



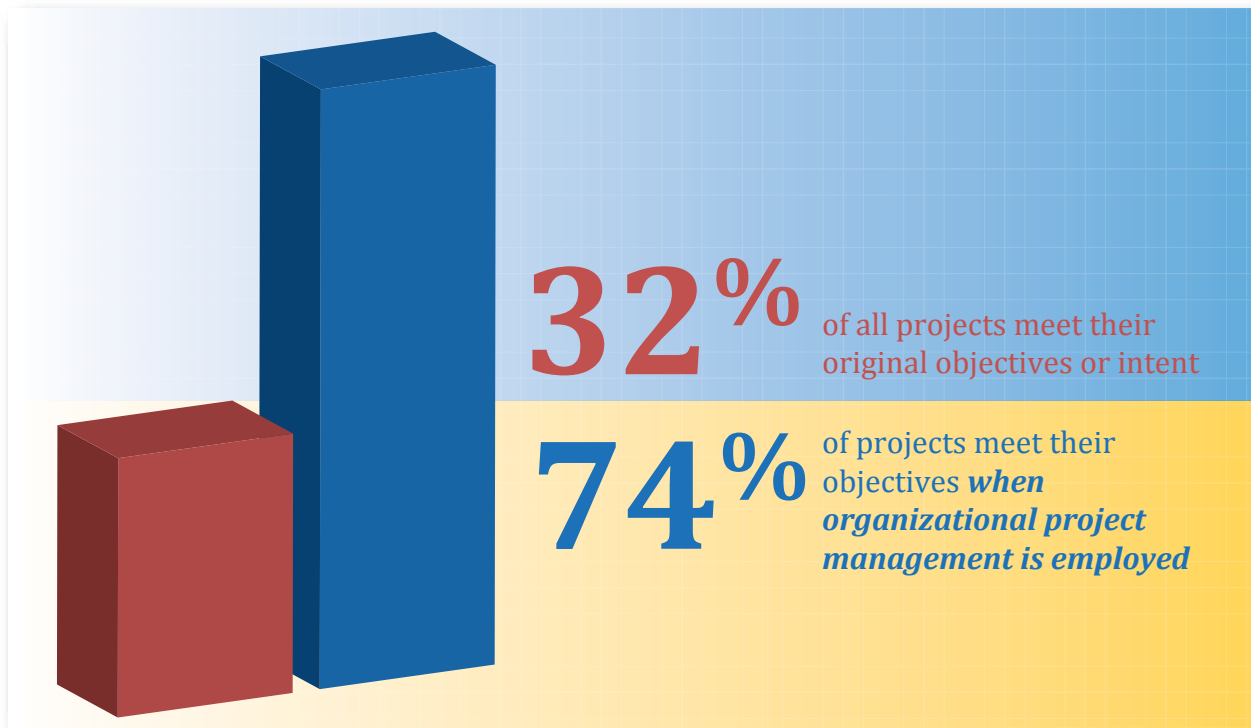
**PROJECT STRATEGY**

**CONSULTING**

G R O U P

IMPROVING THE CLIENT CONDITION

*OPM3*<sup>®</sup> ASSESSMENTS  
**OVERVIEW**



*Figures presented are in accordance with research conducted by the Project Management Institute in 2013.*

## What is the Organizational Project Management (OPM) Maturity Model?

As organizations continue to grow in size and scope, they are taking on increasingly complicated projects. However, they have not necessarily made the same advancements in their project management practices. Research shows that project failure rates have actually increased, and that those rates correspond directly to the size of the project.

PMI's Organizational Project Management Maturity Model, or *OPM3*<sup>®</sup>, helps you avoid the same fate. As the global best-practice standard for improvement, preparing for the

release of its third edition, *OPM3*<sup>®</sup> helps organizations understand their project management processes, ensures that their projects are tied to the organization's larger strategy, and measures and guides their capabilities for improvement.

Use *OPM3*<sup>®</sup> to evaluate your organization's project, program and portfolio processes, or add to your project management expertise with a certified *OPM3*<sup>®</sup> professional, and put yourself and your organization on the path to improved performance.

## How Can I Understand How Well My Organization is Performing OPM?

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Those organizations that understand their strengths and weaknesses are better equipped to build upon those strengths and mitigate their weaknesses. A formal *OPM3*<sup>®</sup> assessment will provide your organization with the appropriate level of insight into its current project, program, and portfolio management capabilities. A properly administered *OPM3*<sup>®</sup> assessment will take into account, at a minimum, all project management activities associated with project integration, scope, risk, cost, schedule, communications, human resources, procurement, quality, and

stakeholder management. Additional emphasis on Program and Portfolio Management and Organizational Enablers — the structural, cultural, technological, and human resource best practices that underpin projects, programs, and portfolios — will also occur. Comparisons with industry peers and other salient groups will be included. Further, the assessment will examine both traditional project management practices as well as any unique development considerations to ensure a thorough and proper perspective is delivered.

## Are These Assessments Expensive? How Long Do They Take to Perform?

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*OPM3*<sup>®</sup> assessments are generally quick to perform and comparatively inexpensive to employ and every client with whom we have worked has indicated that it is one of the most useful things they have done for their company's continued health and business success and they wished they had done the assessment earlier. Indeed,

the value of the Project Management Institute's model — now in its third edition — is such that most of our clients have built annual reassessments into their strategic planning process. Contact us to learn more about the very tangible benefits that Organizational Project Management maturity brings to companies both large and small.

# What Are the Benefits of Performing an Assessment?


When an organization employs an OPM3® assessment, they receive significantly increased insight into their current project management operations that they were very likely previously unaware. The assessment provides a proper baseline for measuring the efficacy of efforts to advance the maturity of the organization based on factual, quantified and qualified information.

Understanding the existing capabilities, outcomes, and best practices of the organization is a critical input to strategic planning and provides the necessary foundation for delivering

successful projects and minimizing risk to a company's discretionary project management investment expenditures.

More mature organizations enjoy:

- Increased throughput in their portfolio pipeline,
- Earlier time-to-market,
- Increased customer satisfaction,
- Higher quality outputs,
- Improved employee morale,
- Budget and schedule adherence, and
- Numerous other improvements to capabilities and outcomes.

Reported Organizational Project Management Maturity Level		% of on-time projects	% of on-budget projects	% of projects meeting original goals and business intent
	High		67%	68%
Medium		55%	58%	67%
Low		39%	44%	53%

## Maturity Assessment Approach

An Organizational Project Management Maturity Model (OPM3®) Assessment benchmarks the current state of organizational project management maturity and identifies improvement initiatives to reach an improved

level of maturity and, by extension, improved capabilities and outcomes to support business success. This approach provides demonstrable benefits to the organization by ensuring that a comprehensive examination

of the existing “as-is” state occurs that is inclusive of not only project management activities, but optionally also program, portfolio, and governance activities, as well as the organizational “enablers” that help institutionalize and sustain best practices.

Organizational project management is the systematic management of projects, programs, and portfolios in alignment with the achievement of strategic goals. The concept of organizational project management is based on the

idea that there is a correlation between an organization’s capabilities in project management, program management, and portfolio management, and the organization’s effectiveness in implementing strategy. Leveraging organizational project management practices is a well-defined best practice for the implementation of effective and enduring project management methodologies. A description of the four components of the assessment approach is provided below.

## The Four Components of the Assessment Approach

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### Baseline Current Environment and Document Issues through Interviews and Artifact Reviews

The primary activities associated with this phase include the conduct of a kick-off meeting with the key assessment stakeholders, one-on-one interviews with a cross-section of project management practitioners and extended stakeholders, the collection and review existing project artifacts such as documentation and knowledge systems, and the compilation of findings from the interviews and validation of them through the review of the documents and systems.

### Map Current Situation to the Organizational Project Management Maturity Model

The main activity of this phase is to establish an inventory of the current project management practices and to identify which areas have the greatest potential for improvement. This information is categorized, evaluated, and compared against the Organizational Project Management Maturity Model (OPM3®). It sets the baseline for improving project management and organizational enabler capabilities. It also benchmarks the organization against other external organizations’ maturity levels as appropriate.

## **Compile and Document Project Management Maturity Assessment Findings**

Once the information is mapped into *OPM3*<sup>®</sup>, it will be compiled and analyzed. The analysis and planning phase of this approach is the most critical phase. The objective here is to establish an inventory of the current project management practices and to identify which areas require the most focus for improvement. The analysis identifies current strengths and weaknesses, which existing organizational practices/tools and processes could be improved most dramatically, and which industry best practices could be introduced and utilized. If necessary, it is also foundational for establishing a project management framework that is appropriate and acceptable to the organization and is crafted to ensure its stability and endurance.

## **Document Recommendations to create an Implementation Approach**

The recommendations for establishing improvement consistent with the organization's goals and direction will be documented and prioritized. Process improvements will be addressed with an emphasis on change management; that is, addressing the cultural paradigms within the organization. These will be presented to executive management for consideration and action and are a critical input to the development and implementation of process and practice improvements.

# Maturity Assessment Tools

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## INTERVIEWS AND SURVEYS

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The interviews provide qualitative information for capability findings and input for the preparation of both the gap analysis and subsequent recommendations. A representative number of confidential interviews will be conducted, reflective of a comprehensive cross-section of all the organization's project management practitioner staff. Some extended stakeholders will also be interviewed to ensure that the multiplicity of internal and external stakeholder perspectives contribute to the assessment. In doing so, the results are more informed and the recommendations better aligned with both need and interest.

## ARTIFACTS AND SYSTEMS

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The documents and systems used to support the practice of project management within the organization will be reviewed to understand the level and consistency of use across all of its offices. A detailed summation of these will be included in the assessment report. This review includes expectations of a typical project management competency as well as extended artifacts that support the organization's programs, portfolios, and governance activities.

## OPM3® PRODUCTSUIE

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The OPM3® ProductSuite Tool is a web-based solution which supports inspection of the organization's total project management maturity to a degree that is not available with other maturity assessment models and solutions. The solution consists of an Assessment and an Improvement tool and is built on the Project Management Institute's (PMI's) Organizational Project Management Maturity Model (OPM3®), an ANSI standard. All information is kept in a centralized database and is provided to the user through advanced and up-to-the-minute technology. The solution provides security both for access to the application and on the data level.

# Maturity Assessment Tools

## ORGANIZATIONAL CHANGE READINESS ASSESSMENT

The purpose of the organizational change readiness assessment is to properly understand the various stakeholders' perspectives associated with the implementation of the project management methodology. It helps to ensure that the appropriate cultural, historical, change agents, other factors are given suitable attention. This development of a change readiness profile is an important input to the development of a comprehensive and informed communications strategy to support the rollout of the methodology. It helps identify areas of concern to the stakeholders and is invaluable as an aid in developing an improvement plan that addresses the sensitivities and levels of awareness existent in the organization.

74% of projects meet their target when organizational project management is applied.\*

74%

### Unlock the power of organizational project management.

OPM3® Certified Professionals can help your organization align resources to your strategic goals, achieve best practices, and deliver expected results.



\*Source: PMI Pulse of the Profession





The Project Strategy Consulting Group is a boutique consultancy specializing in the advancement of project, program, portfolio, and governance maturity within an organization. We further assist with ensuring the success of project management offices (PMOs) and other organizational entities with developing their existing processes and tools to align with industry best practices and the organization's strategic goals. This includes facilitating the development of detailed roadmaps to address areas of opportunity for improvement and the definition and collection of metrics that deliver defined business value. The PSCG is a certified small business and veteran-owned enterprise and we are very proud to be trusted advisors to and trusted partners with several companies across the globe.



The Project Strategy Consulting Group is also a Registered Consultancy of the Project Management Institute, an achievement reserved for a select group of entities specializing in advancing the project management practices of their client organizations. As such, the PSCG has a unique network of very senior project management, strategy, and governance practitioners globally and only draws upon these exceptionally experienced, certified individuals to assist its principals with any assessment or consulting services with which it may require assistance. We encourage you to reach out to us to discuss your needs and interests and are more than happy to provide you with a complimentary consultation that you may better understand our offerings as well as your own options.

Contact us to discuss how *OPM3*<sup>®</sup> can benefit you and your organization. Our industry experience makes us a proven partner to trust.

For additional information:

Phone: +1 800 452 7814

Email: [opm3@projectstrategy.com](mailto:opm3@projectstrategy.com)

Website: [www.projectstrategy.com](http://www.projectstrategy.com)