolio, program, and project support them.
- **Ability to conduct assessments.** An effective OPM3 practitioner requires training on how to conduct assessments.
- **Ability to draw conclusions and offer recommendations.** An effective OPM3 practitioner is required to possess proper training on how to draw conclusions and offer recommendations on the assessments conducted.
- **Ability to engage stakeholders.** An effective OPM3 practitioner interacts at different levels to understand and influence expectations.
- **Consulting experience.** An OPM3 practitioner is required to possess business acumen. The OPM3 practitioner should have knowledge of relevant markets, the customer base, competition, trends, standards, legal and regulatory environments, and appropriate code of conduct. The OPM3 practitioner needs to be adept at working with executives, managers, project and program managers, and other internal and external stakeholders, as appropriate to the individual and role.
- **Business skills.** An effective OPM3 practitioner should possess skills related to governance, risk and compliance (see Section 3.3.1.1 for greater detail), benefits management, scope management, resource management and financial management as explained in Section 3.3.1 (Areas of Expertise). The OPM3 practitioner is required to possess well-developed skills in communicating, team building, planning, conflict resolution, contract negotiating, meeting facilitation, decision making, and removing organizational barriers to success. This individual is required to be capable of adapting to divergent organizational decision-making models, ranging from autocratic to collegial.
- **Risk management.** An effective OPM3 practitioner should be well versed in opportunity and threat management.
- **Organizational change management.** An OPM3 practitioner should have an understanding of how an OPM3 initiative impacts an organization.

4.1.1.4 OPM3 Standard

The *OPM3* standard represents a best practice model applied to PMI process-based and activity-based standards plus organizational enablers that help establish and mature portfolio, program, and project management in an organization.

4.1.1.5 Organizational Process Assets

The organizational process assets encompass policies, procedures, guidelines, templates, checklists, and methodologies. These assets include the organization's knowledge base such as lessons learned and historical process information as the organization improves.

4.1.1.6 PMBOK® Guide

As covered in Section 3, *OPM3* contains the processes from the *PMBOK Guide*®.

4.1.1.7 Portfolio Management Standard

The Standard for Portfolio Management describes the processes of the centralized management of one or more portfolios to achieve specific strategic business objectives. As covered in Section 3, *OPM3* contains the processes from *The Standard for Portfolio Management*.

4.1.1.8 Program Management Standard

The Standard for Program Management describes the activities of centralized and coordinated management of a group of related projects to achieve the organization's strategic objectives and benefits. As covered in Section 3, *OPM3* contains the performance domains from *The Standard for Program Management*.

4.1.2 Understand OPM: Tools and Techniques

4.1.2.1 Facilitated Workshops

Facilitated workshops bring together key cross-functional stakeholders, experts, and both internal and external consultants to understand OPM. Workshops are a technique for eliciting information in order to understand OPM. Facilitated sessions build trust, foster relationships, and improve communication among the participants or increase stakeholder understanding.

4.1.2.2 Meeting Management

Meeting management includes planning, scheduling, conducting, documenting, and following up on meetings pertaining to OPM.

4.1.2.3 Researching

Researching is the systematic investigation into new or existing knowledge. White papers, industry courses, articles, books, research papers and other materials are available to ascertain a broader knowledge of OPM.

4.1.3 Understand OPM: Outputs

4.1.3.1 OPM and OPM3 Awareness

OPM awareness grows through a variety of activities throughout the Understand OPM process. OPM is ever evolving which makes it challenging to synthesize the vast amount of available information. Gaining *OPM3* knowledge is essential when an organization seeks to mature portfolio, program, and project management. Although the results of OPM and *OPM3* awareness are not used as a discrete input to any of the following processes, the knowledge gained constitutes the basis for all the processes outlined in Sections 4 and 5.

4.2 Understand Organization

This process outlines the knowledge that an *OPM3* practitioner and the organization acquire to apply *OPM3*. This is a due diligence process to gather the following:

- **Strategy.** Vision, mission, product, service, desired profits, current performance, regulations, strategy metrics, measures, and key performance indicators (KPIs), department strategies (e.g., human resource strategy, marketing strategy, IT strategy, etc.), studies or assessments conducted on current weaknesses, threats, or areas of improvement.
- **People.** Geographic location; skills; tenure; organization structure; vendors; customers; organizational culture; understanding of process and tools; and understanding of processes, process design, lean concepts, and training.
- **Process.** Degree of automation, metrics, stability of process, documentation, communication, complexity of processes, process interaction, project management processes, program management processes, portfolio management processes, asset library.
- **Technology.** Automation tools, project management information system, templates.

The Understand Organization process combines the right skills, industry knowledge, culture, tools, and strategy for assessment preparation. It is important to understand why organizations undertake an *OPM3* initiative—to improve business results. This process includes the *OPM3* team conducting meetings with senior executives to understand the strategic direction of the organization. See Figure 4-3 for a list of inputs, tools and techniques, and outputs.

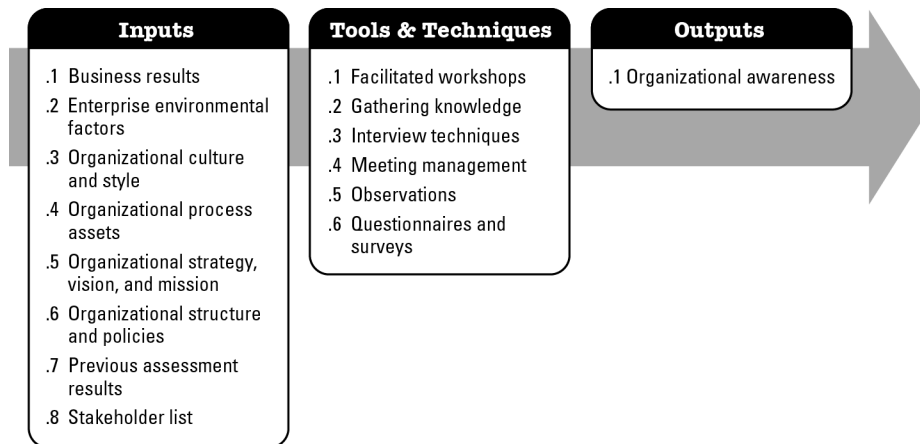


Figure 4-3. Understand Organization: Inputs, Tools and Techniques, and Outputs

4.2.1 Understand Organization: Inputs

4.2.1.1 Business Results

Business results include the income statement, balance sheet, cash flow statements, government-required reports for publicly traded companies, annual reports, and other internally or externally published information. The *OPM3* practitioner gathers operations data to support improving business results. Business results also include department budgets, department operational information, and department goals that assist with identifying measures pre- and post-improvement.

4.2.1.2 Enterprise Environmental Factors

Enterprise environmental factors refer to both internal and external environmental factors that surround or influence an organization's business success. Enterprise environmental factors may enhance or constrain *OPM3* initiative options. Enterprise environmental factors include, but are not limited to, the following:

- Cultural factors,
- Existing human resources,
- Market conditions,
- Organization's communications channels,
- Organizational processes,

- Personnel administration,
- Political climate, and
- Project management information systems.

4.2.1.3 Organizational Culture and Style

Organizational culture and style play an important part in understanding the environment landscape in which the people, process, and tools described earlier reside. Different approaches and activities need to be employed for the Acquire Knowledge Cycle Element processes to be effective.

4.2.1.4 Organizational Process Assets

Described in Section 4.1.1.5.

4.2.1.5 Organizational Strategy, Vision, and Mission

The organizational strategy, vision, mission, values, and purpose help shape strategic objectives and include the mission, vision, values, and purpose. Mission and vision statements convey the organization's intent to shape the culture and inspire employees. The *OPM3* practitioner should be sensitive to the organization's core values.

4.2.1.6 Organizational Structure and Policies

Organizational structure and policies provide insight on the management style, reporting channel, and span of control. Policies impact how OPM is adopted and need to be considered for each individual organization.

4.2.1.7 Previous Assessment Results

For follow-up assessments (second or later iterations), previous assessment results provide background on the prior state of the organization. These historical results provide awareness of what had previously been done, the reaction to prior assessments if applicable, and what potential opportunities exist.

4.2.1.8 Stakeholder List

The stakeholder list includes key stakeholders that provide oversight and influence with a vested interest in improving business results. Stakeholders are individuals, groups, or organizations who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a portfolio, program, or project. Many stakeholders provide valuable input and play a critical role in the success of any project or program.

4.2.2 Understand Organization: Tools and Techniques

4.2.2.1 Facilitated Workshops

Described in Section 4.1.2.1.

4.2.2.2 Gathering Knowledge

This process involves gathering knowledge from key stakeholders. Four steps guide the gathering of this knowledge:

- **Elicit organizational knowledge.** Traditional elicitation techniques include interviews and workshops. Knowledge gathered may address organizational questions such as:
 - What is the organization's business area?
 - What is the organization's business need?
 - What is the organization's business goal?
- **Analyze organizational knowledge.** Extract the real state of the organization by analyzing elicited knowledge. There may be a difference between stated and real state of the organization.
- **Document organizational knowledge.** Document elicited knowledge for stakeholder review, understanding, and confirmation.
- **Validate documented organizational knowledge.** By reviewing and inspecting the documented knowledge, confirm the documented knowledge is unambiguous and consistent throughout the document.

4.2.2.3 Interview Techniques

An interview is a formal or informal approach to gather information from stakeholders. An *OPM3* practitioner conducts interviews by asking prepared questions and recording the responses. Interview scenarios include:

- One interviewer—one interviewee,
- One interviewer—many interviewees,
- Many interviewers—one interviewee, and
- Many interviewers—many interviewees.

The *OPM3* practitioner establishes an atmosphere of trust, exchanges information, gives and receives feedback, and sometimes performs a follow-up interview. Interview preparation and planning include:

- Utilizing appropriate methods (face-to-face, telephone, email, chat messaging, etc.),
- Incorporating critical thinking, and
- Identifying problems.

4.2.2.4 Meeting Management

Described in Section 4.1.2.2.

4.2.2.5 Observations

Observations provide a direct way of viewing individuals in their organization and how they perform their jobs or tasks and execute processes. Observers witness how activities performed in an environment impact a process. Observers glean direct or indirect evidence resulting from work being performed. Observers draw conclusions regarding the environment and the state of people, processes, and tools within that environment.

4.2.2.6 Questionnaires and Surveys

Questionnaires and surveys are written sets of questions designed to quickly accumulate information from a wide number of respondents. The *OPM3* practitioner uses questionnaires and surveys to rapidly gather information. Figure 4-4 contains some sample questions for a questionnaire or survey.

Topic	Question
Organization's strategic plan	What are the main goals in your strategic plan for the next 5 years?
Customer expectations	What product/service standards do you think your customers are expecting to receive from you?
Political environment	What legislative changes are expected to affect your operations?
Social environment	What kind of social activities does your HR department arrange for your staff?
Economic environment	Are the current economic conditions in the market enabling your future growth targets?
Technical environment	What kind of technologies are you relying upon for performing your operations?
Strength of the organization	What are your main competitive advantages in the market?
Weakness of the organization	What are the organization's most painful weakness points that you would like to address?
Organizational structure	How are organizational power and decision-making authorities granted in the organization?
Other data	Do you work with offshore suppliers?

Figure 4-4. Sample Questionnaire and Survey Topics

4.2.3 Understand Organization: Outputs

4.2.3.1 Organizational Awareness

Organizational awareness grows through a variety of activities throughout the Understand Organization process. Organizations continually evolve and can be complex to understand. Gaining organizational knowledge is essential as an organization seeks to mature portfolio, program, and project management.

Although the results of organizational awareness are not used as a discrete input to any of the processes included in Sections 4 and 5, the knowledge obtained constitutes the basis for all of these processes.

4.3 Assess Change Readiness

Assess Change Readiness is the process that establishes the organization's willingness or ability to change. If the organization has a very low propensity to change, resistance is likely to be experienced when undertaking an *OPM3* initiative. Assess the change readiness of individuals and the overall organization.

Readiness reflects the individuals' ability to change and that of the environment within which they operate. Extensive research and literature exist regarding this topic. The organization facilitates adoption and broad acceptance by the community when improvements are made to the enterprise structure, technology, and culture. Process change impact needs to consider readiness of the target population, change agents, and sponsors. See Figure 4-5 for a list of inputs, tools and techniques, and outputs.

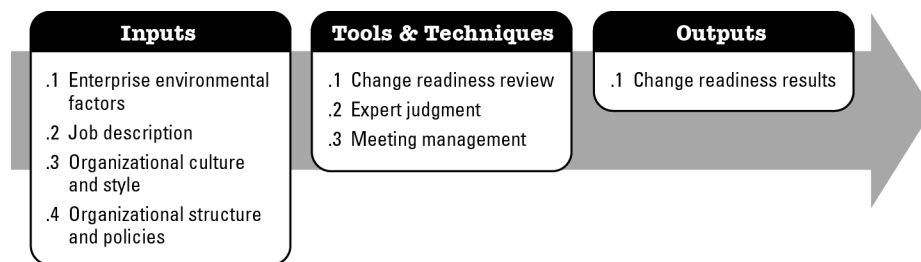


Figure 4-5. Assess Change Readiness: Inputs, Tools and Techniques, and Outputs

4.3.1 Assess Change Readiness: Inputs

4.3.1.1 Enterprise Environmental Factors

Described in Section 4.2.1.2.

4.3.1.2 Job Description

The job description outlines the job function performed by individuals in the organization. Job descriptions are classified as one of the organization's assets and serve as an input to the Assess Change Readiness process. By reviewing job descriptions, the organization determines whether skills required to change the organization exist.

4.3.1.3 Organizational Culture and Style

Described in Section 4.2.1.3.

4.3.1.4 Organizational Structure and Policies

Described in Section 4.2.1.6.

4.3.2 Assess Change Readiness: Tools and Techniques

4.3.2.1 Change Readiness Review

Change readiness review reveals preliminary findings based on insights gained from the Understanding OPM and Understanding Organization processes. This review serves as a general gauge of the organization's preparedness for change and potential obstacles.

4.3.2.2 Expert Judgment

Expert judgment is a tool or technique demonstrated by knowledgeable parties associated with the organization. Qualified individuals demonstrate expert judgment by providing information and data used to solve problems or make decisions through specialized education, knowledge, skill, experience, or training.

4.3.2.3 Meeting Management

Described in Section 4.1.2.2.

4.3.3 Assess Change Readiness: Outputs

4.3.3.1 Change Readiness Results

The change readiness results convey the organization's readiness for change in the following areas:

- Attitude and expectations of the key stakeholders are understood.
- Sponsor is defined to deploy resources to understand OPM and its fit for organizational culture and environment.
- Organization/department is assigned and accepts responsibility for improvement initiatives.
- OPM is understood among stakeholders.
- Organization's strategic plan is clear, understood, and accepted by the stakeholders.
- Organization's vision and mission are clear and understood among stakeholders.
- Organization's structure and policies are clear and understood among stakeholders.

5

PERFORM ASSESSMENT

This section describes the processes required to successfully plan, scope, and conduct an *OPM3* assessment. It is structured such that Perform Assessment delivers a framework consistent with the *OPM3* Areas of Expertise and Cycle Elements. Within the Perform Assessment Cycle Element, there are four processes that are discrete and not necessarily sequential. Practitioners often perform the four interwoven and possibly iterative processes concurrently.

The Perform Assessment Cycle Element is comprised of four processes as depicted in Figure 5-1:

- 5.1 Establish Plan**—An *OPM3* practitioner and the organizational leaders work together to establish a plan prior to starting an *OPM3* initiative.
- 5.2 Define Scope**—The Define Scope process identifies the breadth and depth of the planned assessment. Scoping includes skills, resources, funding, and other preparations that flow into the Establish Plan process.
- 5.3 Conduct Assessment**—The Conduct Assessment process is where the organization executes the assessment plan based upon the Define Scope process.
- 5.4 Initiate Change**—The Initiate Change process provides change management information to the team throughout the Perform Assessment Cycle Element. An *OPM3* practitioner tailors the approach based on the organizational environment in which OPM is being assessed.

In summary, these four processes interact to produce assessment findings. These findings quantitatively drive OPM initiatives that correlate to desired business results.

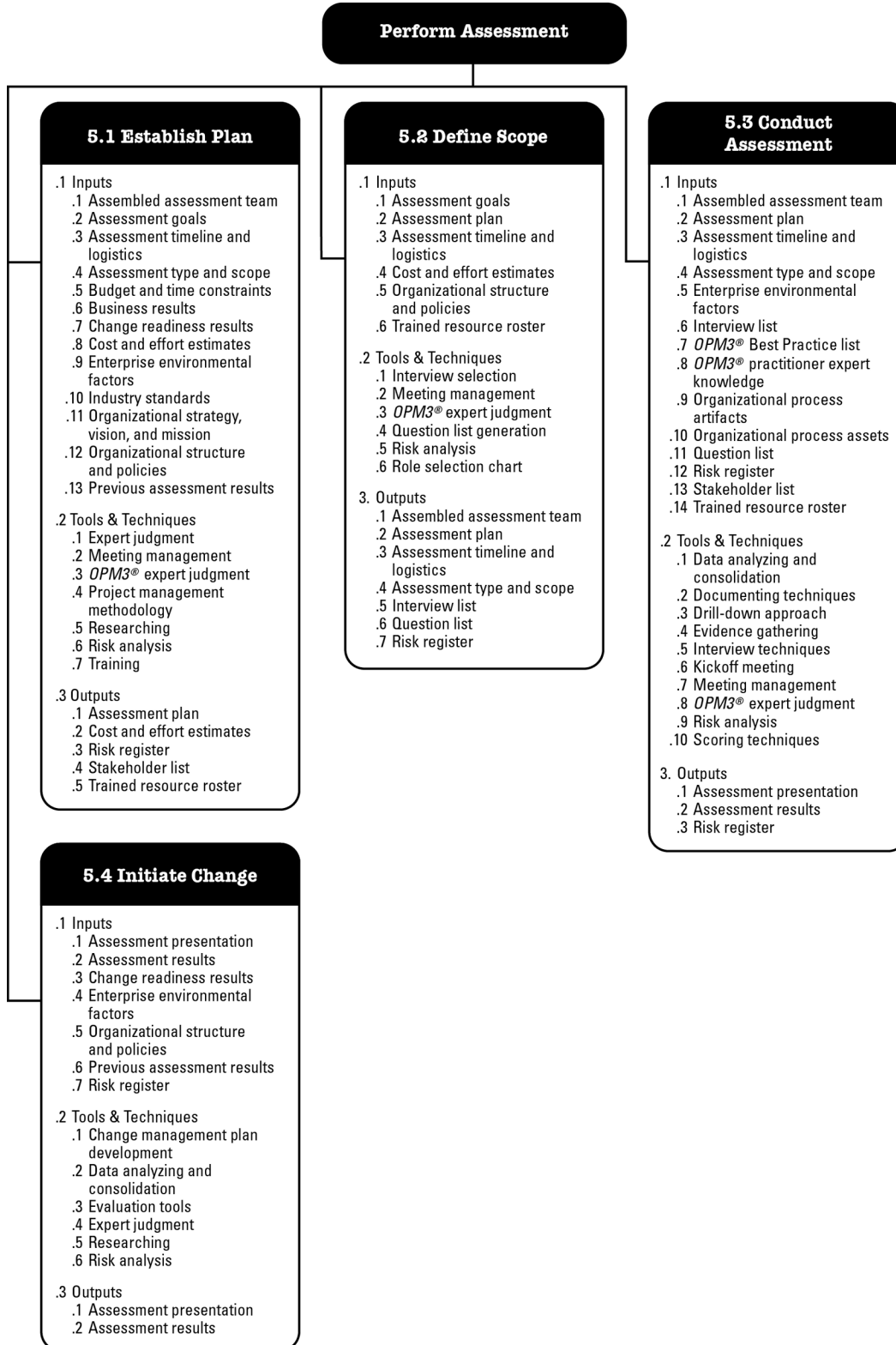


Figure 5-1. Perform Assessment Overview

5.1 Establish Plan

The Establish Plan process transforms goals, organizational performance, market position, and other information into an assessment plan. An *OPM3* practitioner focuses on preparing for an assessment and how it relates to improving business performance. When available, the *OPM3* practitioner leverages the organization's project management methodology to manage the initiative. An external *OPM3* practitioner may employ other available methodologies. This process also yields cost estimates, risks, key stakeholders, and an assessment team. See Figure 5-2 for a list of inputs, tools and techniques, and outputs.

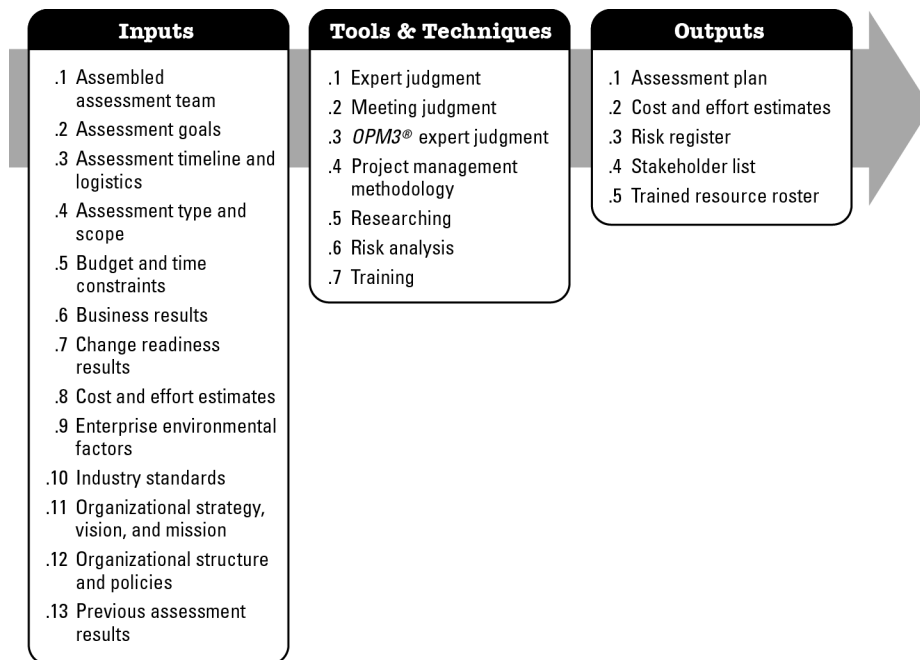


Figure 5-2. Establish Plan: Inputs, Tools and Techniques, and Outputs

5.1.1 Establish Plan: Inputs

5.1.1.1 Assembled Assessment Team

The assembled assessment team addresses the skills, abilities, training, and industry knowledge needed for an OPM initiative. Assessment team roles include the *OPM3* practitioner, organizational process owner, key stakeholders, industry subject matter experts (SMEs), and process SMEs.

5.1.1.2 Assessment Goals

Assessment goals cover why an organization wants to undertake an OPM initiative. The *OPM3* practitioner strives to align the assessment goals to improve business performance. Examples of goals include, but are not limited to, greater benefits realization, reduced project cycle time, better cost estimating, standardized processes across several departments, improved metrics, and faster improvements, etc.

5.1.1.3 Assessment Timeline and Logistics

Assessment timeline and logistics provide the Establish Plan process with time frames acceptable to the organization. Logistical information includes, but is not limited to, the physical building locations, conference rooms, dates, time frames, equipment, and catering.

5.1.1.4 Assessment Type and Scope

Assessment type and scope address the method of the assessment, whether it will be document-based or interview-based, or both, and includes portfolio, program, and project management. Organizational enablers are typically in scope for all assessments regardless of industry, size, or complexity.

Types of assessments include, but are not limited to, the following:

- Evidence-based/interview-based,
- High-level/detailed,
- Remote/local, and
- Single user and multiusers.

Scope options include, but are not limited to, the following:

- By business result,
- By Knowledge Area,
- By Process Group,
- By SMCI (standardize, measure, control, and improve),
- Complete assessment,
- Domain-based (portfolio, program, and project), and
- Organizational enablers only.

5.1.1.5 Budget and Time Constraints

Budget and time constraints bound the OPM initiative. Examples of constraints include, but are not limited to: the number of interviews, duration of the interviews, participant availability, geographic challenges, and associated costs.

5.1.1.6 Business Results

Business results include the income statement, balance sheet, cash flow statements, government-required reports for publicly traded companies, annual reports, and other internally or externally published information. The *OPM3* practitioner gathers operations data to support improving business results. Business results also include department budgets, department operational information, and department goals that assist with identifying measures pre- and post-improvement.

5.1.1.7 Change Readiness Results

Change readiness results convey the organization's readiness for change in the following areas:

- Attitude and expectations of the key stakeholders are understood.
- Sponsor is defined to deploy resources to understand OPM and its fit for organizational culture and environment.
- Organization/department is assigned and accepts responsibility for improvement initiatives.
- OPM is understood among stakeholders.
- Organization's strategic plan is clear, understood, and accepted by the stakeholders.
- Organization's vision and mission are clear and understood among stakeholders.
- Organization's structure and policies are clear and understood among stakeholders.

5.1.1.8 Cost and Effort Estimates

Cost and effort estimates capture the resources projected to be consumed by the OPM initiative. Examples of cost and effort include number of days, number of people, resource rates, travel costs, facility costs, etc.

5.1.1.9 Enterprise Environmental Factors

Enterprise environmental factors refer to both internal and external environmental factors that surround or influence an organization's business success. Enterprise environmental factors may enhance or constrain *OPM3* initiative options. Enterprise environmental factors include, but are not limited to, the following:

- Cultural factors,
- Existing human resources,
- Market conditions,
- Organization's communications channels
- Organizational processes,
- Personnel administration,
- Political climate, and
- Project management information systems.

5.1.1.10 Industry Standards

It is beneficial to be cognizant of industry standards that govern or influence organizations. This domain knowledge helps guide the team during discussions, interviews, assessments, and improvements.

5.1.1.11 Organizational Strategy, Vision, and Mission

The organizational strategy, vision, mission, values, and purpose help shape strategic objectives and include the mission, vision, values, and purpose. Mission and vision statements convey the organization's intent to shape the culture and inspire employees. The *OPM3* practitioner should be sensitive to the organization's core values.

5.1.1.12 Organizational Structure and Policies

Organizational structure and policies provide insight on the management style, reporting channel, and span of control. Policies impact how OPM is adopted and should be considered for each individual organization.

5.1.1.13 Previous Assessment Results

For follow-up assessments (second or later iterations), previous results provide background on the prior state of the organization. These historical results provide awareness of what has previously been done, the reaction to prior assessments if applicable, and what potential opportunities exist.

5.1.2 Establish Plan: Tools and Techniques

5.1.2.1 Expert Judgment

Expert judgment is a tool or technique demonstrated by knowledgeable parties associated with the organization. Qualified individuals demonstrate expert judgment by providing information and data used to solve problems or make decisions through specialized education, knowledge, skill, experience, or training.

5.1.2.2 Meeting Management

Meeting management includes planning, scheduling, conducting, documenting, and following-up on meetings pertaining to *OPM3*.

5.1.2.3 *OPM3* Expert Judgment

OPM3 expert judgment is a tool or technique leveraging OPM knowledgeable parties associated with the organization. *OPM3* expertise is provided by any group or person with specialized education, knowledge, skill experience, or training. Qualified individuals demonstrate *OPM3* expert judgment by providing information and data from PMI standards (*PMBOK® Guide* – Fifth Edition, *The Standard for Program Management* – Third Edition, *The Standard for Portfolio Management* – Third Edition, and *Project Manager Competency Development Framework* – Second Edition) to solve problems or make decisions.

5.1.2.4 Project Management Methodology

Project management methodology is a collection of methods and rules followed in the science or discipline of project management. Artifacts generated by a methodology include project charter, schedule, templates, procedures, training materials, etc.

5.1.2.5 Researching

Researching is the systematic investigation into new or existing knowledge. White papers, industry courses, articles, books, research papers, and other materials are available to ascertain broader knowledge of *OPM3*.

5.1.2.6 Risk Analysis

Risk analysis is a technique applied to systematically assess potential barriers and opportunities to improve success. Steps for risk analysis include:

- Identifying risks to expose uncertainty, which requires an intimate knowledge of the industry, legal, social, political, and cultural environment;
- Evaluating risks and assigning classifications;
- Determining and managing impacts on the assessment project; and
- Developing a response plan.

5.1.2.7 Training

Training is the acquisition of knowledge, skills, and competencies through instruction. The change readiness process identifies any party affiliated with the OPM initiative that needs training. The *OPM3* practitioner creates training plans to address training needs. *OPM3* practitioners attend training to develop mastery of translating organizational capability to *OPM3* Best Practices.

5.1.3 Establish Plan: Outputs

5.1.3.1 Assessment Plan

The assessment plan output is a culmination of defining, preparing, integrating, and coordinating all aspects of planning.

The assessment plan identifies:

- People responsible for the assessment process;
- Mission, goals, and outcomes of the initiative;

- Outcome targets; and
- Performance measures.

5.1.3.2 Cost and Effort Estimates

The cost and effort estimates output captures the revised amount of resources projected to be consumed by the OPM initiative. Examples of cost and effort include number of days, number of people, resource rates, travel costs, and facility costs, etc.

5.1.3.3 Risk Register

The risk register documents all identified risks throughout the life cycle of an OPM initiative. It quantifies risk in terms of the likelihood of occurrence and impact, initial plan for responding to each high-level risk, and cost and responsibility of mitigation. Refer to the *PMBOK® Guide* for details on the management of a risk register.

5.1.3.4 Stakeholder List

The stakeholder list includes key stakeholders that provide oversight and influence with a vested interest in improving business results. Key stakeholders are individuals, groups, or organizations who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio. Many stakeholders provide valuable input and play a critical role in the success of any project or program.

5.1.3.5 Trained Resource Roster

The trained resource roster output includes those individuals who acquire OPM knowledge, skills, and competencies through instruction. The *OPM3* practitioner includes training plans as part of the assessment plan to address team member training needs.

5.2 Define Scope

The Define Scope process outlines who, what, where, and how much boundary is needed for the *OPM3* initiative. Defining the scope develops a common understanding of what is included in, and excluded from, the initiative. This scope provides the foundation for building the schedule, budget, and staffing plans. See Figure 5-3 for a list of inputs, tools and techniques, and outputs.

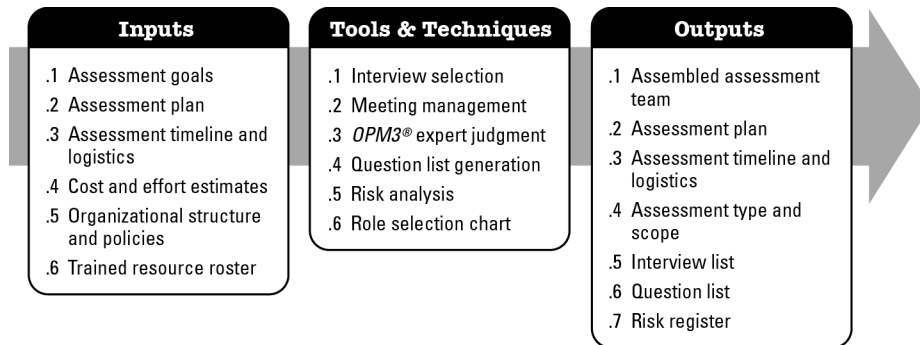


Figure 5-3. Define Scope: Inputs, Tools and Techniques, and Outputs

5.2.1 Define Scope: Inputs

5.2.1.1 Assessment Goals

Described in Section 5.1.1.2.

5.2.1.2 Assessment Plan

Described in Section 5.1.3.1.

5.2.1.3 Assessment Timeline and Logistics

Described in Section 5.1.1.3.

5.2.1.4 Cost and Effort Estimates

Described in Section 5.1.1.8.

5.2.1.5 Organizational Structure and Policies

Described in Section 5.1.1.12.

5.2.1.6 Trained Resource Roster

Described in Section 5.1.3.5.

5.2.2 Define Scope: Tools and Techniques

5.2.2.1 Interview Selection

The interview selection technique provides the *OPM3* practitioner with a way to efficiently and effectively gather evidence from the organization through interviews. Practitioners seek important information from a number of resources within the organization to confirm Best Practices. The *OPM3* practitioner selects a sample of roles across the organization to document findings and draw conclusions about the entire population. Valid conclusions require statistically significant sample size selection.

5.2.2.2 Meeting Management

Described in Section 5.1.2.2.

5.2.2.3 *OPM3* Expert Judgment

Described in Section 5.1.2.3.

5.2.2.4 Question List Generation

The question list generation technique is used by the *OPM3* practitioner to compile an appropriate set of questions for the scoped initiative. Questions typically address each role selected for an interview.

5.2.2.5 Risk Analysis

Described in Section 5.1.2.6.

5.2.2.6 Role Selection Chart

The role selection chart technique provides the *OPM3* practitioner with a way to quickly determine the roles that participate in an initiative. As the initiative scope varies, the *OPM3* practitioner selects different roles for the interview process. High-quality assessment results include an appropriate range of roles from across the organization. The *OPM3* practitioner considers these roles:

- Corporate leadership,
- Director of PMO,
- Functional leaders,
- Human resources leaders,
- Portfolio manager (person or committee),
- Process owners,
- Project and program managers,

- Subject matter experts (SMEs), and
- Team members.

5.2.3 Define Scope: Outputs

5.2.3.1 Assembled Assessment Team

Described in Section 5.1.1.1.

5.2.3.2 Assessment Plan

Described in Section 5.1.3.1.

5.2.3.3 Assessment Timeline and Logistics

Described in Section 5.1.1.3.

5.2.3.4 Assessment Type and Scope

Described in Section 5.1.1.4.

5.2.3.5 Interview List

The interview list output documents the set of individuals selected for interview. The *OPM3* practitioner schedules and adjusts interviews during the Conduct Assessment process using the interview list.

5.2.3.6 Question List

The question list output documents the set of questions administered to the interviewees from the interview list. Questions are typically grouped by role and Knowledge Area.

5.2.3.7 Risk Register

Described in Section 5.1.3.3.

5.3 Conduct Assessment

The Conduct Assessment process is applicable when the assessment team evaluates the organization against the specified scope. This includes a kick-off meeting, document reviews, interviews, documenting findings, gathering evidence, analyzing data, and creating the final report. The *OPM3* practitioner records evidence and is continually translating the collected evidence into the *OPM3* Best Practice to determine the degree to which it exists. The *OPM3* practitioner analyzes and validates results to report back to the organization. See Figure 5-4 for a list of inputs, tools and techniques, and outputs.

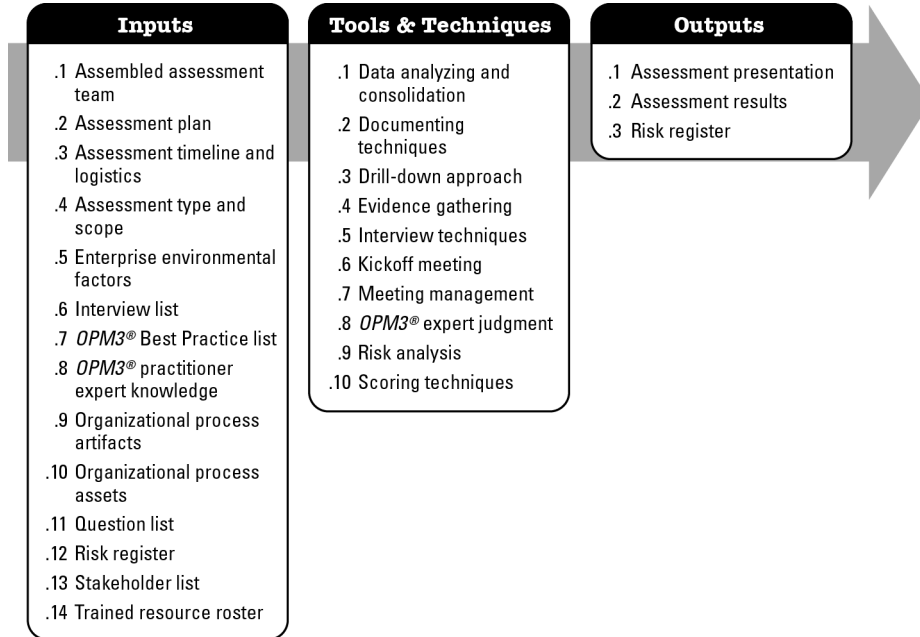


Figure 5-4. Conduct Assessment: Inputs, Tools and Techniques, and Outputs

5.3.1 Conduct Assessment: Inputs

5.3.1.1 Assembled Assessment Team

Described in Section 5.1.1.1.

5.3.1.2 Assessment Plan

Described in Section 5.1.3.1.

5.3.1.3 Assessment Timeline and Logistics

Described in Section 5.1.1.3.

5.3.1.4 Assessment Type and Scope

Described in Section 5.1.1.4.

5.3.1.5 Enterprise Environmental Factors

Described in Section 5.1.1.9.

5.3.1.6 Interview List

Described in Section 5.2.3.5.

5.3.1.7 OPM3 Best Practices List

The *OPM3* Best Practices list, found in Annex A1, represents methods currently recognized within a given industry or discipline to achieve a goal or objective. An organization demonstrates achievement of an *OPM3* Best Practice by consistently demonstrating all of the supporting capabilities and realizing the Outcomes associated with each Capability.

5.3.1.8 OPM3 Practitioner Expert Knowledge

The *OPM3* practitioner expert knowledge input addresses a broad spectrum of topics encompassing the *OPM3* multidimensional model. Organizations seek external consulting services to translate the organization's business needs into the model when in-house *OPM3* expertise is unavailable.

5.3.1.9 Organizational Process Artifacts

Organizational process artifacts are outputs created by the execution of a process. These artifacts include things such as a project charter, schedule, meeting minutes, risk register, etc. Practitioners use these artifacts to evaluate the health of an organization's processes.

5.3.1.10 Organizational Process Assets

The organizational process assets encompass policies, procedures, guidelines, templates, checklists, and methodologies. These assets include the organization's knowledge base such as lessons learned and historical process information as the organization improves.

5.3.1.11 Question List

Described in Section 5.2.3.6.

5.3.1.12 Risk Register

Described in Section 5.1.3.3.

5.3.1.13 Stakeholder List

Described in Section 5.1.3.4.

5.3.1.14 Trained Resource Roster

Described in Section 5.1.3.5.

5.3.2 Conduct Assessment: Tools and Techniques

5.3.2.1 Data Analyzing and Consolidation

The data analyzing and consolidation technique enables the *OPM3* practitioner to analyze information collected during the assessment process. The *OPM3* practitioner gains greater insight by applying multivariate, bivariate, and univariate techniques to data from the interviews. Steps for analysis include the following:

- Aggregate and group similar information;
- Avoid drawing false conclusions;
- Be objective, accurate, and truthful;
- Corroborate process artifacts with interview findings;
- Separate fact from opinion; and
- Support findings with data.

Data consolidation reveals patterns, common themes, trends, and highlights outliers.

5.3.2.2 Documenting Techniques

Documenting techniques ensure a full, clear, and accurate account of the site, all field operations, and observation details. Capturing the assessment inputs with pen and paper encourages open communication during interviews. Depending on the culture and receptiveness of the organization, other documenting techniques may be appropriate. The *OPM3* practitioner employs non-attribution in the collection of the assessment information. This means that all documented information is not associated with a specific project or person.

5.3.2.3 Drill-Down Approach

The drill-down approach technique involves progressively drilling into more detail. The drill-down approach is an analytical method that compares and contrasts scenarios in relation to specific conditions and situations.

5.3.2.4 Evidence Gathering

The evidence gathering technique assists the *OPM3* practitioner with accumulating evidence to support assessment findings. The *OPM3* practitioner collects evidence to validate the existence of Best Practices. There should be a balance between available evidence and sufficient evidence for the assessment to avoid analysis paralysis. The assessment team ensures that access to the systems or PMIS are available for gathering the evidence identified in the assessment plan.

5.3.2.5 Interview Techniques

An interview is a formal or informal approach to discover information from stakeholders. An *OPM3* practitioner conducts interviews by asking prepared questions and recording the responses. Interview scenarios include:

- One interviewer—one interviewee,
- One interviewer—many interviewees,
- Many interviewers—one interviewee, and
- Many interviewers—many interviewees.

The *OPM3* practitioner establishes an atmosphere of trust, exchanges information, gives and receives feedback, and sometimes performs a follow-up interview. Preparation and planning include:

- Identifying problems;
- Incorporating critical thinking, and
- Utilizing appropriate methods (face-to-face, telephone, email, chat messaging, etc.).

5.3.2.6 Kickoff Meeting

The kickoff meeting technique outlines the purpose, sets the tone, clarifies expectations, plans for logistics, reinforces scope, discusses the timeline, describes the resource needs of the assessment, and describes how the assessment results will be handled. Allow time for answering questions and ensure that participants feel comfortable with the upcoming assessment interviews.

5.3.2.7 Meeting Management

Described in Section 5.1.2.2.

5.3.2.8 *OPM3* Expert Judgment

Described in Section 5.1.2.3.

5.3.2.9 Risk Analysis

Described in Section 5.1.2.6.

5.3.2.10 Scoring Techniques

Scoring techniques assign a numeric value to findings and include:

- Ordinal scale,
- Conditional distribution (yes or no), and
- Dimensional matrix (low, mid, high).

Scoring techniques quantify the collected assessment data in a consistent and structured manner.

5.3.3 Conduct Assessment: Outputs

5.3.3.1 Assessment Presentation

The assessment presentation output is a culmination of the Conduct Assessment process. The *OPM3* practitioner summarizes the primary findings of the assessment results and sets the baseline for the organization. The presentation balances the strengths and opportunities for improvement. To gain buy-in, the *OPM3* practitioner socializes the presentation with sponsors and key stakeholders prior to delivery. It is important to be attentive to difficult team members and stakeholders who are typically vocal in public forums. Delivery of the assessment presentation and assessment results brings closure to the Cycle Element Perform Assessment.

5.3.3.2 Assessment Results

The assessment results output is the written report summarizing the Conduct Assessment process. Elements to consider when structuring the assessment results include, but are not limited to, using executive language, graphics to pictorially convey messages, and a writing style to fit the organization.

5.3.3.3 Risk Register

Described in Section 5.1.3.3.

5.4 Initiate Change

The Initiate Change process begins with an analysis of the current state of affairs to identify where the organization is in need of change. This analysis gives team members and stakeholders a clear purpose in making the changes and what they hope to achieve. To increase the probability of success, a change management process turns intention into action to achieve benefits realization.

The *OPM3* practitioner analyzes inputs such as change readiness results to understand the organization's readiness for change. The Initiate Change process runs concurrently with the other processes in the Perform Assessment Cycle Element to evaluate the organization, culture, processes, tools, and technologies as an enterprise solution. The *OPM3* practitioner makes adjustments as the Establish Plan and Define Scope processes ebb and flow. Throughout the Conduct Assessment process, the *OPM3* practitioner makes periodic adjustments and leverages every opportunity to pace change at an acceptable rate for the organization. Pacing change at a rate higher than an organization can absorb has a negative impact on people and processes. See Figure 5-5 for a list of inputs, tools and techniques, and outputs.

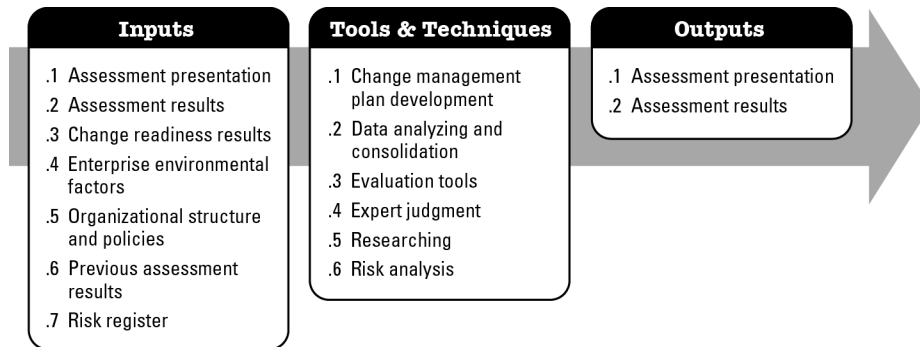


Figure 5-5. Initiate Change: Inputs, Tools and Techniques, and Outputs

5.4.1 Initiate Change: Inputs

5.4.1.1 Assessment Presentation

Described in Section 5.3.3.1.

5.4.1.2 Assessment Results

Described in Section 5.3.3.2.

5.4.1.3 Change Readiness Results

Described in Section 5.1.1.7.

5.4.1.4 Enterprise Environmental Factors

Described in Section 5.1.1.9.

5.4.1.5 Organizational Structure and Policies

Described in Section 5.1.1.12.

5.4.1.6 Previous Assessment Results

Described in Section 5.1.1.13.

5.4.1.7 Risk Register

Described in Section 5.1.3.3.

5.4.2 Initiate Change: Tools and Techniques

5.4.2.1 Change Management Plan Development

Change management plan development involves the management of organizational change activities related to the *OPM3* initiative and desired business results.

The change management plan development technique is used to gather information about the organizational environment, its training style, leadership style, agility, desire to change, and ability to change.

The *OPM3* practitioner applies different methods, depending on the complexity of the change initiatives. A special focus when developing the change management plan is to plan measures to handle possible concerns and resistance that could appear during the change process of the organization.

Key components of creating a change management plan include but are not limited to:

- Evaluating the change management methodology to fit the culture,
- Reviewing the communications plan for effectiveness,
- Engaging managers and supervisors to support tactical measures,
- Considering proactive and reactive resistance to change measures,
- Establishing feedback and measure processes to promote change adoption, and
- Implementing reward systems.

5.4.2.2 Data Analyzing and Consolidation

Described in Section 5.3.2.1.

5.4.2.3 Evaluation Tools

Evaluation tools compare the organization's ability to change and desire to change against the scope defined for the assessment. The assessment team gains an understanding of the probability that the change will be accepted, adopted, and sustained.

5.4.2.4 Expert Judgment

Described in Section 5.1.2.1.

5.4.2.5 Researching

Described in Section 5.1.2.5.

5.4.2.6 Risk Analysis

Described in Section 5.1.2.6.

5.4.3 Initiate Change: Outputs

5.4.3.1 Assessment Presentation

Described in Section 5.3.3.1.

5.4.3.2 Assessment Results

Described in Section 5.3.3.2.

6

MANAGE IMPROVEMENT

This section describes the processes to transform the assessment results into an improvement plan within the context of the organization. The difficulty of selecting a single improvement path stems from understanding the complex organizational variables (e.g., strategy, process, technology, communication channels, change readiness, culture, and style). The *OPM3* practitioner guides the selection of improvements by translating the art of the possible into the science of the practical. Once selection is complete, the organization executes the improvement plan by leveraging project and program management methodologies. Linking organizational metrics to the improvement activity improves the odds of success by engaging management and resources. The *OPM3* practitioner anticipates organizational responses and fosters acceptance throughout the Manage Improvement Cycle Element.

Within the Manage Improvement Cycle Element, there are five processes that are discrete and not necessarily sequential. The Manage Improvement processes as depicted in Figure 6-1 are:

6.1 Create Recommendations. The process of identifying the linkage of the Best Practices and Capabilities to the desired business results of the organization.

6.2 Select Initiatives. The process of prioritizing the Best Practices and deciding which improvements to implement or defer, based on cost, timing, change readiness, and resource availability.

6.3 Implement Improvement Initiatives. The process of executing improvement plans to obtain better business results.

6.4 Measure Results. The process of quantifying the impact of improvement activities against historical and target performance.

6.5 Manage Change. The process of synthesizing organizational information such as structure, processes, tools, skills, culture, and style that promote or hinder improvement.

In summary, the Manage Improvement Cycle Element enables the organization to do the right things in the right order to realize improved business results.

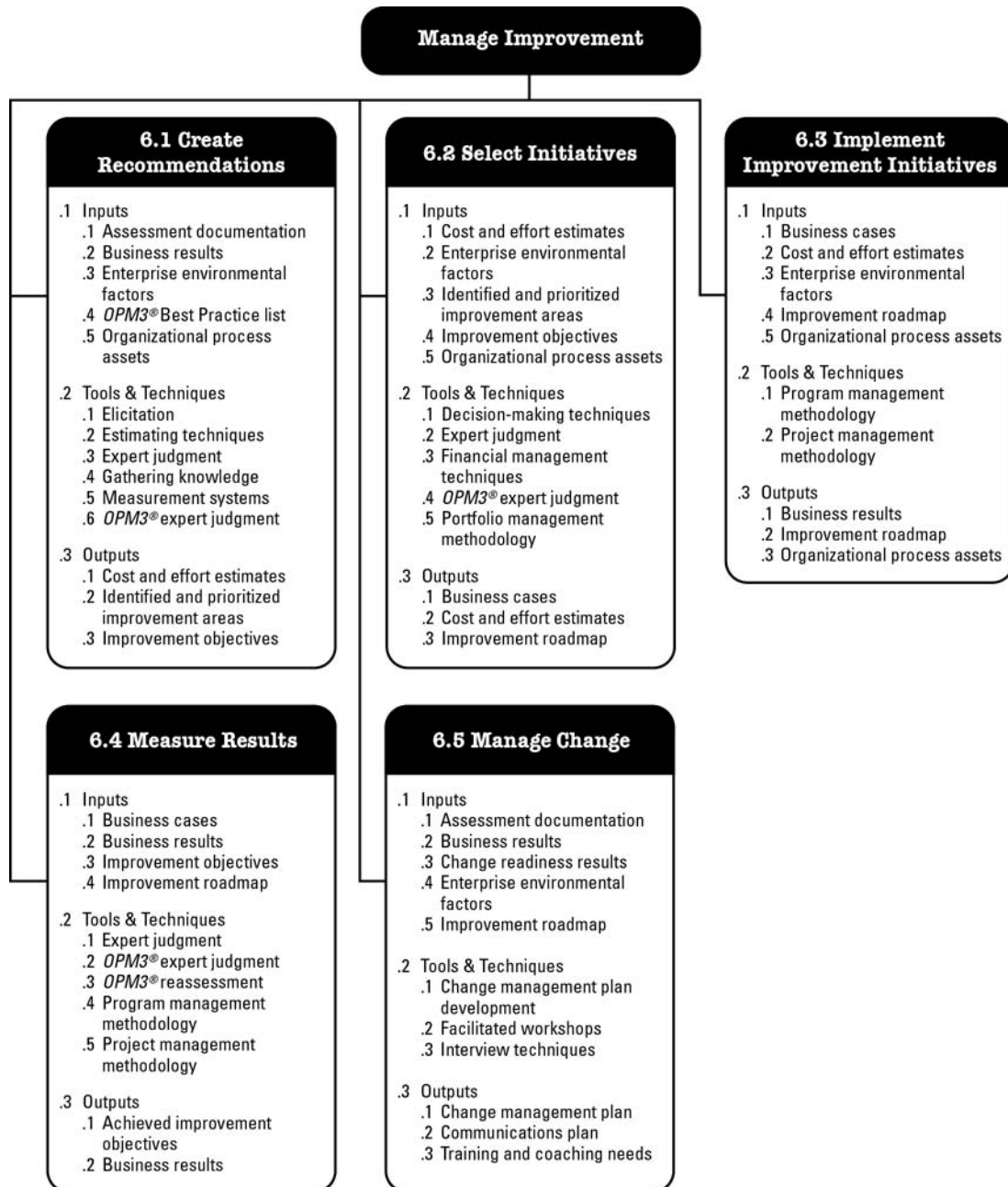


Figure 6-1. Manage Improvement Overview

6.1 Create Recommendations

The Create Recommendations process produces cost and effort estimates and identifies areas of improvement for the organization. The *OPM3* practitioner creates recommendations by leveraging results from the Perform Assessment Cycle Element and utilizing appropriate techniques. The *OPM3* practitioner clarifies what to improve, why it should be improved, and how much investment the improvement needs. See Figure 6-2 for a list of inputs, tools and techniques, and outputs.

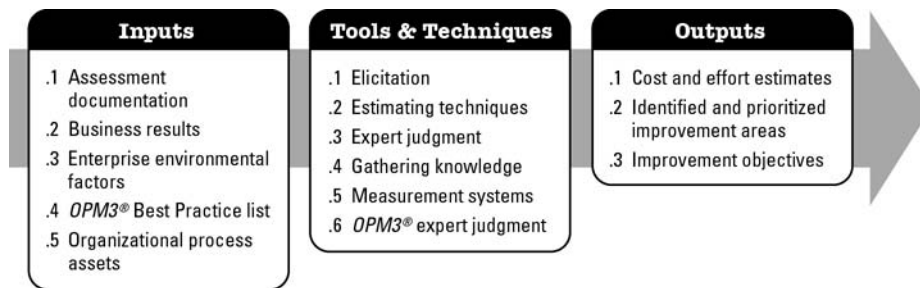


Figure 6-2. Create Recommendations: Inputs, Tools and Techniques, and Outputs

6.1.1 Create Recommendations: Inputs

6.1.1.1 Assessment Documentation

The assessment documentation input describes assessment deliverables that the *OPM3* practitioner synthesizes while creating improvement recommendations. These include:

- Assessment presentation.** The assessment presentation output is a culmination of the Conduct Assessment process. The *OPM3* practitioner summarizes the primary findings of the assessment results and sets the baseline for the organization. The presentation balances the strengths and opportunities for improvement. To gain buy-in, the *OPM3* practitioner socializes the presentation with sponsors and key stakeholders prior to delivery. It is important to be attentive to difficult team members and stakeholders who are typically vocal in public forums. Delivery of the assessment presentation and assessment results brings closure to the Cycle Element Perform Assessment.
- Assessment results.** The assessment results output is the written report summarizing the Conduct Assessment process. Elements to consider when structuring the assessment results include, but are not limited to, using executive language, graphics to pictorially convey messages, and a writing style to fit the organization.

6.1.1.2 Business Results

Business results include the income statement, balance sheet, cash flow statements, government-required reports for publicly traded companies, annual reports, and other internally or externally published information. The *OPM3* practitioner gathers operations data to support improving business results. Business results also include department budgets, department operational information, and department goals that assist with identifying measures pre- and post-improvement.

6.1.1.3 Enterprise Environmental Factors

Enterprise environmental factors refer to both internal and external environmental factors that surround or influence an organization's business success. Enterprise environmental factors may enhance or constrain *OPM3* initiative options. Enterprise environmental factors include, but are not limited to, the following:

- Cultural factors,
- Existing human resources,
- Market conditions,
- Organization's communications channels,
- Organizational processes,
- Personnel administration,
- Political climate, and
- Project management information systems.

6.1.1.4 *OPM3* Best Practices List

The *OPM3* Best Practices list, found in Annex A1, represents methods currently recognized within a given industry or discipline to achieve a goal or objective. An organization demonstrates achievement of an *OPM3* Best Practice by consistently demonstrating all of the supporting capabilities and realizing the Outcomes associated with each Capability.

6.1.1.5 Organizational Process Assets

The organizational process assets encompass policies, procedures, guidelines, templates, checklists, and methodologies. These assets include the organization's knowledge base such as lessons learned and historical process information as the organization improves.

6.1.2 Create Recommendations: Tools and Techniques

6.1.2.1 Elicitation

The *OPM3* practitioner uses elicitation to draw out improvement recommendations. These techniques include:

- **Facilitated workshops.** Facilitated workshops bring together key cross-functional stakeholders, experts, and both internal and external consultants to understand the OPM. Workshops are a technique for eliciting information in order to understand OPM. Facilitated sessions build trust, foster relationships, and improve communication among the participants or increase stakeholder understanding.
- **Focus groups.** Focus groups bring together key cross-functional stakeholders and subject matter experts to create recommendations for improvement. A trained moderator guides the group through an interactive discussion, designed to be more conversational than a one-on-one interview.
- **Group creativity techniques.** The *OPM3* practitioner organizes group activities to identify improvement recommendations. Creativity techniques include, but are not limited to:
 - *Brainstorming*—A technique used to generate and collect multiple ideas related to recommendations.
 - *Nominal group technique*—This technique enhances brainstorming with a voting process used to rank the most useful ideas for further brainstorming or prioritization.
 - *Idea/mind mapping*—This technique consolidates ideas created through individual brainstorming sessions into a single map to reflect commonality and differences in understanding and stimulates new ideas.
 - *Affinity diagram*—This technique allows large numbers of ideas to be sorted into groups for review and analysis.
 - *Multicriteria decision analysis*—This technique utilizes a decision matrix to provide a systematic analytical approach for establishing criteria, such as risk levels, uncertainty, and valuation for evaluating and ranking many ideas.
- **Group decision-making techniques.** Group decision making is an assessment process of multiple alternatives with an expected outcome in the form of future actions resolution. These techniques generate, classify, and prioritize recommendations.

There are multiple methods of reaching a group decision, for example:

- *Unanimity*—Everyone in the group collaboratively agrees on a single course of action.
- *Majority*—Support exists from more than 50% of the collaborating members of the group.
- *Plurality*—The largest block in a collaborating group decides even when a majority is not achieved.
- *Dictatorship*—One individual makes the decision for the group.

- **Interview techniques.** An interview is a formal or informal approach to discover information from stakeholders. An *OPM3* practitioner conducts interviews by asking prepared questions and recording the responses. Interview scenarios include:
 - One interviewer—one interviewee,
 - One interviewer—many interviewees,
 - Many interviewers—one interviewee, and
 - Many interviewers—many interviewees.

The *OPM3* practitioner establishes an atmosphere of trust, exchanges information, gives and receives feedback, and sometimes performs a follow-up interview.

Preparation and planning include:

- Identifying problems,
- Incorporating critical thinking, and
- Utilizing appropriate methods (face-to-face, telephone, email, chat messaging, etc.).

6.1.2.2 Estimating Techniques

Estimating techniques quantify the magnitude of a recommendation for an organizational culture, process, skill set, or other applicable entity. When little information is available and decisions on general directions are made, estimation techniques are applied. There are a number of different techniques that can be applied for quantifying and classifying the possible influence of recommendations on the different dimensions and dependencies, including process improvement and costs, processes improvement and skill set, cost and skill set, etc. The *OPM3* practitioner selects the appropriate estimation technique, including, but not limited to:

- Analogous estimating,
- Parametric estimating,
- Bottom-up estimating,
- Three-points estimates,
- Influence diagrams,
- SWOT (strengths, weaknesses, opportunities and threats) analysis,
- Cost of quality, and
- Vendor bid analysis.

6.1.2.3 Expert Judgment

Expert judgment is a tool or technique demonstrated by knowledgeable parties associated with the organization. Qualified individuals demonstrate expert judgment by providing information and data used to solve problems or make decisions through specialized education, knowledge, skill, experience, or training.

6.1.2.4 Gathering Knowledge

This process involves gathering knowledge from key stakeholders. Four steps guide the gathering of this knowledge:

- **Elicit organizational knowledge.** Traditional elicitation techniques include interviews and workshops. Knowledge gathered may address organizational questions such as:
 - What is the organization's business area?
 - What is the organization's business need?
 - What is the organization's business goal?
- **Analyze organizational knowledge.** Extract the real state of the organization by analyzing elicited knowledge. There may be a difference between the stated and real state of the organization.
- **Document organizational knowledge.** Document elicited knowledge for stakeholder review, understanding, and confirmation.
- **Validate documented organizational knowledge.** By reviewing and inspecting the documented knowledge, confirm the documented knowledge is unambiguous and consistent throughout the document.

6.1.2.5 Measurement Systems

Measurement systems deliver concrete metrics to make decisions. These metrics are often called key performance indicators (KPI). The measurements systems are any IT or manual system used to track the status or health of a key performance indicator.

6.1.2.6 OPM3 Expert Judgment

Based on the assessment results, the *OPM3* practitioner decides which areas of improvement the organization should focus. In most cases, time or financial restrictions do not allow detailed analysis of the cost and benefits regarding the implementation of each Best Practice. On a high level, quick decisions are made to do the right things in the right order to reach strategic goals. *OPM3* expert judgment is a tool or technique demonstrated by knowledgeable parties associated with the organization. Qualified individuals demonstrate expert judgment by providing information and data used to solve problems or make decisions through specialized education, knowledge, skill experience, or training. When analyzing candidate recommendations, current organizational capability (maturity) is a factor.

Like the maturity of an organization, the OPM maturity of an organization also changes over time, as shown in Figure 6-3. The organization progresses through the different stages of maturity over time, with the maturity growing or declining. Organizations move from birth or startup to death. The *OPM3* practitioner leverages *OPM3* to identify the current maturity of the organization. Figure 6-4 depicts a current and future state of an organization. On each maturity level, different Best Practices are applied or implemented for the three domains portfolio, program, and project management, as well as for the organizational enablers. The *OPM3* practitioner pursues implementation of the corresponding Best Practices, depending on the desired *OPM3* maturity level.

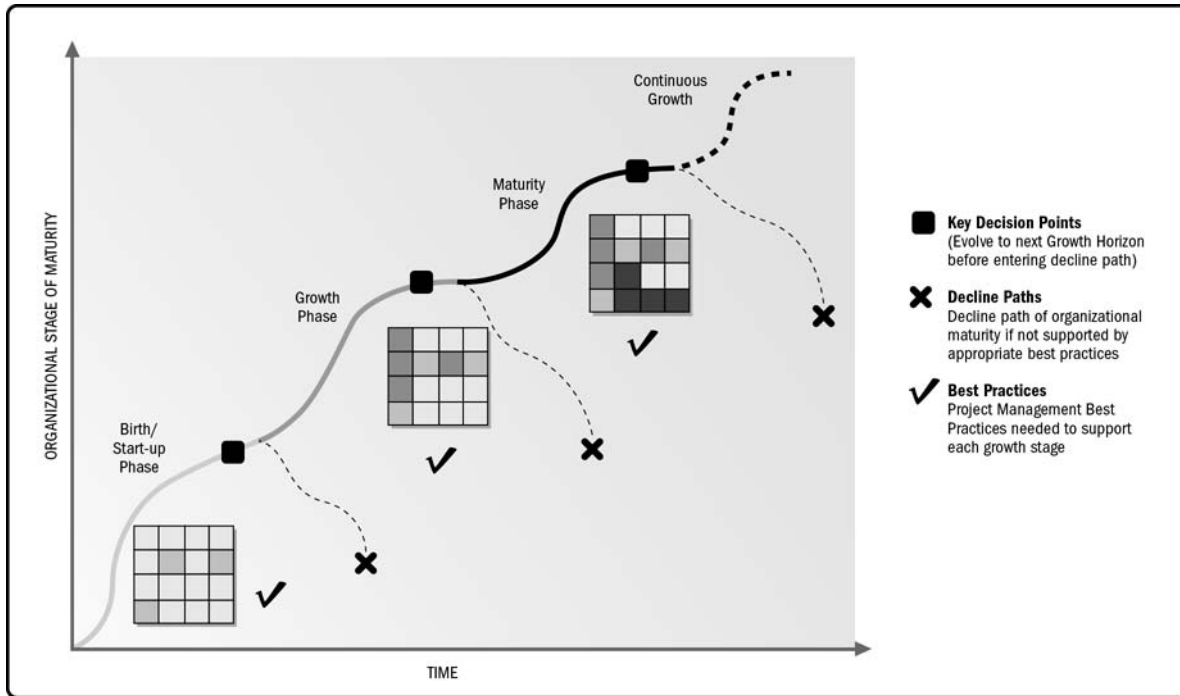


Figure 6-3. Maturity Stages of an Organization

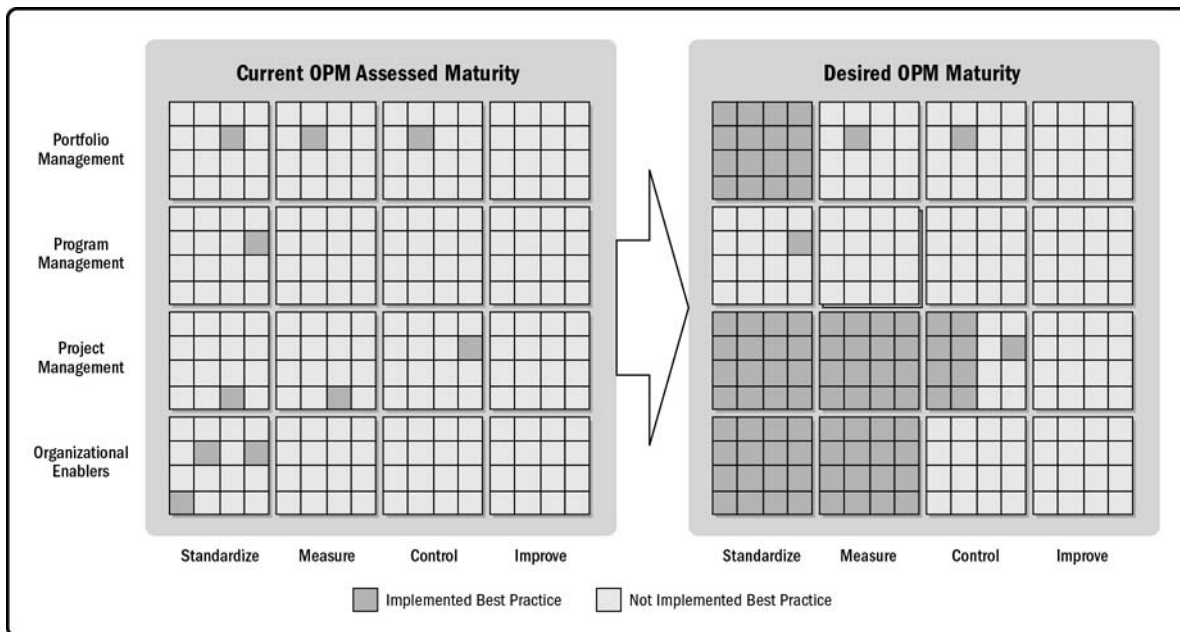


Figure 6-4. High-Level Schema of Current versus Desired OPM Maturity

The focus of increasing maturity depends on the strategic and tactical targets of the organization. Organizations improve business results by increasing the maturity in:

- Certain domains;
- OE categories;
- Process groups of portfolio, program and project management; and
- Business processes.

The *OPM3* practitioner applies expert judgment to the assessment results shown in the example in Figure 6-5 by identifying gaps and relevant areas of improvement.

Based on the identified high-level areas for improvement (see Figure 6-4) and the assessment results (see Figure 6-5), the related Best Practices can be identified. Depending on the desired *OPM3* maturity level and the implementation status of single Best Practices, the *OPM3* practitioner gets a recommendation which measures should be considered (see Figure 6-6).

			Relevant Domain for Best Practice			Relevant Organizational Enabler for Best Practice																
			↓			↓																
			Best Practice			Implementation Status of Best Practice																
			↓			↓																
BP_ID	BP_Name	Assessed Implementation Status	Domain			Organizational Enablers																
			Project	Program	Portfolio	Organizational Project Management Policy and Vision	Strategic Alignment	Resource Allocation	Management Systems	Sponsorship	Organizational Structures	Competency Management	Individual Performance Appraisals	Project Management Training	Organizational Project Management Communities	Organizational Project Management Practices	Organizational Project Management Methodology	Organizational Project Management Techniques	Project Management Metrics	Project Success Criteria	Benchmarking	PMIS and Knowledge Management
1000	Establish Organizational Project Management Policies	Yes					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1005	Standardize Develop Project Charter Process	Yes		-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1020	Standardize Develop Project Management Plan Process	No		-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1030	Standardize Project Collect Requirements Process	No		-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1035	Standardize Monitor and Control Project Work Process	Yes		-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Figure 6-5. Example of *OPM3* Assessment Results

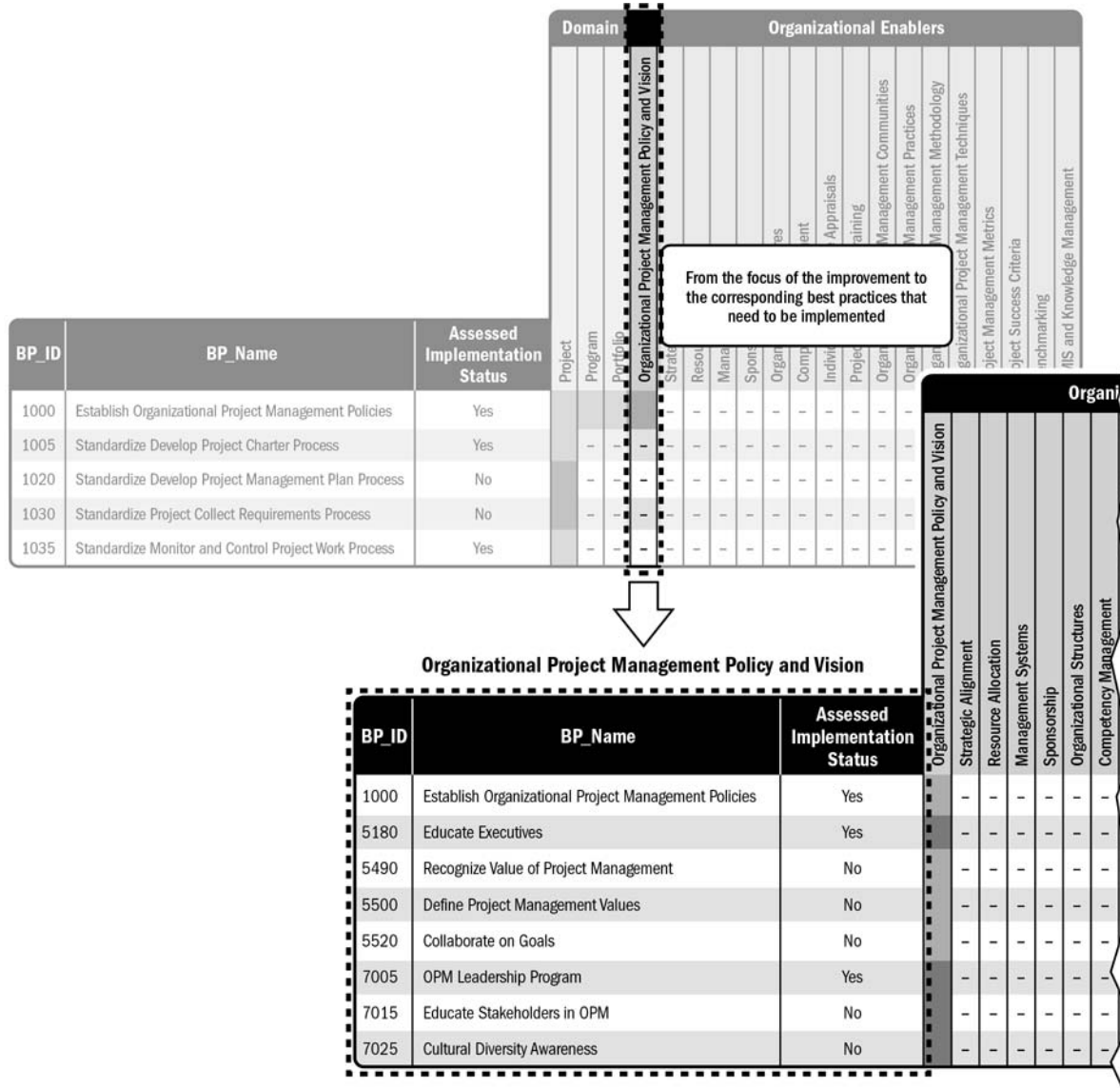


Figure 6-6. Selection of Best Practice Based on the Desired Maturity Level

The overview of the implementation status of each Best Practice and the Best Practices that need to be implemented to reach the desired *OPM3* maturity level (see Figure 6-7) is the basis for the further evaluation process.

For each Best Practice that is in focus for improvement, the *OPM3* team and the relevant stakeholders decide whether the Best Practice should be implemented. The determination of the relative impact of each Best Practice can be assessed by using the elicitation techniques described in 6.1.2.1.

Organizational Project Management Policy and Vision			
		Current Maturity	Desired Maturity
BP	BP Name	Assessed Implementation Status	Desired Implementation Status
1000	Establish Organizational Project Management Policies	Yes	Yes
5180	Educate Executives	Yes	Yes
5490	Recognize Value of Project Management	No	Yes
5520	Collaborate on Goals	No	Yes
7015	Educate Stakeholders in OPM	No	Yes
7025	Cultural Diversity Awareness	Yes	Yes
7005	OPM Leadership Program	No	Yes
5500	Define Project Management Values	No	No

Figure 6-7. Example of Implementation Status for Desired Maturity Level on Best Practice Level

6.1.3 Create Recommendations: Outputs

6.1.3.1 Cost and Effort Estimates

The cost and effort estimates output captures the rough amount of resources projected to be consumed by the *OPM3* initiative; for example, number of days, number of people, resource rates, travel costs, facility costs, etc.

6.1.3.2 Identified and Prioritized Improvement Areas

The identified and prioritized improvement areas output captures the requirements of the organization's relevant stakeholders pertaining to the desired areas to improve. The *OPM3* practitioner defines a list of *OPM3* Best Practices aligning with the business results sought by stakeholders.

6.1.3.3 Improvement Objectives

The improvement objectives output records the business result sought by the organization's stakeholders. The *OPM3* practitioner translates this business result into an improvement objective associated with *OPM3* Best Practices.

6.2 Select Initiatives

The select initiatives process outlines a set of initiatives, grouping relevant Best Practices for implementation to meet the improvement objectives. The *OPM3* practitioner leverages a variety of tools and techniques to document the initiatives. See Figure 6-8 for a list of inputs, tools and techniques, and outputs.

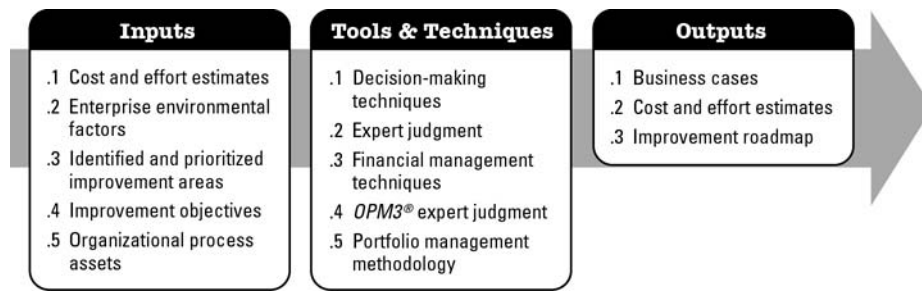


Figure 6-8. Select Initiatives: Inputs, Tools and Techniques, and Outputs

6.2.1 Select Initiatives: Inputs

6.2.1.1 Cost and Effort Estimates

Described in Section 6.1.3.1.

6.2.1.2 Enterprise Environmental Factors

Described in Section 6.1.1.3.

6.2.1.3 Identified and Prioritized Improvement Areas

Described in Section 6.1.3.2.

6.2.1.4 Improvement Objectives

Described in Section 6.1.3.3.

6.2.1.5 Organizational Process Assets

Described in Section 6.1.1.5.

6.2.2 Select Initiatives: Tools and Techniques

6.2.2.1 Decision-Making Techniques

Decision-making techniques are rational processes/systematic procedures for applying critical thinking to information, data, and experience in order to make a balanced decision when the choice between alternatives is unclear. These techniques provide organized ways of applying critical thinking skills developed around accumulating answers to questions about the problem. Steps include clarifying purpose, evaluating alternatives, assessing risks

and benefits, and making a decision. These steps usually involve scoring criteria and alternatives. Scoring (a systematic method for handling and communicating information) provides a common language and approach that removes decision making from the realm of personal preference or idiosyncratic behavior. The decision-making techniques provide tools to gain consensus on complex topics. These techniques include:

- **Pros and cons analysis.** Pros and cons analysis is a qualitative comparison method in which good things (pros) and bad things (cons) are identified about each alternative. Lists of the pros and cons, based on the input of subject matter experts, are compared for each alternative.
- **Kepner-Tregoe (K-T) decision analysis.** K-T is a quantitative comparison method in which a team of experts numerically scores criteria and alternatives based on individual judgments/assessments. The size of the team needed tends to be inversely proportional to the quality of the data available—the more intangible and qualitative the data, the greater the number of people that should be involved.
- **Analytic hierarchy process (AHP).** AHP is a quantitative comparison method used to select a preferred alternative by using pair-wise comparisons of the alternatives based on their relative performance against the criteria. The basis of this technique is that humans are more capable of making relative judgments than absolute judgments.
- **Facilitated workshops.** Facilitated workshops bring together key cross-functional stakeholders, experts, and external consultants to create recommendations. Workshops are a technique to elicit information to create these recommendations. Facilitated sessions build trust, foster relationships, and improve communication among the participants or increase stakeholder understanding.
- **Group decision-making techniques.** Group decision-making techniques involve multiple individuals analyzing a problem or situation. The group evaluates different options and identifies appropriate courses of action. The group employs structured and unstructured problem-solving activities.

6.2.2.2 Expert Judgment

Described in Section 6.1.2.3.

6.2.2.3 Financial Management Techniques

Financial management techniques assist the *OPM3* practitioner with selecting the appropriate organizational improvement initiatives. These techniques include but are not limited to:

- **Estimating technique.** Described in Section 6.1.2.2.
- **Financial asset analysis.** The financial asset analysis technique seeks to understand the organization's physical needs to support selecting the appropriate Best Practices. This technique considers types of assets (equipment, buildings, etc.) to identify constraints. The resulting analysis reveals the range of Best Practices an organization implements in a certain period.

- **Cost-benefit analysis.** The cost-benefit analysis technique is a systematic process for calculating and comparing benefits and costs of initiatives. This technique has two purposes:
 - To determine if it is a sound investment/decision by applying methods such as return on investment (ROI), cost-benefit ratio, and payback; and
 - To provide a basis for comparing projects by applying methods such as net present value (NPV), discounted cash flow (DCF), and internal rate of return (IRR). The analysis involves comparing the total expected cost of each option against the total expected benefits to see whether the benefits outweigh the costs, and if so, by how much.
- **Financial capacity analysis.** The improvement team conducts a financial resource capacity analysis to understand the capacity of the organization to finance the implementation of the selected Best Practices. The analysis utilizes the financial and/or budget process of the organization. The *OPM3* practitioner measures internal financial capacity, coupled with external financial resource availability, to compile a broad financial landscape. The financial resource capacity constrains the number of Best Practices an organization undertakes in a given timeframe.

6.2.2.4 *OPM3* Expert Judgment

Based on the selected initiatives, the *OPM3* practitioner selects which areas of improvement upon which the organization should focus. The *OPM3* practitioner takes into account the current *OPM3* maturity when analyzing candidate recommendations.

The Best Practices, which were grouped into initiatives during the Create Recommendations process, provide the *OPM3* practitioner with enough information to identify which initiatives require a business case (see Figure 6-9). The business case provides stakeholders with information to decide if the improvement initiative is worth the investment.

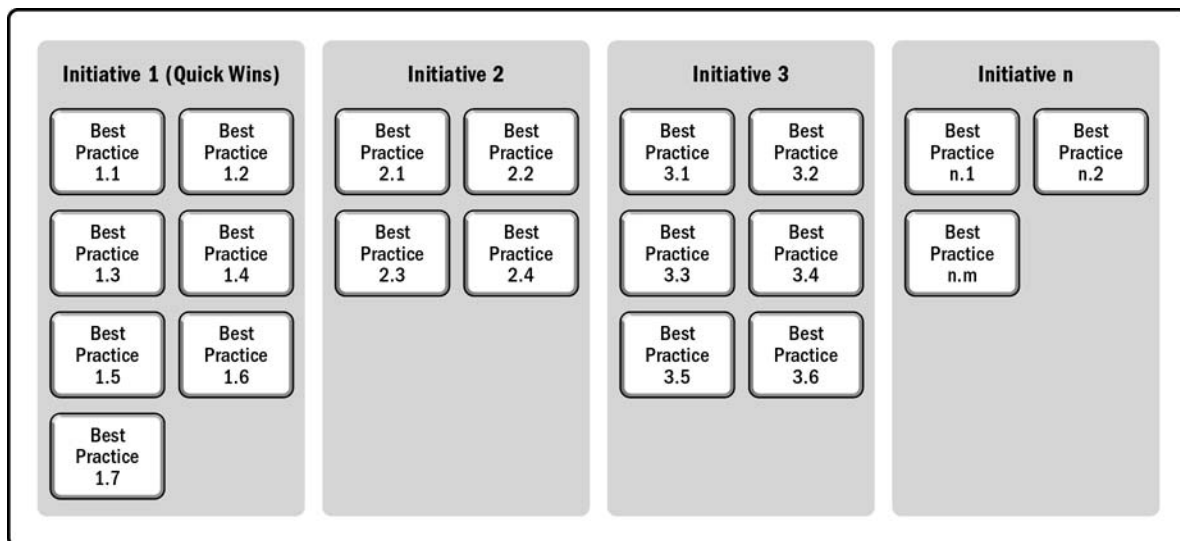


Figure 6-9: Grouping of Best Practices to Improvement Initiatives

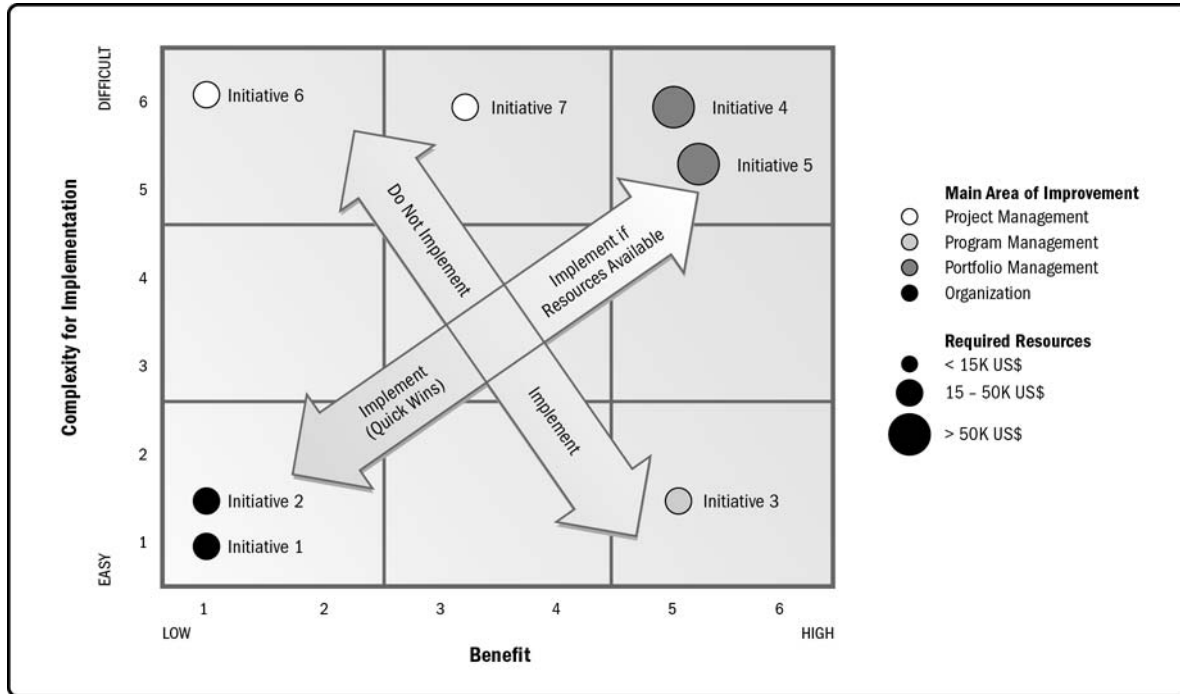


Figure 6-10. Portfolio Diagram for Prioritization and Identification

A portfolio diagram, as Figure 6-10 illustrates, uses the dimensions “complexity of implementation” and “benefit” to rank each initiative in relation to the others.

The main purpose of using the portfolio diagram is to reach a common understanding of the scope of initiatives (see Figure 6-9) and to get a common agreement on priorities. Under consideration of limited resources, the prioritization process results in a list of recommended Best Practices that should be implemented as a first step to meet the improvement objectives. As shown in Figure 6-11, most organizations allocate resources for daily operation and resources available for other projects such as, an *OPM3* improvement project. Each selected improvement initiative reduces the available resources for projects. Realistic planning reveals that only a limited number of initiatives can be implemented within a certain period of time.

Initiative selection, tempered by resource availability, yields candidate improvement objectives. The different options for an improvement maturity path (see Figure 6-12) convey to the relevant stakeholders the improvement initiatives to be implemented and their expected business value realization. Different maturity scores (for measuring *OPM3* maturity, see Section 3.5 on *OPM3* Scoring Methods) can be reached by implementing the different improvement options. The organization decides, on the basis of its strategic objectives and resource restrictions, which improvement option is the most appropriate.

Transforming the selected improvement initiatives into a high-level timeline generates an improvement roadmap for the stakeholders (see Figure 6-13).

Lastly, the *OPM3* practitioner garners approval for the recommended improvement roadmap from relevant stakeholders. Upon final approval of projects and programs, stakeholders assign required resources.

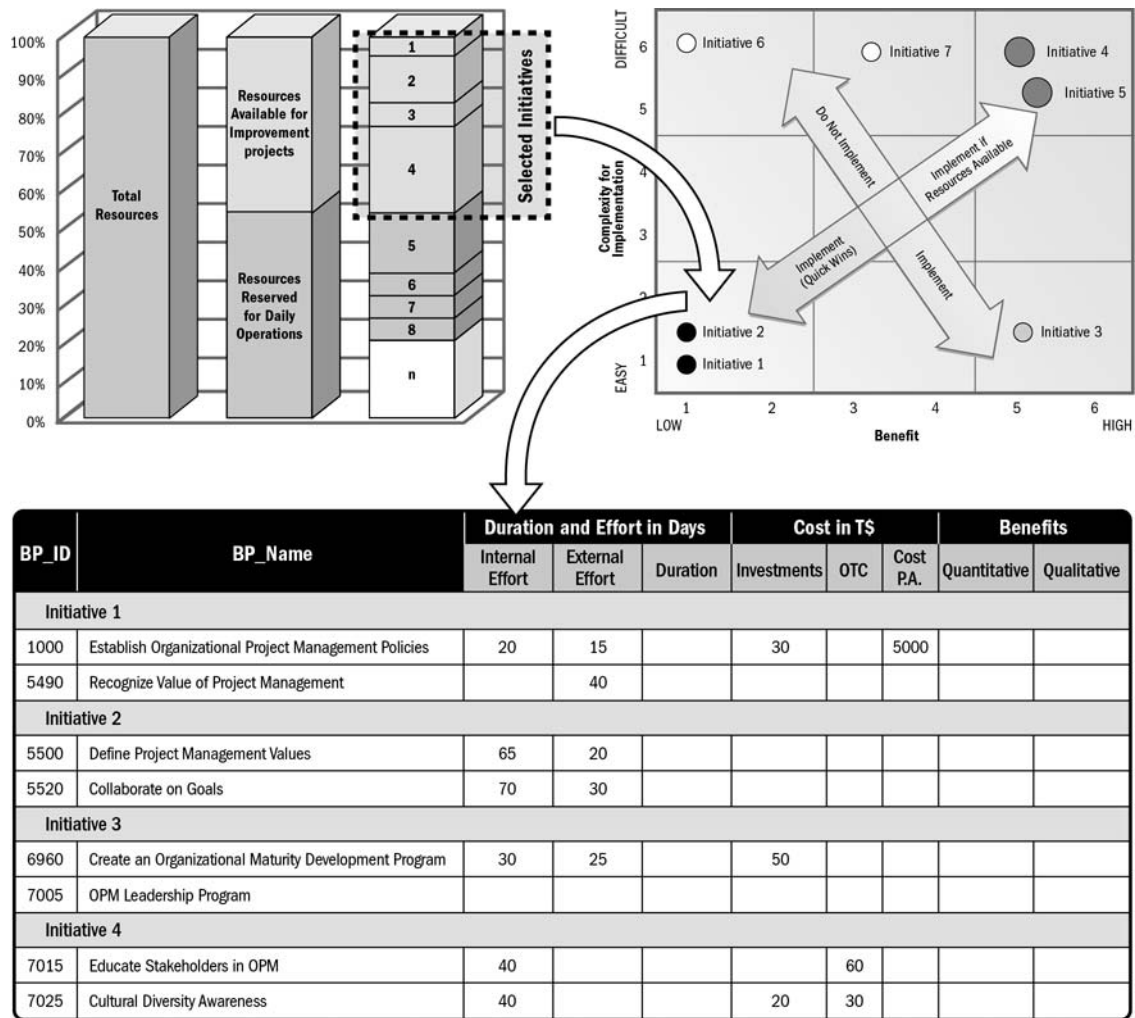


Figure 6-11. Prioritization of Selected Initiatives under Constraints of Limited Resources

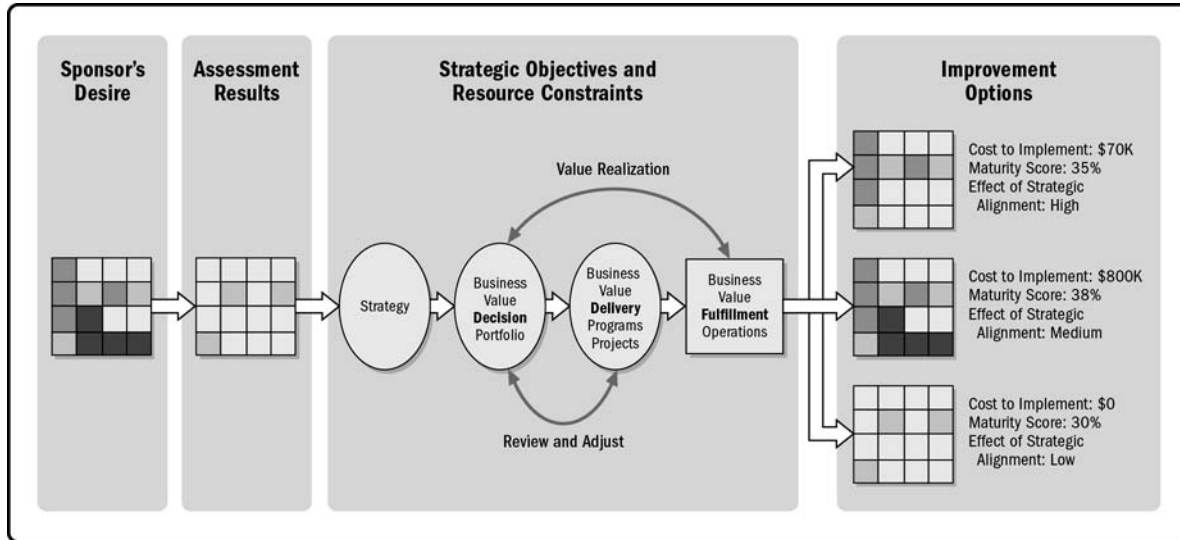


Figure 6-12. Sample Maturity Improvement Path

	Year 1				Year 2			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Initiative 1 (Quick Wins)								
Initiative 2								
Initiative 3								
Initiative n								

Figure 6-13. Sample OPM Improvement Roadmap for Increasing OPM

6.2.2.5 Portfolio Management Methodology

The portfolio management methodology assists with selecting, prioritizing, and resourcing the initiatives that best meet the improvement objectives. These techniques include, but are not limited to, the following:

- **Evaluation tools.** Evaluation tools compare the organization's ability to change and its desire to change against the scope defined for the assessment. The assessment team gains an understanding of the probability that the change will be accepted, adopted, and sustained. The *OPM3* practitioner selects evaluation tools to support the selection of initiatives. Evaluation tools include, but are not limited to the following:
 - *Scoring model comprising weighted key criteria.* Scoring models assign points to Best Practices according to potential improvement impact. This method evaluates and compares Best Practices.
 - *Graphical representations.* Various graphical representations facilitate comparison among Best Practices under consideration. Graphical representations include histograms, pie charts, line charts, and bubble charts. Two-criterion grids are among the most utilized and most effective graphical tools for comparison.
- **Prioritization tools.** Prioritization tools provide a classification and ranking framework to evaluate Best Practices. The *OPM3* practitioner compares the Best Practices, ensuring optimal alignment with the strategic plan and the expectations of the relevant stakeholders. Prioritization tools include weighted rankings and scoring techniques.
- **Human resource capacity analysis.** The improvement team conducts a human resource capacity analysis to understand the organization's capacity to source and implement the selected Best Practices. The improvement team performs an analysis of organizational skill sets to determine the resource skill set limitations. The *OPM3* practitioner measures internal resource capacity, coupled with external resource availability, to compile a broad resource landscape. The human resource capacity constrains the number of Best Practices an organization undertakes in a given timeframe.

6.2.3 Select Initiatives: Outputs

6.2.3.1 Business Cases

Business cases provide the necessary information from a business standpoint to determine whether or not the initiative is worth the required investment. Business cases contain the business need and the cost-benefit analysis that justifies the initiatives.

6.2.3.2 Cost and Effort Estimates

Described in Section 6.1.3.1.

6.2.3.3 Improvement Roadmap

The improvement roadmap defines the timing and focus of the Best Practice improvement initiatives. The roadmap includes initiatives that represent a significant output for the maturity improvement project/program or are interdependent with other initiatives. The *OPM3* practitioner refines the improvement roadmap schedule, based on collected feedback.

6.3 Implement Improvement Initiatives

The Implement Improvement Initiatives process represents the execution aspect of Best Practice improvements. See Figure 6-14 for a list of inputs, tools and techniques, and outputs.

Organizations often spend 90% of their total effort in the improvement phase of an *OPM3* Cycle. The *OPM3* practitioner balances level-of-effort and complexity when executing improvement initiatives. The organization implements the initiative as a series of individual projects, a program, or a portfolio. Figure 6-15 depicts how the *OPM3* practitioner considers grouping the projects.

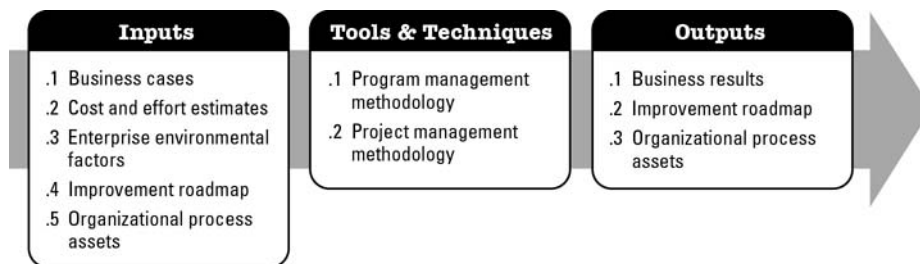


Figure 6-14. Implement Improvement Initiatives: Inputs, Tools and Techniques, and Outputs

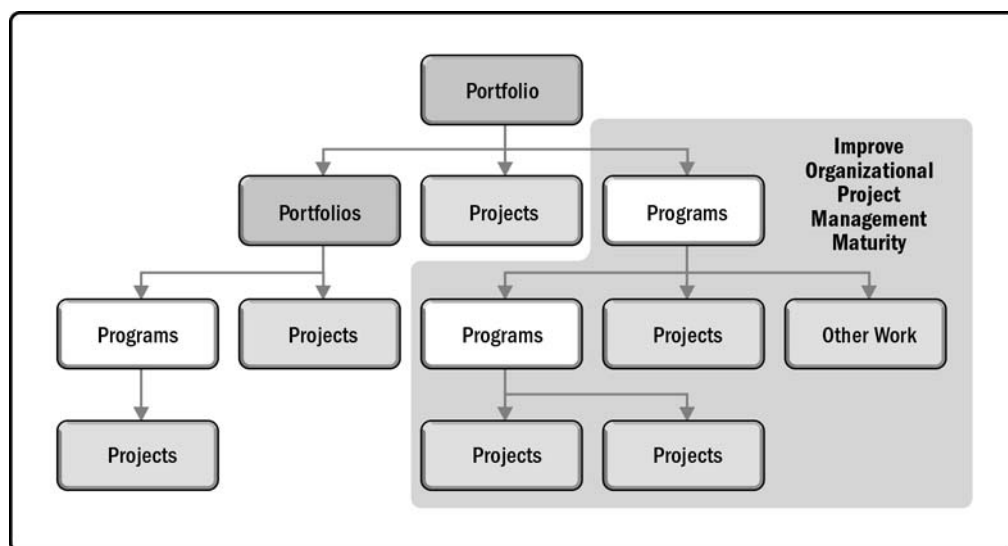


Figure 6-15. Structure of an *OPM3* Initiative

The *OPM3* practitioner leverages the following standards to create a plan for the *OPM3* initiative:

- **Project Management.** *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fifth Edition.
- **Program Management.** *The Standard for Program Management* – Third Edition.
- **Portfolio Management.** *The Standard for Portfolio Management* – Third Edition.

6.3.1 Implement Improvement Initiatives: Inputs

6.3.1.1 Business Cases

Described in Section 6.2.3.1.

6.3.1.2 Cost and Effort Estimates

Described in Section 6.1.3.1.

6.3.1.3 Enterprise Environmental Factors

Described in Section 6.1.1.3.

6.3.1.4 Improvement Roadmap

Described in Section 6.2.3.3.

6.3.1.5 Organizational Process Assets

Described in Section 6.1.1.5.

6.3.2 Implement Improvement Initiatives: Tools and Techniques

6.3.2.1 Program Management Methodology

Program management methodology contains processes manage an improvement initiative according to defined improvement objectives.

6.3.2.2 Project Management Methodology

Project management methodology is a collection of methods and rules followed in the science or discipline of project management. Artifacts generated by a methodology include project charter, schedule, templates, procedures, training materials, etc.

6.3.3 Implement Improvement Initiatives: Outputs

6.3.3.1 Business Results

The business results output captures the business results originally targeted for post-improvement implementation. These results may be lagging type metrics that require thirty days, sixty days, and sometimes longer to realize. It is important to be cognizant of the stability of the business result being targeted and its associated cycle time.

6.3.3.2 Improvement Roadmap

The improvement roadmap documents completed and revised work. Figure 6-16 shows the growth of organizational project management maturity and improved value realization achieved by implementing the clusters of Best Practices with the most benefit.

After completing an improvement activity, the *OPM3* practitioner reassesses where the organization is on the continuum of organizational project management maturity. By repeating the assessment or tackling other Best Practices improvement initiatives, the organization gains greater insights where to apply resources for other Best Practice improvement initiatives.

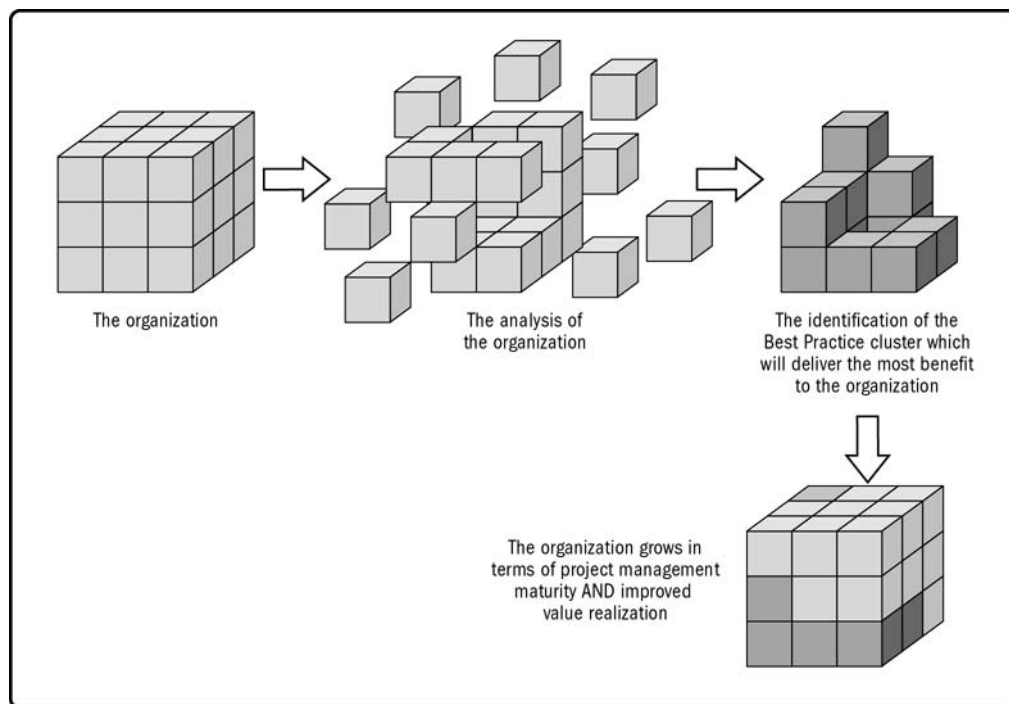


Figure 6-16. Maturity Growth of the Organization

6.3.3.3 Organizational Process Assets

Described in Section 6.1.1.5.

6.4 Measure Results

The Measure Results process addresses the overall status and progress monitoring and measuring associated with improvement objectives. The *OPM3* practitioner collects and consolidates data for the respective initiatives. Monitoring requires interfacing with the governance structure of the *OPM3* initiative to ensure the stakeholders have a clear picture of the current benefit delivery and expected future benefits. See Figure 6-17 for a list of inputs, tools and techniques, and outputs.

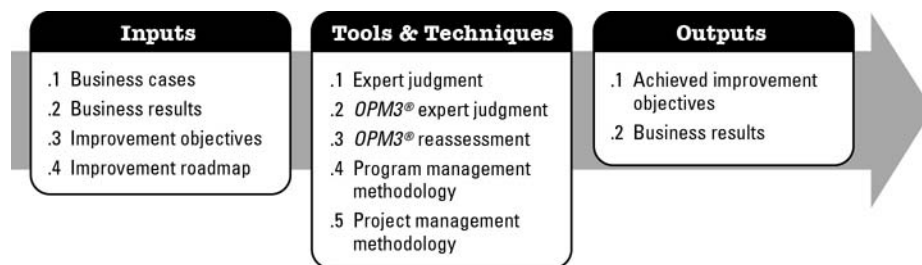


Figure 6-17. Measure Results: Inputs, Tools and Techniques, and Outputs

Effective management of results supports appropriate preventive and corrective actions at the top level of the *OPM3* initiative, especially during the improvement phase of the *OPM3* Cycle. An integrated change control process involves redirecting or modifying the *OPM3* initiatives as needed, based on feedback from individual project work on implementing Best Practices.

The process of measuring results includes:

- **Monitor and control performance.** Monitor and control performance of the activities in all *OPM3* initiatives, ensuring that the execution of the *OPM3* initiatives occurs according to the approved *OPM3* roadmap.
- **Monitor and control scope of the *OPM3* Cycle.** Monitor and control the overall scope as well as the major changes resulting from individual initiatives that impact the desired maturity status.
- **Monitor and control *OPM3* roadmap.** Ensure the on-time delivery of all initiatives by tracking the actual start and finish of initiatives against the approved roadmap.
- **Monitor and control financials.** Analyze actual cost, compare actual costs against planned costs, and conduct trend analysis.
- **Manage stakeholder expectations.** Ensure that stakeholders' expectations are identified and that stakeholders are kept informed about the status of *OPM3* initiatives.
- **Monitor and control risks.** Track known risks, identify new risks, execute risk response plans, and evaluate effectiveness of risk response actions.

- **Manage program benefits.** Ensure there is a defined set of reports and metrics communicated to the stakeholders.

OPM3 practitioners constantly monitor and report benefits to stakeholders, who can then assess the overall health of the *OPM3* initiative, and take action as required ensuring successful benefit delivery.

6.4.1 Measure Results: Inputs

6.4.1.1 Business Cases

Described in Section 6.2.3.1.

6.4.1.2 Business Results

Described in Section 6.1.1.2.

6.4.1.3 Improvement Objectives

Described in Section 6.1.3.3.

6.4.1.4 Improvement Roadmap

Described in Section 6.3.3.2.

6.4.2 Measure Results: Tools and Techniques

6.4.2.1 Expert Judgment

Described in Section 6.1.2.3.

6.4.2.2 *OPM3* Expert Judgment

Described in Section 6.1.2.6.

6.4.2.3 *OPM3* Reassessment

As the organization continues to implement improvement initiatives and monitor and control that work, the organization decides to conduct another *OPM3* assessment to gauge the achievement of Best Practices that contribute to the improvement objectives.

6.4.2.4 Program Management Methodology

Described in Section 6.3.2.1.

6.4.2.5 Project Management Methodology

Described in Section 6.3.2.2.

6.4.3 Measure Results: Outputs

6.4.3.1 Achieved Improvement Objectives

The achieved improvement objectives output reflects historical performance compared to current performance post-improvements. One example is the reduction of project cycle time from 18 months to 15 months.

6.4.3.2 Business Results

Described in Section 6.3.3.1.

6.5 Manage Change

The ability to manage change, driven by external or internal demands, is important for organizations. Whenever people are involved, change does not only mean to implement tools and technology and define processes and policies, but also to involve individuals throughout the entire *OPM3* improvement cycle. See Figure 6-18 for a list of inputs, tools and techniques, and outputs.

Organizations can change only if the people affected by the change embrace it. No matter how large the endeavor, its success ultimately lies with changing how and what each individual does. Effective change management requires an understanding and appreciation of not only the as-is and to-be states, but also of how one person successfully makes a change.

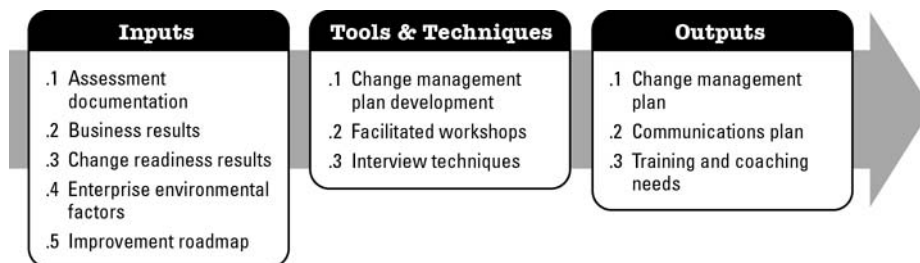


Figure 6-18. Manage Change: Inputs, Tools and Techniques, and Outputs

Leaders of change in an organization need to recognize the following:

- People don't like change,
- People resist what they don't like, and
- People respond differently to change.

Achieving the goal of organizational transformation starts with a plan for initiating and managing change. Implementing change exposes aspects of organizations and systems that hinder the ability to achieve better results. Addressing these hindrances promotes positive transformation. People directly involved in change processes learn new skills and acquire experience. Transformation is not a goal but a sustainable capacity for change—a continuing process of reassessment and renewal focused on measurable improvement.

In larger systems and organizations, sometimes change has to happen all at once. However, in many cases, introducing change on a smaller scale is less risky and success can come in smaller steps. Thus, it can be introduced to a portion of the organization such as a region, an agency, or some specific targeted part of a system or group; in the case of *OPM3*, it can be introduced in a set of related Best Practices and appropriate prerequisites.

6.5.1 Manage Change: Inputs

6.5.1.1 Assessment Documentation

Described in Section 6.1.1.1.

6.5.1.2 Business Results

Described in Section 6.1.1.2.

6.5.1.3 Change Readiness Results

The change readiness results input conveys the organization's readiness for change in the following areas:

- Attitude and expectations of the key stakeholders are understood.
- Sponsor is defined to deploy resources to understand OPM and its fit for organizational culture and environment.
- Organization/department is assigned and accepts responsibility for improvement initiatives.
- OPM is understood among stakeholders.
- Organization's strategic plan is clear, understood, and accepted by the stakeholders.
- Organization's vision and mission is clear and understood among stakeholders.
- Organization's structure and policies are clear and understood among stakeholders.

6.5.1.4 Enterprise Environmental Factors

Described in Section 6.1.1.3.

6.5.1.5 Improvement Roadmap

Described in Section 6.2.3.3.

6.5.2 Manage Change: Tools and Techniques

6.5.2.1 Change Management Plan Development

Change management plan development involves the management of organizational change activities related to the *OPM3* initiative and desired business results.

The change management plan development technique is used to gather information about the organizational environment, its training style, leadership style, agility, desire to change, and ability to change.

The *OPM3* practitioner applies different methods, depending on the complexity of the change initiatives. A special focus when developing the change management plan is to plan measures to handle possible concerns and resistance that could appear during the change process of the organization.

Key components of creating a change management plan includes but are not limited to:

- Evaluating the change management methodology to fit the culture,
- Reviewing the communications plan for effectiveness,
- Engaging managers and supervisors to support tactical measures,
- Considering proactive and reactive resistance to change measures,
- Establishing feedback and measure processes to promote change adoption, and
- Implementing reward systems.

6.5.2.2 Facilitated Workshops

Facilitated workshops bring together key cross-functional stakeholders, experts, and external consultants to create recommendations. Workshops are a technique to elicit information to create these recommendations. Facilitated sessions build trust, foster relationships, and improve communication among the participants or increase stakeholder understanding.

6.5.2.3 Interview Techniques

An interview is a formal or informal approach to discover information from stakeholders. An *OPM3* practitioner conducts interviews by asking prepared questions and recording the responses. Interview scenarios include:

- One interviewer—one interviewee,
- One interviewer—many interviewees,
- Many interviewers—one interviewee, and
- Many interviewers—many interviewees.

The *OPM3* practitioner establishes an atmosphere of trust, exchanges information, gives and receives feedback, and sometimes performs a follow-up interview.

Preparation and planning include:

- Identifying problems,
- Incorporating critical thinking, and
- Utilizing appropriate methods (face-to-face, telephone, email, chat messaging, etc.).

6.5.3 Manage Change: Outputs

6.5.3.1 Change Management Plan

The change management plan describes the initiatives for supporting the implementation of the *OPM3* initiatives and the measures to handle the identified concerns and possible resistance from individuals or groups.

6.5.3.2 Communications Plan

The communications plan describes the communication needs and expectations for the change initiative, how and in what format information will be communicated, when and where each communication will be made, and who is responsible for providing each type of communication.

6.5.3.3 Training and Coaching Needs

Training and coaching needs is a document that describes which training and coaching initiatives will be executed in order to increase the acceptance of the change initiatives.

ANNEX A1

OPM3 BEST PRACTICES LIST

Best practices are optimal methods, currently recognized within a given industry or discipline, to achieve a goal or objective. The types of best practices are:

- **Domain.** Project, program, and portfolio, with process improvement stage: standardize measure, control, and improve (SMCI).
- **Organizational Enabler.** Non-domain-based processes, pertaining to environmental and cultural aspects of the organization.

Table A1-1 provides the name and a brief description of each Best Practice and maps each Best Practice to the appropriate *OPM3* categories. This mapping allows the organization to focus on those Best Practices related to the categories important to them. Utilizing a scoring method previously described, an organization conducts an assessment based upon the *OPM3* Framework and scores the following Best Practices as appropriate.

Continuous improvement is a total quality management concept based on theories developed by Edward Deming and Walter Shewart. The Capabilities supporting an SMCI Best Practice aligned with key principles of continuous improvement.

Table A1-1. OPM3 Best Practices List

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1000	Establish Organizational Project Management Policies	The organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.	Portfolio	Program	Project	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	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	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	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

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1060	Standardize Project Sequence Activities Process	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	Estimate Activity Durations Process standards are established.			Project		Standardize
1075	Standardize Project Create WBS Process	Create WBS Process standards are established.			Project		Standardize
1080	Standardize Project Develop Schedule Process	Develop Schedule Process standards are established.			Project		Standardize
1085	Measure Project Create WBS Process	Create WBS Process measures are established, assembled, and analyzed.			Project		Measure
1090	Standardize Project Plan Human Resource Management Process	Plan Human Resource Management Process standards are established.			Project		Standardize
1095	Control Project Create WBS Process	Create WBS Process controls are established and executed to control the stability of the process.			Project		Control
1100	Standardize Project Estimate Costs Process	Estimate Costs Process standards are established.			Project		Standardize

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1105	Improve Project Create WBS Process	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	Determine Budget Process standards are established.			Project		Standardize
1115	Standardize Project Estimate Activity Resources Process	Estimate Activity Resources Process standards are established.			Project		Standardize
1120	Standardize Project Plan Risk Management Process	Plan Risk Management Process standards are established.			Project		Standardize
1125	Measure Project Estimate Activity Resources Process	Estimate Activity Resources Process measures are established, assembled, and analyzed.			Project		Measure
1130	Standardize Project Plan Quality Management Process	Plan Quality Management Process standards are established.			Project		Standardize
1135	Control Project Estimate Activity Resources Process	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	Estimate Activity Resources Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1150	Standardize Acquire Project Team Process	Acquire Project Team Process standards are established.			Project		Standardize
1155	Standardize Manage Project Team Process	Manage Project Team Process standards are established.			Project		Standardize
1160	Standardize Project Plan Communications Management Process	Plan Communications Management 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	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	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	Perform Quantitative Risk Analysis Process standards are established.			Project		Standardize
1195	Standardize Project Identify Stakeholders Process	Identify Stakeholders Process standards are established.			Project		Standardize
1200	Standardize Project Plan Risk Responses Process	Plan Risk Responses Process standards are established.			Project		Standardize

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1210	Standardize Project Plan Procurement Management Process	Plan Procurement Management Process standards are established.			Project		Standardize
1230	Standardize Direct and Manage Project Work Process	Direct and Manage Project Work Process standards are established.			Project		Standardize
1240	Standardize Project Perform Quality Assurance Process	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 Manage Communications Process	Manage Communications Process standards are established.			Project		Standardize
1270	Standardize Project Conduct Procurements Process	Conduct Procurements Process standards are established.			Project		Standardize
1290	Standardize Project Control Procurements Process	Control Procurements Process standards are established.			Project		Standardize
1300	Standardize Project Control Communications Process	Control Communications Process standards are established.			Project		Standardize
1310	Standardize Project Perform Integrated Change Control Process	Perform Integrated Change Control Process standards are established.			Project		Standardize
1320	Standardize Project Validate Scope Process	Validate Scope Process standards are established.			Project		Standardize
1330	Standardize Project Control Scope Process	Control Scope Process standards are established.			Project		Standardize
1340	Standardize Project Control Schedule Process	Control Schedule Process standards are established.			Project		Standardize
1350	Standardize Project Control Costs Process	Control Costs Process standards are established.			Project		Standardize

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1360	Standardize Project Control Quality Process	Control Quality Process standards are established.			Project		Standardize
1370	Standardize Project Control Risks Process	Control Risks Process standards are established.			Project		Standardize
1380	Standardize Project Close Procurements Process	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.	Portfolio	Program	Project	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.	Portfolio	Program	Project	Sponsorship	
1460	Tailor Project Management Processes Flexibly	The organization applies processes in a manner that is relevant to each project.	Portfolio	Program	Project	Organizational Project Management Methodology	
1530	Use Formal Individual 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	

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1590	Record Project Resource Assignments	The organization has a formal process for assigning resources to projects and recording assignments.	Portfolio	Program	Project	Resource Allocation	
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	
1700	Measure Develop Project Charter Process	Develop Project Charter Process measures are established, assembled, and analyzed.			Project		Measure
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	Collect Requirements Process measures are established, assembled, and analyzed.			Project		Measure
1730	Measure Project Define Scope Process	Define Scope Process measures are established, assembled, and analyzed.			Project		Measure
1740	Measure Project Define Activities Process	Define Activities Process measures are established, assembled, and analyzed.			Project		Measure
1750	Measure Project Sequence Activities Process	Sequence Activities Process measures are established, assembled, and analyzed.			Project		Measure

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1760	Measure Project Estimate Activity Durations Process	Estimate Activity Durations Process measures are established, assembled, and analyzed.			Project		Measure
1770	Measure Project Develop Schedule Process	Develop Schedule Process measures are established, assembled, and analyzed.			Project		Measure
1780	Measure Project Plan Human Resource Management Process	Plan Human Resource Management Process measures are established, assembled, and analyzed.			Project		Measure
1790	Measure Project Estimate Costs Process	Estimate Costs Process measures are established, assembled, and analyzed.			Project		Measure
1800	Measure Project Determine Budget Process	Determine Budget Process measures are established, assembled, and analyzed.			Project		Measure
1810	Measure Project Plan Risk Management Process	Plan Risk Management Process measures are established, assembled, and analyzed.			Project		Measure
1820	Measure Project Plan Quality Management Process	Plan Quality Management 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

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1850	Measure Project Plan Communications Management Process	Plan Communications Management Process measures are established, assembled, and analyzed.			Project		Measure
1860	Measure Project Identify Risks Process	Identify Risks Process measures are established, assembled, and analyzed.			Project		Measure
1870	Measure Project Perform Qualitative Risk Analysis Process	Perform Qualitative Risk Analysis Process measures are established, assembled, and analyzed.			Project		Measure
1880	Measure Project Perform Quantitative Risk Analysis Process	Perform Quantitative Risk Analysis Process measures are established, assembled, and analyzed.			Project		Measure
1890	Measure Project Plan Risk Responses Process	Plan Risk Responses Process measures are established, assembled, and analyzed.			Project		Measure
1900	Measure Project Plan Procurement Management Process	Plan Procurement Management Process measures are established, assembled, and analyzed.			Project		Measure
1920	Measure Direct and Manage Project Work Process	Direct and Manage Project Work Process measures are established, assembled, and analyzed.			Project		Measure
1930	Measure Project Perform Quality Assurance Process	Perform Quality Assurance Process measures are established, assembled, and analyzed.			Project		Measure

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
1940	Measure Develop Project Team Process	Develop Project Team Process measures are established, assembled, and analyzed.			Project		Measure
1950	Measure Project Manage Communications Process	Manage Communications Process measures are established, assembled, and analyzed.			Project		Measure
1960	Measure Project Conduct Procurements Process	Conduct Procurements Process measures are established, assembled, and analyzed.			Project		Measure
1980	Measure Project Control Procurements Process	Control Procurements Process measures are established, assembled, and analyzed.			Project		Measure
1990	Measure Project Control Communications Process	Control Communications Process measures are established, assembled, and analyzed.			Project		Measure
2000	Measure Project Perform Integrated Change Control Process	Perform Integrated Change Control Process measures are established, assembled, and analyzed.			Project		Measure
2005	Measure Project Identify Stakeholders Process	Identify Stakeholders Process measures are established, assembled, and analyzed.			Project		Measure
2010	Measure Project Validate Scope Process	Validate Scope Process measures are established, assembled, and analyzed.			Project		Measure

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2015	Control Project Identify Stakeholders Process	Identify Stakeholders Process controls are established and executed to control the stability of the process.			Project		Control
2020	Measure Project Control Scope Process	Control Scope Process measures are established, assembled, and analyzed.			Project		Measure
2025	Improve Project Identify Stakeholders Process	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	Control Schedule Process measures are established, assembled, and analyzed.			Project		Measure
2035	Standardize Project Manage Stakeholder Engagement Process	Manage Stakeholder Engagement Process standards are established.			Project		Standardize
2040	Measure Project Control Costs Process	Control Costs Process measures are established, assembled, and analyzed.			Project		Measure
2045	Measure Project Manage Stakeholder Engagement Process	Manage Stakeholder Engagement Process measures are established, assembled, and analyzed.			Project		Measure
2050	Measure Project Control Quality Process	Control Quality Process measures are established, assembled, and analyzed.			Project		Measure

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2055	Control Project Manage Stakeholder Engagement Process	Manage Stakeholder Engagement Process controls are established and executed to control the stability of the process.			Project		Control
2060	Measure Project Control Risks Process	Control Risks Process measures are established, assembled, and analyzed.			Project		Measure
2065	Improve Project Manage Stakeholder Engagement Process	Manage Stakeholder Engagement 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	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	

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2190	Benchmark Organizational Project Management Performance Against Industry Standards	The organization identifies external standards against which they measure organizational project management performance.	Portfolio	Program	Project	Benchmarking	
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	Collect Requirements Process controls are established and executed to control the stability of the process.			Project		Control
2270	Control Project Define Scope Process	Define Scope Process controls are established and executed to control the stability of the process.			Project		Control
2280	Control Project Define Activities Process	Define Activities Process controls are established and executed to control the stability of the process.			Project		Control
2290	Control Project Sequence Activities Process	Sequence Activities Process controls are established and executed to control the stability of the process.			Project		Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2300	Control Project Estimate Activity Durations Process	Estimate Activity Durations Process controls are established and executed to control the stability of the process.			Project		Control
2310	Control Project Develop Schedule Process	Develop Schedule Process controls are established and executed to control the stability of the process.			Project		Control
2320	Control Project Plan Human Resource Management Process	Plan Human Resource Management Process controls are established and executed to control the stability of the process.			Project		Control
2330	Control Project Estimate Costs Process	Estimate Costs Process controls are established and executed to control the stability of the process.			Project		Control
2340	Control Project Determine Budget Process	Determine Budget Process controls are established and executed to control the stability of the process.			Project		Control
2350	Control Project Plan Risk Management Process	Plan Risk Management Process controls are established and executed to control the stability of the process.			Project		Control
2360	Control Project Plan Quality Management Process	Plan Quality Management Process controls are established and executed to control the stability of the process.			Project		Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
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 Management Process	Plan Communications Management Process controls are established and executed to control the stability of the process.			Project		Control
2400	Control Project Identify Risks Process	Identify Risks Process controls are established and executed to control the stability of the process.			Project		Control
2410	Control Project Perform Qualitative Risk Analysis Process	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	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	Plan Risk Responses Process controls are established and executed to control the stability of the process.			Project		Control
2440	Control Project Plan Procurement Management Process	Plan Procurement Management Process controls are established and executed to control the stability of the process.			Project		Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2460	Control Direct and Manage Project Work Process	Direct and Manage Project Work Process controls are established and executed to control the stability of the process.			Project		Control
2470	Control Project Perform Quality Assurance Process	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 Manage Communications Process	Manage Communications Process controls are established and executed to control the stability of the process.			Project		Control
2500	Control Project Conduct Procurements Process	Conduct Procurements Process controls are established and executed to control the stability of the process.			Project		Control
2520	Control Project Control Procurements Process	Control Procurements Process controls are established and executed to control the stability of the process.			Project		Control
2530	Control Project Control Communications Process	Control Communications Process controls are established and executed to control the stability of the process.			Project		Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2540	Control Project Perform Integrated Change Control Process	Perform Integrated Change Control Process controls are established and executed to control the stability of the process.			Project		Control
2550	Control Project Validate Scope Process	Validate Scope Process controls are established and executed to control the stability of the process.			Project		Control
2560	Control Project Control Scope Process	Control Scope Process controls are established and executed to control the stability of the process.			Project		Control
2570	Control Project Control Schedule Process	Control Schedule Process controls are established and executed to control the stability of the process.			Project		Control
2580	Control Project Control Costs Process	Control Costs Process controls are established and executed to control the stability of the process.			Project		Control
2590	Control Project Control Quality Process	Control Quality Process controls are established and executed to control the stability of the process.			Project		Control
2600	Control Project Control Risks Process	Control Risks Process controls are established and executed to control the stability of the process.			Project		Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2610	Control Project Close Procurements Process	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	Collect Requirements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2660	Improve Project Define Scope Process	Define Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
2670	Improve Project Define Activities Process	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	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	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	Develop Schedule Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2710	Improve Project Plan Human Resource Management Process	Plan Human Resource Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
2720	Improve Project Estimate Costs Process	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	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	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 Management Process	Plan Quality Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
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
2780	Improve Project Plan Communications Management Process	Plan Communications Management 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	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	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	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

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2820	Improve Project Plan Risk Responses Process	Plan Risk Responses Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
2830	Improve Project Plan Procurement Management Process	Plan Procurement Management 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 Work Process	Direct and Manage Project Work 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	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

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2880	Improve Project Manage Communications Process	Manage Communications Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
2890	Improve Project Conduct Procurements Process	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 Control Procurements Process	Control 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 Control Communications Process	Control Communications 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	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

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2940	Improve Project Validate Scope Process	Validate Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
2950	Improve Project Control Scope Process	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	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	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 Control Quality Process	Control Quality Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
2990	Improve Project Control Risks Process	Control Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
3000	Improve Project Close Procurements Process	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.	Portfolio	Program	Project	Knowledge Management and PMIS	
3070	Encourage Risk Taking	The organization encourages project teams to take calculated risks that enhance project performance.			Project	Organizational Project Management Techniques	
3120	Standardize Program Initiation Process	Program Initiation Process standards are established.		Program			Standardize
3130	Standardize Program Management Plan Development Process	Program Management Plan Development Process standards are established.		Program			Standardize

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
3140	Standardize Program Scope Planning Process	Program Scope Planning Process standards are established.		Program			Standardize
3155	Standardize Program Infrastructure Development Process	Program Infrastructure Development Process standards are established.		Program			Standardize
3165	Measure Program Infrastructure Development Process	Program Infrastructure Development Process measures are established, assembled, and analyzed.		Program			Measure
3175	Control Program Infrastructure Development Process	Program Infrastructure Development Process controls are established and executed to control the stability of the process.		Program			Control
3185	Improve Program Infrastructure Development Process	Program Infrastructure Development Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
3190	Standardize Program Schedule Planning Process	Program Schedule Planning Process standards are established.		Program			Standardize
3210	Standardize Program Cost Estimation Process	Program Cost Estimation Process standards are established.		Program			Standardize
3215	Standardize Program Performance Monitoring and Control Process	Program Performance Monitoring and Control Process standards are established.		Program			Standardize

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
3220	Standardize Program Cost Budgeting Process	Program Cost Budgeting Process standards are established.		Program			Standardize
3225	Measure Program Performance Monitoring and Control Process	Program Performance Monitoring and Control Process measures are established, assembled, and analyzed.		Program			Measure
3230	Standardize Program Risk Management Planning Process	Program Risk Management Planning Process standards are established.		Program			Standardize
3235	Control Program Performance Monitoring and Control Process	Program Performance Monitoring and Control Process controls are established and executed to control the stability of the process.		Program			Control
3240	Standardize Program Quality Planning Process	Program Quality Planning Process standards are established.		Program			Standardize
3245	Improve Program Performance Monitoring and Control Process	Program Performance Monitoring and Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
3270	Standardize Program Communications Planning Process	Communications Planning Process standards are established.		Program			Standardize
3280	Standardize Program Risk Identification Process	Program Risk Identification Process standards are established.		Program			Standardize
3310	Standardize Program Risk Response Planning Process	Program Risk Response Planning Process standards are established.		Program			Standardize

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
3320	Standardize Program Procurement Planning Process	Program Procurement Planning Process standards are established.		Program			Standardize
3340	Standardize Program Execution Management Process	Program Execution Management Process standards are established.		Program			Standardize
3370	Standardize Program Information Distribution Process	Information Distribution Process standards are established.		Program			Standardize
3400	Standardize Program Procurement Administration Process	Program Procurement Administration Process standards are established.		Program			Standardize
3410	Standardize Program Performance Reporting Process	Program Performance Reporting Process standards are established.		Program			Standardize
3440	Standardize Program Scope Control Process	Program Scope Control Process standards are established.		Program			Standardize
3450	Standardize Program Schedule Control Process	Program Schedule Control Process standards are established.		Program			Standardize
3480	Standardize Program Risk Monitoring and Control Process	Program Risk Monitoring and Control Process standards are established.		Program			Standardize
3490	Standardize Program Procurement Closure Process	Program Procurement Closure Process standards are established.		Program			Standardize
3500	Standardize Program Closure Process	Program Closure Process standards are established.		Program			Standardize
3590	Measure Program Initiation Process	Program Initiation Process measures are established, assembled, and analyzed.		Program			Measure

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
3600	Measure Program Management Plan Development Process	Program Management Plan Development Process measures are established, assembled, and analyzed.		Program			Measure
3605	Standardize Program Risk Analysis Process	Program Risk Analysis Process standards are established.		Program			Standardize
3610	Measure Program Scope Planning Process	Program Scope Planning Process measures are established, assembled, and analyzed.		Program			Measure
3615	Measure Program Risk Analysis Process	Program Risk Analysis Process measures are established, assembled, and analyzed.		Program			Measure
3625	Control Program Risk Analysis Process	Program Risk Analysis Process controls are established and executed to control the stability of the process.		Program			Control
3635	Improve Program Risk Analysis Process	Program Risk Analysis Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
3655	Standardize Program Procurement Process	Program Procurement Process standards are established.		Program			Standardize
3660	Measure Program Schedule Planning Process	Program Schedule Planning Process measures are established, assembled, and analyzed.		Program			Measure

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
3665	Measure Program Procurement Process	Program Procurement Process measures are established, assembled, and analyzed.		Program			Measure
3675	Control Program Procurement Process	Program Procurement Process controls are established and executed to control the stability of the process.		Program			Control
3680	Measure Program Cost Estimation Process	Program Cost Estimation Process measures are established, assembled, and analyzed.		Program			Measure
3685	Improve Program Procurement Process	Program Procurement Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
3690	Measure Program Cost Budgeting Process	Program Cost Budgeting Process measures are established, assembled, and analyzed.		Program			Measure
3700	Measure Program Risk Management Planning Process	Program Risk Management Planning Process measures are established, assembled, and analyzed.		Program			Measure
3705	Standardize Program Financial Framework Establishment Process	Program Financial Framework Establishment Process standards are established.		Program			Standardize

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
3710	Measure Program Quality Planning Process	Program Quality Planning Process measures are established, assembled, and analyzed.		Program			Measure
3715	Measure Program Financial Framework Establishment Process	Program Financial Framework Establishment Process measures are established, assembled, and analyzed.		Program			Measure
3725	Control Program Financial Framework Establishment Process	Program Financial Framework Establishment Process controls are established and executed to control the stability of the process.		Program			Control
3735	Improve Program Financial Framework Establishment Process	Program Financial Framework Establishment Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
3740	Measure Program Communications Planning Process	Communications Planning Process measures are established, assembled, and analyzed.		Program			Measure
3745	Standardize Program Financial Management Plan Development Process	Program Financial Management Plan Development Process standards are established.		Program			Standardize

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
3750	Measure Program Risk Identification Process	Program Risk Identification Process measures are established, assembled, and analyzed.		Program			Measure
3755	Measure Program Financial Management Plan Development Process	Program Financial Management Plan Development Process measures are established, assembled, and analyzed.		Program			Measure
3765	Control Program Financial Management Plan Development Process	Program Financial Management Plan Development Process controls are established and executed to control the stability of the process.		Program			Control
3775	Improve Program Financial Management Plan Development Process	Program Financial Management Plan Development Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
3780	Measure Program Risk Response Planning Process	Program Risk Response Planning Process measures are established, assembled, and analyzed.		Program			Measure
3790	Measure Program Procurement Planning Process	Program Procurement Planning Process measures are established, assembled, and analyzed.		Program			Measure

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
3805	Standardize Program Financial Monitoring and Control Process	Program Financial Monitoring and Control Process standards are established.		Program			Standardize
3810	Measure Program Execution Management Process	Program Execution Management Process measures are established, assembled, and analyzed.		Program			Measure
3815	Measure Program Financial Monitoring and Control Process	Program Financial Monitoring and Control Process measures are established, assembled, and analyzed.		Program			Measure
3825	Control Program Financial Monitoring and Control Process	Program Financial Monitoring and Control Process controls are established and executed to control the stability of the process.		Program			Control
3835	Improve Program Financial Monitoring and Control Process	Program Financial Monitoring and Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
3840	Measure Program Information Distribution Process	Information Distribution Process measures are established, assembled, and analyzed.		Program			Measure
3870	Measure Program Procurement Administration Process	Program Procurement Administration Process measures are established, assembled, and analyzed.		Program			Measure

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
3880	Measure Program Performance Reporting Process	Program Performance Reporting Process measures are established, assembled, and analyzed.		Program			Measure
3910	Measure Program Scope Control Process	Program Scope Control Process measures are established, assembled, and analyzed.		Program			Measure
3920	Measure Program Schedule Control Process	Program Schedule Control Process measures are established, assembled, and analyzed.		Program			Measure
3950	Measure Program Risk Monitoring and Control Process	Program Risk Monitoring and Control Process measures are established, assembled, and analyzed.		Program			Measure
3960	Measure Program Procurement Closure Process	Program Procurement Closure Process measures are established, assembled, and analyzed.		Program			Measure
3970	Measure Program Closure Process	Program Closure Process measures are established, assembled, and analyzed.		Program			Measure
4000	Control Program Initiation Process	Program Initiation Process controls are established and executed to control the stability of the process.		Program			Control
4010	Control Program Management Plan Development Process	Program Management Plan Development Process controls are established and executed to control the stability of the process.		Program			Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
4020	Control Program Scope Planning Process	Program Scope Planning Process controls are established and executed to control the stability of the process.		Program			Control
4070	Control Program Schedule Planning Process	Program Schedule Planning Process controls are established and executed to control the stability of the process.		Program			Control
4090	Control Program Cost Estimation Process	Program Cost Estimation Process controls are established and executed to control the stability of the process.		Program			Control
4100	Control Program Cost Budgeting Process	Program Cost Budgeting Process controls are established and executed to control the stability of the process.		Program			Control
4110	Control Program Risk Management Planning Process	Program Risk Management Planning Process controls are established and executed to control the stability of the process.		Program			Control
4120	Control Program Quality Planning Process	Program Quality Planning Process controls are established and executed to control the stability of the process.		Program			Control
4150	Control Program Communications Planning Process	Communications Planning Process controls are established and executed to control the stability of the process.		Program			Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
4160	Control Program Risk Identification Process	Program Risk Identification Process controls are established and executed to control the stability of the process.		Program			Control
4190	Control Program Risk Response Planning Process	Program Risk Response Planning Process controls are established and executed to control the stability of the process.		Program			Control
4200	Control Program Procurement Planning Process	Program Procurement Planning Process controls are established and executed to control the stability of the process.		Program			Control
4220	Control Program Execution Management Process	Program Execution Management Process controls are established and executed to control the stability of the process.		Program			Control
4250	Control Program Information Distribution Process	Information Distribution Process controls are established and executed to control the stability of the process.		Program			Control
4280	Control Program Procurement Administration Process	Program Procurement Administration Process controls are established and executed to control the stability of the process.		Program			Control
4290	Control Program Performance Reporting Process	Program Performance Reporting Process controls are established and executed to control the stability of the process.		Program			Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
4320	Control Program Scope Control Process	Program Scope Control Process controls are established and executed to control the stability of the process.		Program			Control
4330	Control Program Schedule Control Process	Program Schedule Control Process controls are established and executed to control the stability of the process.		Program			Control
4355	Standardize Program Transition and Benefits Sustainment Process	Program Transition and Benefits Sustainment Process standards are established.		Program			Standardize
4360	Control Program Risk Monitoring and Control Process	Program Risk Monitoring and Control Process controls are established and executed to control the stability of the process.		Program			Control
4365	Measure Program Transition and Benefits Sustainment Process	Program Transition and Benefits Sustainment Process measures are established, assembled, and analyzed.		Program			Measure
4370	Control Program Procurement Closure Process	Program Procurement Closure Process controls are established and executed to control the stability of the process.		Program			Control
4375	Control Program Transition and Benefits Sustainment Process	Program Transition and Benefits Sustainment Process controls are established and executed to control the stability of the process.		Program			Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
4380	Control Program Closure Process	Program Closure Process controls are established and executed to control the stability of the process.		Program			Control
4385	Improve Program Transition and Benefits Sustainment Process	Program Transition and Benefits Sustainment Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4390	Improve Program Initiation Process	Program Initiation Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4405	Improve Program Management Plan Development Process	Program Management Plan Development Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4410	Improve Program Scope Planning Process	Program Scope Planning Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
4460	Improve Program Schedule Planning Process	Program Schedule Planning Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4480	Improve Program Cost Estimation Process	Program Cost Estimation Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4490	Improve Program Cost Budgeting Process	Program Cost Budgeting Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4500	Improve Program Risk Management Planning Process	Program Risk Management Planning Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4510	Improve Program Quality Planning Process	Program Quality Planning Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
4540	Improve Program Communications Planning Process	Communications Planning Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4550	Improve Program Risk Identification Process	Program Risk Identification Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4580	Improve Program Risk Response Planning Process	Program Risk Response Planning Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4590	Improve Program Procurement Planning Process	Program Procurement Planning Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4610	Improve Program Execution Management Process	Program Execution Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
4640	Improve Program Information Distribution Process	Information Distribution Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4670	Improve Program Procurement Administration Process	Program Procurement Administration Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4680	Improve Program Performance Reporting Process	Program Performance Reporting Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4710	Improve Program Scope Control Process	Program Scope Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4720	Improve Program Schedule Control Process	Program Schedule Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
4750	Improve Program Risk Monitoring and Control Process	Program Risk Monitoring and Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4760	Improve Program Procurement Closure Process	Program Procurement Closure Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4770	Improve Program Closure Process	Program Closure Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
4945	Standardize Define Portfolio Process	Define Portfolio Process standards are established.	Portfolio				Standardize
4955	Measure Define Portfolio Process	Define Portfolio Process measures are established, assembled, and analyzed.	Portfolio				Measure
4965	Control Define Portfolio Process	Define Portfolio Process controls are established and executed to control the stability of the process.	Portfolio				Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
4975	Improve Define Portfolio Process	Define Portfolio Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
4985	Standardize Optimize Portfolio Process	Optimize Portfolio Process standards are established.	Portfolio				Standardize
4995	Measure Optimize Portfolio Process	Optimize Portfolio Process measures are established, assembled, and analyzed.	Portfolio				Measure
5005	Control Optimize Portfolio Process	Optimize Portfolio Process controls are established and executed to control the stability of the process.	Portfolio				Control
5015	Improve Optimize Portfolio Process	Optimize Portfolio Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
5025	Standardize Authorize Portfolio Process	Authorize Portfolio Process standards are established.	Portfolio				Standardize
5030	Standardize Develop Portfolio Communication Management Plan Process	Develop Portfolio Communication Management Plan Process standards are established.	Portfolio				Standardize
5035	Measure Authorize Portfolio Process	Authorize Portfolio Process measures are established, assembled, and analyzed.	Portfolio				Measure
5045	Control Authorize Portfolio Process	Authorize Portfolio Process controls are established and executed to control the stability of the process.	Portfolio				Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
5055	Improve Authorize Portfolio Process	Authorize Portfolio Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
5070	Standardize Manage Portfolio Information Process	Manage Portfolio Information Process standards are established.	Portfolio				Standardize
5080	Standardize Portfolio Manage Strategic Change Process	Manage Strategic Change Process standards are established.	Portfolio				Standardize
5140	Standardize Manage Portfolio Risks Process	Manage 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	
5180	Educate Executives	The organization educates its executives on the benefits of organizational project management.	Portfolio	Program	Project	Organizational Project Management Policy and Vision	
5190	Facilitate Project Manager Development	The organization ensures project manager development.	Portfolio	Program	Project	Competency Management	
5200	Provide Project Management Training	The organization provides project management training appropriate for all roles within the project hierarchy.	Portfolio	Program	Project	Project Management Training	
5210	Provide Continuous Training	The organization provides continuous training in the use of tools, methodology, and deployment of knowledge.	Portfolio	Program	Project	Project Management Training	

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
5220	Provide Competent Organizational Project Management Resources	The organization's project management community provides sufficient competent resources to manage organizational project management.	Portfolio	Program	Project	Resource Allocation	
5240	Establish Internal Project Management Communities	The organization establishes an internal community that supports project management.	Portfolio	Program	Project	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.	Portfolio	Program	Project	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	
5270	Integrate Project Management Methodology with Organizational Processes	The organization integrates the project management methodology with strategic, operational, and tactical processes.	Portfolio	Program	Project	Organizational Project Management Methodology	
5280	Establish Common Project Management Framework	The organization uses a project management framework for all phases of a project.	Portfolio	Program	Project	Management Systems	
5300	Establish Training and Development Program	The organization establishes a training and development program to improve the skills of project personnel.	Portfolio	Program	Project	Project Management Training	
5320	Certify Quality Management System	Independent bodies certify the quality management system.	Portfolio			Management Systems	

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
5340	Establish Executive Support	The executives strongly support the project management process.	Portfolio	Program	Project	Sponsorship	
5490	Recognize Value of Project Management	The organization recognizes the value of project management.	Portfolio	Program	Project	Organizational Project Management Policy and Vision	
5500	Define Project Management Values	The organization defines and applies project management vision and values within the organization.	Portfolio	Program	Project	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	
5620	Establish Career Path for all Organizational Project Management Roles	The organization has progressive career paths for organizational project management related roles.	Portfolio	Program	Project	Competency Management	
5940	Measure Develop Portfolio Communication Management Plan Process	Develop Portfolio Communication Management Plan Process measures are established, assembled, and analyzed.	Portfolio				Measure
5980	Measure Manage Portfolio Information Process	Manage Portfolio Information Process measures are established, assembled, and analyzed.	Portfolio				Measure
5990	Measure Portfolio Manage Strategic Change Process	Manage Strategic Change Process measures are established, assembled, and analyzed.	Portfolio				Measure

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
6050	Measure Manage Portfolio Risks Process	Manage Portfolio Risks Process measures are established, assembled, and analyzed.	Portfolio				Measure
6450	Control Develop Portfolio Communication Management Plan Process	Develop Portfolio Communication Management Plan Process controls are established and executed to control the stability of the process.	Portfolio				Control
6490	Control Manage Portfolio Information Process	Manage Portfolio Information Process controls are established and executed to control the stability of the process.	Portfolio				Control
6500	Control Portfolio Manage Strategic Change Process	Manage Strategic Change Process controls are established and executed to control the stability of the process.	Portfolio				Control
6560	Control Manage Portfolio Risks Process	Manage Portfolio Risks Process controls are established and executed to control the stability of the process.	Portfolio				Control
6840	Improve Develop Portfolio Communication Management Plan Process	Develop Portfolio Communication Management Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
6880	Improve Manage Portfolio Information Process	Manage Portfolio Information Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
6890	Improve Portfolio Manage Strategic Change Process	Manage Strategic Change Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
6950	Improve Manage Portfolio Risks Process	Manage Portfolio Risks Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
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.	Portfolio	Program	Project	Organizational Project Management Policy and Vision	
7015	Educate Stakeholders in OPM	The organization educates stakeholders in OPM.	Portfolio	Program	Project	Organizational Project Management Policy and Vision	
7025	Cultural Diversity Awareness	Educate employees on cultural diversity and empower them for working in a multi-cultural environment.	Portfolio	Program	Project	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 organizational project management.	Portfolio	Program	Project	Organizational Structures	
7055	Adopt Organizational Project Management Structure	Adopt organizational project management structure across the organization.	Portfolio	Program	Project	Organizational Structures	

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
7065	Institutionalize Organizational Project Management Structure	Institutionalize the organizational project management structure across the organization.	Portfolio	Program	Project	Organizational Structures	
7075	Provide Organizational Project Management Support Office	The organization has an organizational project management support office structure.	Portfolio	Program		Organizational Structures	
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.	Portfolio	Program	Project	Competency Management	
7115	Manage the Environment	Project managers effectively manage project environment.	Portfolio	Program	Project	Competency Management	
7125	The Organization Manages Self Development	The organization provides project managers the ability to effectively manage and develop their competencies.		Program	Project	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	

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
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.	Portfolio	Program	Project	Competency Management	
7195	Demonstrate Leading Competency	Project managers are able to demonstrate their leading 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 the percentage applied to similar activities, consistent risk factors applied. This also provides a foundation for similar meaning for metrics collected during and after project execution.		Program	Project	Organizational Project Management Techniques	

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
7315	Define OPM Success Metrics	The organization defines how it will measure the success and value of portfolio, program, and project management.	Portfolio			Project Management Metrics	
7325	Collect OPM Success Metrics	The organization uses and maintains a formal performance system to collect OPM success metrics.	Portfolio	Program	Project	Project Management Metrics	
7335	Use OPM Success Metrics	The organization uses the OPM success metrics to improve the performance of portfolio, program, and project management against plans, and improve realization of benefit to the organization.	Portfolio	Program	Project	Project Management Metrics	
7345	Verify OPM Success Metric Accuracy	The organization ensures that OPM and benefit to the organization data is valid and accurate.	Portfolio	Program	Project	Project Management Metrics	
7355	Analyze and Improve OPM Success Metrics	The organization continuously improves its OPM data collection and use processes.	Portfolio	Program	Project	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.	Portfolio	Program	Project	Knowledge Management and PMIS	
7375	Intellectual Capital Reuse	Intellectual capital is stored and reused.	Portfolio			Knowledge Management and PMIS	
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.	Portfolio	Program	Project	Strategic Alignment	

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
7500	Standardize Project Plan Scope Management Process	Plan Scope Management Process standards are established.			Project		Standardize
7510	Standardize Project Plan Schedule Management Process	Plan Schedule Management Process standards are established.			Project		Standardize
7520	Standardize Project Plan Cost Management Process	Plan Cost Management Process standards are established.			Project		Standardize
7530	Standardize Project Plan Stakeholder Management Process	Plan Stakeholder Management Process standards are established.			Project		Standardize
7540	Standardize Project Control Stakeholder Engagement Process	Control Stakeholder Engagement Process standards are established.			Project		Standardize
7550	Measure Project Plan Scope Management Process	Plan Scope Management Process measures are established, assembled, and analyzed.			Project		Measure
7560	Measure Project Plan Schedule Management Process	Plan Schedule Management Process measures are established, assembled, and analyzed.			Project		Measure
7570	Measure Project Plan Cost Management Process	Plan Cost Management Process measures are established, assembled, and analyzed.			Project		Measure
7580	Measure Project Plan Stakeholder Management Process	Plan Stakeholder Management Process measures are established, assembled, and analyzed.			Project		Measure
7590	Measure Project Control Stakeholder Engagement Process	Control Stakeholder Engagement Process measures are established, assembled, and analyzed.			Project		Measure

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
7600	Control Project Plan Scope Management Process	Plan Scope Management Process controls are established and executed to control the stability of the process.			Project		Control
7610	Control Project Plan Schedule Management Process	Plan Schedule Management Process controls are established and executed to control the stability of the process.			Project		Control
7620	Control Project Plan Cost Management Process	Plan Cost Management Process controls are established and executed to control the stability of the process.			Project		Control
7630	Control Project Plan Stakeholder Management Process	Plan Stakeholder Management Process controls are established and executed to control the stability of the process.			Project		Control
7640	Control Project Control Stakeholder Engagement Process	Control Stakeholder Engagement Process controls are established and executed to control the stability of the process.			Project		Control
7650	Improve Project Plan Scope Management Process	Plan Scope Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
7660	Improve Project Plan Schedule Management Process	Plan Schedule Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
7670	Improve Project Plan Cost Management Process	Plan Cost Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
7680	Improve Project Plan Stakeholder Management Process	Plan Stakeholder Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
7690	Improve Project Control Stakeholder Engagement Process	Control Stakeholder Engagement Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.			Project		Improve
7710	Standardize Program Component Cost Estimation Process	Component Cost Estimation Process standards are established.		Program			Standardize
7720	Standardize Program Financial Closure Process	Program Financial Closure Process standards are established.		Program			Standardize
7780	Standardize Program Quality Assurance Process	Program Quality Assurance Process standards are established.		Program			Standardize
7790	Standardize Program Quality Control Process	Program Quality Control Process standards are established.		Program			Standardize
7800	Standardize Program Resource Planning Process	Resource Planning Process standards are established.		Program			Standardize

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
7810	Standardize Program Resource Prioritization Process	Resource Prioritization Process standards are established.		Program			Standardize
7820	Standardize Program Resource Interdependency Management Process	Resource Interdependency Management Process standards are established.		Program			Standardize
7880	Measure Program Component Cost Estimation Process	Component Cost Estimation Process measures are established, assembled, and analyzed.		Program			Measure
7890	Measure Program Financial Closure Process	Program Financial Closure Process measures are established, assembled, and analyzed.		Program			Measure
7950	Measure Program Quality Assurance Process	Program Quality Assurance Process measures are established, assembled, and analyzed.		Program			Measure
7960	Measure Program Quality Control Process	Program Quality Control Process measures are established, assembled, and analyzed.		Program			Measure
7970	Measure Program Resource Planning Process	Resource Planning Process measures are established, assembled, and analyzed.		Program			Measure
7980	Measure Program Resource Prioritization Process	Resource Prioritization Process measures are established, assembled, and analyzed.		Program			Measure
7990	Measure Program Resource Interdependency Management Process	Resource Interdependency Management Process measures are established, assembled, and analyzed.		Program			Measure

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8050	Control Program Component Cost Estimation Process	Component Cost Estimation Process controls are established and executed to control the stability of the process.		Program			Control
8060	Control Program Financial Closure Process	Program Financial Closure Process controls are established and executed to control the stability of the process.		Program			Control
8120	Control Program Quality Assurance Process	Program Quality Assurance Process controls are established and executed to control the stability of the process.		Program			Control
8130	Control Program Quality Control Process	Program Quality Control Process controls are established and executed to control the stability of the process.		Program			Control
8140	Control Program Resource Planning Process	Resource Planning Process controls are established and executed to control the stability of the process.		Program			Control
8150	Control Program Resource Prioritization Process	Resource Prioritization Process controls are established and executed to control the stability of the process.		Program			Control
8160	Control Program Resource Interdependency Management Process	Resource Interdependency Management Process controls are established and executed to control the stability of the process.		Program			Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8220	Improve Program Component Cost Estimation Process	Component Cost Estimation Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
8230	Improve Program Financial Closure Process	Program Financial Closure Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
8290	Improve Program Quality Assurance Process	Program Quality Assurance Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
8300	Improve Program Quality Control Process	Program Quality Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
8310	Improve Program Resource Planning Process	Resource Planning Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8320	Improve Program Resource Prioritization Process	Resource Prioritization Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
8330	Improve Program Resource Interdependency Management Process	Resource Interdependency Management Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.		Program			Improve
8400	Standardize Develop Portfolio Strategic Plan Process	Develop Portfolio Strategic Plan Process standards are established.	Portfolio				Standardize
8410	Standardize Develop Portfolio Charter Process	Develop Portfolio Charter Process standards are established.	Portfolio				Standardize
8420	Standardize Define Portfolio Roadmap Process	Define Portfolio Roadmap Process standards are established.	Portfolio				Standardize
8460	Standardize Provide Portfolio Oversight Process	Provide Portfolio Oversight Process standards are established.	Portfolio				Standardize
8470	Standardize Develop Portfolio Performance Management Plan Process	Develop Portfolio Performance Management Plan Process standards are established.	Portfolio				Standardize
8480	Standardize Portfolio Manage Supply and Demand Process	Manage Supply and Demand Process standards are established.	Portfolio				Standardize

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8490	Standardize Manage Portfolio Value Process	Manage Portfolio Value Process standards are established.	Portfolio				Standardize
8500	Standardize Develop Portfolio Risk Management Plan Process	Develop Portfolio Risk Management Plan Process standards are established.	Portfolio				Standardize
8510	Measure Develop Portfolio Strategic Plan Process	Develop Portfolio Strategic Plan Process measures are established, assembled, and analyzed.	Portfolio				Measure
8520	Measure Develop Portfolio Charter Process	Develop Portfolio Charter Process measures are established, assembled, and analyzed.	Portfolio				Measure
8530	Measure Define Portfolio Roadmap Process	Define Portfolio Roadmap Process measures are established, assembled, and analyzed.	Portfolio				Measure
8540	Standardize Develop Portfolio Management Plan Process	Develop Portfolio Management Plan Process standards are established.	Portfolio				Standardize
8550	Measure Develop Portfolio Management Plan Process	Develop Portfolio Management Plan Process measures are established, assembled, and analyzed.	Portfolio				Measure
8570	Measure Provide Portfolio Oversight Process	Provide Portfolio Oversight Process measures are established, assembled, and analyzed.	Portfolio				Measure
8580	Measure Develop Portfolio Performance Management Plan Process	Develop Portfolio Performance Management Plan Process measures are established, assembled, and analyzed.	Portfolio				Measure

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8590	Measure Portfolio Manage Supply and Demand Process	Manage Supply and Demand Process measures are established, assembled, and analyzed.	Portfolio				Measure
8600	Measure Manage Portfolio Value Process	Manage Portfolio Value Process measures are established, assembled, and analyzed.	Portfolio				Measure
8610	Measure Develop Portfolio Risk Management Plan Process	Develop Portfolio Risk Management Plan Process measures are established, assembled, and analyzed.	Portfolio				Measure
8620	Control Develop Portfolio Strategic Plan Process	Develop Portfolio Strategic Plan Process controls are established and executed to control the stability of the process.	Portfolio				Control
8630	Control Develop Portfolio Charter Process	Develop Portfolio Charter Process controls are established and executed to control the stability of the process.	Portfolio				Control
8640	Control Define Portfolio Roadmap Process	Define Portfolio Roadmap Process controls are established and executed to control the stability of the process.	Portfolio				Control
8650	Control Develop Portfolio Management Plan Process	Develop Portfolio Management Plan Process controls are established and executed to control the stability of the process.	Portfolio				Control
8680	Control Provide Portfolio Oversight Process	Provide Portfolio Oversight Process controls are established and executed to control the stability of the process.	Portfolio				Control

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8690	Control Develop Portfolio Performance Management Plan Process	Develop Portfolio Performance Management Plan Process controls are established and executed to control the stability of the process.	Portfolio				Control
8700	Control Portfolio Manage Supply and Demand Process	Manage Supply and Demand Process controls are established and executed to control the stability of the process.	Portfolio				Control
8710	Control Manage Portfolio Value Process	Manage Portfolio Value Process controls are established and executed to control the stability of the process.	Portfolio				Control
8720	Control Develop Portfolio Risk Management Plan Process	Develop Portfolio Risk Management Plan Process controls are established and executed to control the stability of the process.	Portfolio				Control
8730	Improve Develop Portfolio Strategic Plan Process	Develop Portfolio Strategic Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
8740	Improve Develop Portfolio Charter Process	Develop Portfolio Charter Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8750	Improve Define Portfolio Roadmap Process	Define Portfolio Roadmap Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
8760	Improve Develop Portfolio Management Plan Process	Develop Portfolio Management Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
8790	Improve Provide Portfolio Oversight Process	Provide Portfolio Oversight Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
8800	Improve Develop Portfolio Performance Management Plan Process	Develop Portfolio Performance Management Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8810	Improve Portfolio Manage Supply and Demand Process	Manage Supply and Demand Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
8820	Improve Manage Portfolio Value Process	Manage Portfolio Value Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
8830	Improve Develop Portfolio Risk Management Plan Process	Develop Portfolio Risk Management Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	Portfolio				Improve
8900	Accommodate organization's approved frameworks and governance structures	Design and adopt flexible project management processes to accommodate and comply with frameworks and governance structures approved by the organization, such as CMMI, ITIL, COBIT.	Portfolio	Program	Project	Organizational Project Management Methodology	
8910	Analyze Value Performance	The organization performs value performance analysis against the performance of its endeavors and refines the strategy appropriately.	Portfolio	Program	Project	Strategic Alignment	

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Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8920	Assess the Realization of Proposed Benefits	The organization establishes a formal process to assess and account the realization of proposed benefits of their portfolio, programs, and projects.	Portfolio	Program	Project	Strategic Alignment	
8930	Benchmark PMO Practices and Results	The PMO is using benchmark data to compare its achieving and current state to other PMOs.	Portfolio	Program	Project	Benchmarking	
8940	Create a Risk-Aware Culture	The organization has created a risk-aware culture, advocating that the portfolio, programs, and projects are less risky when more risks are being identified.	Portfolio	Program	Project	Organizational Project Management Policy and Vision	
8950	Define Key Leading Indicators	The project team defines key leading indicators critical to the success of the project.			Project	Project Management Metrics	
8960	Developing Project Management Templates	Develop templates for organizations adopted project management Knowledge Areas to standardize project management practices.	Portfolio	Program	Project	Organizational Project Management Methodology	
8970	Document Project Management Case Studies	Organization documents case studies for all projects completed to ensure all successes and challenges are recorded.			Project	Knowledge Management and PMIS	
8980	Encourage Adherence to Project Management Code of Ethics	The organization promotes the adherence to the <i>Project Management Code of Ethics and Professional Conduct</i> to improve project quality, deliverables and quality.			Project	Organizational Project Management Practices	

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
8990	Establish Competent Project Sponsors	Project sponsors are competent in project sponsorship.			Project	Sponsorship	
9000	Establish Enterprise Risk Management Methodology	The organization captures enterprise risk (market, financial, business and environment) and their impact on strategy and portfolio, programs, and projects.	Portfolio	Program	Project	Strategic Alignment	
9010	Establish Executive Summary Dashboards	Organization has dashboards for executives that summarize project progress with clear indicators of project status.	Portfolio	Program	Project	Knowledge Management and PMIS	
9020	Establish Governance Policies Across the Organization	The organization establishes governance policies across the organization.	Portfolio	Program	Project	Governance	
9030	Establish Organizational Project Management Reporting Standards	Organization has created consistent organizational project management reporting standards to ensure repeatable quality reporting of projects, programs, and portfolios for all stakeholders.	Portfolio	Program	Project	Knowledge Management and PMIS	
9040	Establish Project Delivery Tips and Techniques Special Interest Group	Organization establishes special interest groups for the project management community to share project delivery tips and techniques with respective colleagues. The organization will invite speakers to present relevant topics to the project management community.	Portfolio	Program	Project	Organizational Project Management Communities	

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
9050	Establish Project Management Template Tailoring Guidelines	Organization provides tailoring guidelines for the project management templates to allow controlled customization of templates amended based on project approach.			Project	Organizational Project Management Methodology	
9060	Establish Resource Allocation and Optimization Processes	The organization utilizes resources in an optimized manner matching available resources with project and program needs.	Portfolio	Program	Project	Resource Allocation	
9070	Establish Scarce Resource Allocation Criteria	The organization allocates its scarce resources to its highest priority initiatives.	Portfolio			Resource Allocation	
9080	Establish Strategic Alignment Framework	The organization reviews the strategy, current conditions and results and adjusts the portfolio components accordingly.	Portfolio	Program	Project	Strategic Alignment	
9090	Incorporate Performance Benchmarks into Balanced Scorecard System	Augment traditional financial measures with benchmarks for performance in relationship with customers, key internal processes, and learning and growth using balanced scorecard system.	Portfolio	Program	Project	Benchmarking	
9100	Project Management Case Studies Included in Induction Program	Organization includes the project management case studies in the project management induction program to ensure success and key learning's are made available.			Project	Project Management Training	
9110	Project Management Training is Mapped to Career Development Path	Career development of staff needs to be supported by trainings.			Project	Project Management Training	

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
9120	Provide Mentoring to Project Managers	Provide continuous mentoring to project managers on organizations project management processes.			Project	Competency Management	
9130	Report OPM Performance to Strategy	The OPM system delivers feedback from the completion of projects and the realization of benefits back to the strategy of the organization.	Portfolio	Program	Project	Strategic Alignment	
9140	Report Project Program Strategic Performance	Review and report strategic benefits of project and program metrics and their importance to portfolio performance.	Portfolio	Program	Project	Strategic Alignment	
9150	Specialists are Shared Between Projects	The organization provides adequate staffing with specialized resources, sharing them between the projects.	Portfolio	Program	Project	Resource Allocation	
9160	Consistent Project Orientation Process	The organization has a standardized project orientation process to help prepare new team members to perform their work according to the project defined process and plan.			Project	Organizational Project Management Practices	
9170	Consistent Project, Program, and Portfolio Governance Across the Enterprise	The organization establishes a governance board over all the portfolio, program, and project processes across the enterprise to optimize business value.	Portfolio	Program	Project	Governance	

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
9180	Use Mathematically Sound Methods for Prioritization	The result of this prioritization along with the objectives prioritization produces ratio-scale relative benefit for each project candidate so they can be compared meaningfully.	Portfolio	Program	Project	Organizational Project Management Techniques	
9190	Use an Optimizer to Select the Portfolio	Select the optimal portfolio rather than ranking and choosing until budget runs out.	Portfolio			Organizational Project Management Techniques	
9200	Use Formal Performance Assessment	Formally assess the performance of project(s) or phase(s) in relation to business case used during initiation.	Portfolio	Program	Project	Strategic Alignment	
9210	Manage Program Resources	The program manager allows for the adjustment and reallocation of resources required to meet the needs of the program.		Program		Organizational Project Management Techniques	
9220	Manage Program Issues	The program team identifies, tracks, and closes issues effectively to ensure stakeholder expectations are aligned with program activities and deliverables.		Program		Organizational Project Management Techniques	
9230	Manage Component Interfaces	The program team maintains the adherence of program delivery and its constituent parts and manages relationships between the program components.		Program		Organizational Project Management Techniques	
9240	Plan Program Stakeholder Management	The program manager covers planning how stakeholders will be identified, analyzed, engaged, and managed throughout the life of the program.		Program		Organizational Project Management Techniques	

ANNEX A1 - OPM3 BEST PRACTICES LIST

Best Practice ID	Best Practice Name	Best Practice Description	Portfolio Domain	Program Domain	Project Domain	Organizational Enabler	Process Improvement Stage
9250	Identify Program Stakeholders	The program team addresses the systematic identification and analysis of program stakeholders and creates the stakeholder register.		Program		Organizational Project Management Techniques	
9260	Engage Program Stakeholder	The program team ensures that stakeholders are involved in the program.		Program		Organizational Project Management Techniques	
9270	Manage Program Stakeholder Expectations	The program team manages communications to satisfy the requirements of and resolves issues with program stakeholders.		Program		Organizational Project Management Techniques	
9280	Plan and Establish Program Governance Structure	The program team identifies governance goals and defines the governance structure, roles, and responsibilities.		Program		Governance	
9290	Plan for Audits	The program team prepares for both external and internal audits of program finances, processes and documents and demonstrates compliance with approved organizational program management processes.		Program		Organizational Project Management Techniques	
9300	Provide Governance Oversight	The program team provides governance and audit ability throughout the course of the program.		Program		Governance	
9310	Strategic Alignment of Programs	The organization establishes and maintains the alignment of programs with the organization strategy.		Program		Strategic Alignment	

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GLOSSARY

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 list)
- 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)*—Fifth Edition, *The Standard for Program Management*—Third Edition, *The Standard for Portfolio Management*—Third Edition, *Project Manager Competency Development Framework*;
 - Terms whose definitions are found in the *PMI Lexicon of Project Management Terms*;
 - Application or industry-specific terms; and
 - Terms whose usage in the *OPM3* context does not differ materially from everyday use.

2. Common Acronyms

BP	Best Practice
GRC	Governance, Risk, and Compliance
OE	Organizational Enabler
OPM	Organizational Project Management (OPM)
<i>OPM3</i>	Organizational Project Management Maturity Model
PPP	Portfolio, program, and project
SMCI	Standardize, measure, control, and continuously improve
SME	Subject matter expert

Area of Expertise. Practical knowledge and skills in a subject that are required to undertake a successful *OPM3* initiative.

Assessment. Evaluation of an organization's successful execution of processes and standards. For *OPM3*, various tools to assess organizational project management maturity exist in the marketplace with variations of granularity.

Best Practice. In general, Best Practices refer to the 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.

Capability. A Capability is a specific competency that must exist in an organization 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 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 *OPM3* 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*, *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 (SMCI: 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.

Cycle Elements. Groups of processes required to implement *OPM3* iteratively.

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.

Framework. Holistically, the three PMI domain standards (portfolio management, program management, and the *PMBOK® Guide*)—plus the *Project Management 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*.

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 Management Process Groups, Portfolio Management Process Groups, and life cycle phases of a program.

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

Measure. The act of identifying what to measure as well as actually collecting the measures that would help an organization 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. Acquiring knowledge about organizational project management,
2. Performing an assessment to evaluate current state,
3. Managing Improvement to gain capabilities identified as needed by the organization, and
4. Measuring the impacts of these changes in the short and long term to optimize business performance.

OPM3 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 or performance domains 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 to create process model.

Organization. A group of people organized for some purpose or to perform some type of work within an established business. In the *OPM3* context, this can be interpreted as any company, agency, association, society, business unit, functional group, department, or subagency 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 portfolios, programs, and projects in support of strategic goals.

Organizational Project Management. Organizational project management (OPM) is a strategy execution framework that utilizes portfolio, program, and project management as well as organizational-enabling practices to consistently and predictably deliver organizational strategy to produce better performance, better results, and a sustainable competitive advantage.

Organizational Project Management Maturity. The level of an organization’s ability to deliver the desired strategic outcomes in a predictable, controllable, and reliable manner.

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 portfolio, program, and project management practices.

Outcome. Outcome is the tangible or intangible result of performing a Capability. In the *OPM3* framework,

a Capability may have multiple Outcomes. The degree to which an Outcome is achieved is determined by the existence of deliverables that the process leaves behind when work is completed.

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

Process Group. A logical grouping of the portfolio and 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. The Portfolio Management Process Groups include Defining processes, Aligning processes, Authorizing and Controlling processes.

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*.

Project Management Maturity. 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 organizational, portfolio, or program level. The focus of project management maturity is "doing projects right."

SMCI. See *process improvement stages*.

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.

Value Performance Analysis. Providing business value realization data from value business fulfillment back to the strategy of the organization.

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APPENDIX X1

THIRD EDITION CHANGES

X1.1 General Changes

The purpose of this appendix is to provide explanations of the changes made to the *Organizational Project Management Maturity Model (OPM3®)* – Third Edition. The team, as chartered, simplified the messaging with a business focus, harmonized with PMI standards, harmonized with the *Lexicon of Project Management Terms*, addressed deferred comments, and conducted working sessions to understand evolving practices. Major changes not detailed under Section X1.2 on Structural Changes in this appendix include:

X1.1.1 Harmonization with Other Revised PMI Standards

The third edition of *OPM3* maintains and expands on its alignment with the *PMBOK Guide®* – Fifth Edition, and the third editions of *The Standard for Program Management* and *The Standard for Portfolio Management* standards in addition to the *Lexicon* by ensuring that all fundamental concepts, are described in the same manner. The augmented third edition of *OPM3* delivers revised and updated Best Practices, reflecting the changes made to these other PMI standards.

X1.1.2 Update of Self-Assessment Method (SAM)

This edition of *OPM3* contains an update of the *Self-Assessment Method (SAM)* in alignment with *The Standard for Portfolio Management* – Third Edition, *The Standard for Program Management* – Third Edition, the *PMBOK Guide®* – Fifth Edition, and organizational enablers. An evaluation at the Best Practice level while utilizing the SAM requires that the user determine the Capabilities needed to establish the Best Practice. The composition of Best Practices is described in Sections 2 and 3.

X1.1.3 Consolidation and Alignment of Chapters

OPM3 is now structured to better communicate the business value of using the Organizational Project Management Maturity Model, as the standard by which an organization can measure itself against and thus increase project management capability in the appropriate areas to more effectively and efficiently transpose the organization's strategy into business results with the target audience.

X1.2 Structural Changes

The most pronounced restructuring of this edition of *OPM3* is the transition of content to harmonize with the structure of other PMI standards, including inputs, tools and techniques, and outputs. The model is described, constructed from its individual components, and discussed in Section 3 rather than spread among Sections 2 through 6. Sections 4 on Acquire Knowledge, 5 on Perform Assessment, and 6 on Manage Improvement provide greater depth of the *OPM3* Cycle Elements for practical application and training.

Table X1-1 describes and displays a side-by-side comparison of the changes in each section.

Table X1-1. Comparison of Structural Changes

Second Edition	Third Edition
Preface Executive summary view of <i>OPM3</i>	Preface This section communicates to Executives and Practitioners what is contained in this book
Section 1 Introduction to <i>OPM3</i> Chapter 1 Introduction Chapter 2 Foundational Concepts	Section 1 Introduction Section 2 Foundational Concepts
Section 2 Understanding the Model Chapter 3 The <i>OPM3</i> Cycle Chapter 4 The Organizational Project Management Processes	Section 3 <i>The Organizational Project Management Maturity Model (OPM3)</i>
Section 3 Using the Model Chapter 5 The <i>OPM3</i> Construct Chapter 6 The <i>OPM3</i> Best Practices	Section 4 Acquire Knowledge Section 5 Perform Assessment Section 6 Manage Improvement
Section 4 Appendices 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 Implementing the Process Model	Annex A1 <i>OPM3</i> Best Practices List Appendix X1 Third Edition Changes Appendix X2 Development of the Standard Appendix X3 Contributors and Reviewers of <i>OPM3</i> Third Edition Appendix X4 The Self-Assessment Method (SAM) Appendix X5 Case Studies and Success Stories Glossary Index

X1.2.1 Changes to Section 1 of Second Edition– Introduction to *OPM3*

Section 1 of the third edition outlines the distinction between *OPM3* and OPM and the relationships among portfolio management, program management, project management, and organizational project management. It also outlines the business value of *OPM3* and the key stakeholders engaged in *OPM3* initiatives.

Section 2 of the third edition outlines OPM foundational concepts while focusing on the business value that *OPM3* conveys by helping organizations translate strategy into business value realization in an efficient and effective manner.

Table X1-2. Changes to Section 1

Second Edition	Third Edition
Chapter 1 Introduction 1.1 <i>OPM3</i> Organizational Perspective 1.6 Overcoming the Improvement Dilemma	Section 1 Overview 1.1 Introduction 1.2 Purpose of <i>OPM3</i> 1.3 What is <i>OPM3</i> 1.4 What is OPM 1.5 Relationship among Portfolio Management, Program Management, Project Management, and Organizational Project Management 1.6 Business Value 1.7 Stakeholders (Roles)
Chapter 2 Foundational Concepts 1.2 Strategy Execution 2.2 Organizational Project Management 2.3 Organizational Project Management Maturity 2.1 <i>OPM3</i> Purpose and Scope	Section 2 Foundational Concepts 2.1 Organizational Project Management Described 2.2 Organizational Life Cycles 2.3 Organizational Project Management Maturity Model

X1.2.2 Changes to Section 2 Second Edition—Understanding the Model

All Chapters from Section 2 of the second edition have been relocated in their entirety to Section 3 on The Organizational Project Management Maturity Model with a detailed look at the construct, framework, application, and scoring methods. Some materials from other second edition chapters are also relocated to Section 3 of the third edition creating comprehensive detail on how the model is built and how to apply it. This change brings the structure of the third edition in line with the framework of other PMI standards.

Table X1-3. Changes to Section 2

Second Edition	Third Edition
1.3 <i>OPM3</i> Components	Chapter 3 The <i>Organizational Project Management Maturity Model (OPM3)</i>
1.5 Organizational Improvement Plan	3.1 Introduction
1.4 Maturity Assessment	3.2 The <i>OPM3</i> Construct
2.4 <i>OPM3</i>	3.3 <i>OPM3</i> Framework
2.4.1 Domains	3.4 <i>OPM3</i> Application
2.4.2 Organizational Enablers	3.5 <i>OPM3</i> Scoring Methods
2.4.3 Multi-Dimensional View of Maturity	
Chapter 3 The <i>OPM3</i> Cycle	
3.1 Knowledge, Assessment, and Improvement	
3.2 Introduction to the <i>OPM3</i> Improvement Cycle	
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	
Chapter 5 The <i>OPM3</i> Construct	
5.2 SMCI and Organizational Enablers	
5.3 Dependencies Among Best Practices and Capabilities	

X1.2.3 Changes to Section 3—Using the Model

Section 3 of the second edition is now replaced by Sections 4, 5 and 6 of the third edition. These sections are structured in the same manner as the Knowledge Areas found in the *PMBOK Guide*® with inputs, tool and techniques, and outputs (ITTO). These changes are a result of the standardization of the PMI standards and are intended to equip the *OPM3* practitioner with a depth of knowledge needed to (a) carry out an assessment covering the key areas of acquiring the knowledge needed to perform the assessment, (b) carry out the assessment itself, and (c) manage relative organizational project management improvements within that particular organization.

Table X1-4. Changes to Section 3

Second Edition	Second Edition
	Chapter 4 Acquire Knowledge 4.1 Understanding OPM 4.2 Understanding Organization 4.3 Assess Change Readiness
	Chapter 5 Perform Assessment 5.1 Establish Plan 5.2 Define Scope 5.3 Conduct Assessment 5.4 Initiate Change
	Chapter 6 Manage Improvement 6.1 Create Recommendations 6.2 Select Initiatives 6.3 Implement Improvement Initiative 6.4 Measure Results 6.5 Manage Change
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X1.2.4 Changes to Section 4—Appendices

Changes to the Appendices include:

- Appendix X1 Third Edition Changes
- Appendix X2 Evolution of the Organizational Project Management Maturity Model now includes subsection
- Appendix X3 Contributors and Reviewers of OPM3 third edition
- Appendix X4 The Self-Assessment Method
- Appendix X5 OPM3 Case Study, illustrating a real example of how OPM3 was used in an organization and the outcomes of that process are replaced with case studies
- Glossary
- Index

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