Organizational Project Management Maturity Model (OPM3)

Knowledge Foundation

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OPM3 Foreword

In 1983, PMI published its first standard, the Special Report on Ethics, Standards, and Accreditation (ESA). Over the last twenty years, PMI has continued to make significant contributions to the project management profession through the development and publication of standards.

In 1987, PMI published the PMBOK® Standards, the precursor to the 1996 version of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. The *PMBOK® Guide*—2000 Edition reflects PMI's ongoing commitment to refreshing the standards that it develops and sponsors.

In 2002, PMI expanded the scope of its standards-setting activities by moving into the practitioner arena, publishing the *Project Manager Competency Development Framework*.

The *PMBOK® Guide* and the *Project Manager Competency Development Framework* have contributed to the advancement of the project management profession worldwide, by championing a common lexicon and disseminating generally accepted project management knowledge and practices.

Today, twenty years after the ESA report was published, PMI is proud to announce the introduction of OPM3™ - the *Organizational Project Management Maturity Model.* Chartered in 1998, OPM3 is designed to help organizations translate strategy into successful outcomes, consistently and predictably.

This Standard has three key elements:

1) The Knowledge element describes organizational project management and organizational project management maturity, explains why they are important, and how project management maturity can be recognized.

2) The Assessment element presents methods, processes and procedures that an organization can use to self-assess its maturity.

3) The Improvement element provides a process for moving from its current maturity to increased maturity. The Improvement element is what clearly differentiates OPM3 from other products in the marketplace.

With the introduction of its first standard for organizations, PMI completes a triad of standards, one for organizations, another for people and another for projects that connect together, providing a comprehensive and synergistic approach to successful project management.

OPM3 is yet another vital step in PMI's commitment to develop standards that will lead to worldwide excellence in the practice of project management.

Debbie L. O'Bray, CIM, PMI Chair

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Preface

The Organizational Project Management Maturity Model (OPM3) falls naturally within the sequence of Standards published by the Project Management Institute (PMI). *A Guide to the Project Management Body of Knowledge (PMBOK®Guide)* has become the *de facto* Standard for managing individual projects and is the reference of choice for the project management profession. *The Project Management Competency Development Framework*, published in 2002, sets a Standard for effectively training and developing project managers or those aspiring to be project managers.

A logical next step was to develop a standard applying project management principles at the organizational level. OPM3 seeks to create a framework within which organizations can reexamine their pursuit of strategic objectives via Best Practices in organizational project management. This Standard is an initial statement on this subject—identifying and organizing a substantial number of generally accepted and proven project management practices, and providing a means to assess an organization's maturity against the Best Practices identified in this Standard. Finally, with the results of such an assessment, an organization can decide whether to plan for improvements—and how to approach these improvements—to increase its maturity by developing more of the Capabilities identified by the Standard.

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

OPM3 is designed to provide a wide range of benefits to organizations, senior management, and those engaged in project management activities. Here is a partial list:

OPM3 . . .

- Strengthens the link between strategic planning and execution, so project outcomes are predictable, reliable, and consistent, and correlate with organizational success

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- Identifies the Best Practices which support the implementation of organizational strategy through successful projects
- Identifies the specific Capabilities which make up the Best Practices, and the dependencies among these Capabilities and Best Practices
- Places Best Practices and Capabilities within the context of not only Project Management, but also Program Management and Portfolio Management processes
- Provides a means to assess an organization's maturity relative to a body of identified Best Practices and Capabilities
- Provides a basis from which organizations can make improvements in project management maturity
- Provides guidance and flexibility in applying the model to each organization's unique set of needs
- Is based on the *PMBOK® Guide*, the *de facto* Standard for project management
- Incorporates the expertise of hundreds of project management practitioners and consultants from a wide spectrum of industries and geographic areas.

It is important to keep in mind that OPM3 is in its first public iteration. For the very first time, organizational project management and organizational project management maturity have been defined in a PMI Standard. In addition, PMI has opened a dialogue regarding Program and Portfolio Management, postulating these as essential domains within organizational project management.

Bringing the Standard to this point has involved an enormous, broad-based commitment and effort over time, which has naturally tended to generate enthusiasm and anticipation in the project management community. Much of the work on OPM3, however, has involved navigating uncharted territories, and the results of this work are offered with a measure of humility, as well as pride.

The journey that lies ahead—as organizations study the Standard, assess themselves against it, and consider plans for improvement—will test the ideas on which OPM3 is built and will, no doubt, produce a wealth of feedback. This feedback will pave the way for adjustments and/or refinements that will further develop the next edition of OPM3. Those who now apply OPM3 within their organizations will not only be receiving its immediate benefits, they will also be joining in a groundbreaking endeavor. They will build on the pioneering work that has brought the Standard this far, and will contribute immeasurably to the value of future iterations.

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Executive Summary

Before getting into the detailed content of OPM3, it might be helpful to give a brief overview of this Standard by answering some basic questions:

What is Organizational Project Management?

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 its effectiveness in implementing strategy. The degree to which an organization practices this type of project management is referred to as its organizational project management maturity.

What is OPM3?

OPM3 is an acronym for the Organizational Project Management Maturity Model—a standard developed under the stewardship of the Project Management Institute. The purpose of this Standard is to provide a way for organizations to understand organizational project management and to measure their maturity against a comprehensive and broad-based set of organizational project management Best Practices. OPM3 also helps organizations wishing to increase their organizational project management maturity to plan for improvement.

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Figure ES-1: OPM3 bridges the gap between organizational strategy and successful projects

How will OPM3 benefit my organization?

Primary benefits of using OPM3 include the following:

- It provides a way to advance an organization's strategic goals through the application of project management principles and practices. In other words, it bridges the gap between strategy and individual projects.
- It provides a comprehensive body of knowledge regarding what constitutes Best Practices in organizational project management.
- By using OPM3, an organization can determine exactly which organizational project management Best Practices and Capabilities it does and does not have—in other words, its organizational project management maturity. This maturity assessment then forms a basis for deciding whether or not to pursue improvements in specific critical areas, such as the domains of Portfolio, Program, or Project Management.
- If the organization decides to pursue improvements, OPM3 provides guidance on prioritizing and planning.

What are the primary physical parts of the Standard?

OPM3 has three parts:

- Narrative text, presenting the OPM3 foundational concepts, with various appendices and a Glossary
- Self-Assessment, providing a tool in support of the Assessment step outlined in OPM3
- Directories, containing data on nearly 600 organizational project management Best Practices and their constituent Capabilities.

How does OPM3 work?

There are three basic elements to applying OPM3 in an organization:
Knowledge. OPM3 is the first iteration of a body of knowledge on the subject of organizational project management and a subset of the larger Project

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Management Body of Knowledge (PMBOK®). Because this Standard will form the basis of an organization's maturity assessment, familiarity with the contents of the Standard is essential.

Assessment. In Assessment, the organization uses an assessment tool to determine areas of strength and weakness in relation to the body of Best Practices. The OPM3 Self-Assessment—an interactive tool provided on the OPM3 CD-ROM—is an example of such a tool. This assessment process will help the organization decide which Best Practices or groups of Best Practices to investigate further, either to confirm competency in an area or to identify constituent Capabilities of one or more Best Practices that need attention. OPM3 outlines how to conduct this detailed investigation in the most helpful way for the organization, through the use of the Directories. Depending on the outcome of the Assessment, an organization may choose to continue with a more in-depth investigation, proceed to plan for improvements, or exit the process. If it exits the process, the organization should consider revisiting the Assessment step at some point in the future.

Improvement. For many users, the results of the Assessment will include a list of Capabilities not yet fully developed in the organization. OPM3 provides guidance in placing these in order of importance, and this sequence forms the basis for any subsequent plans for improvement. The actual process of implementing improvements in an organization, which may involve organizational development, change management, restructuring, retraining, and other initiatives, is beyond the scope of this Standard.

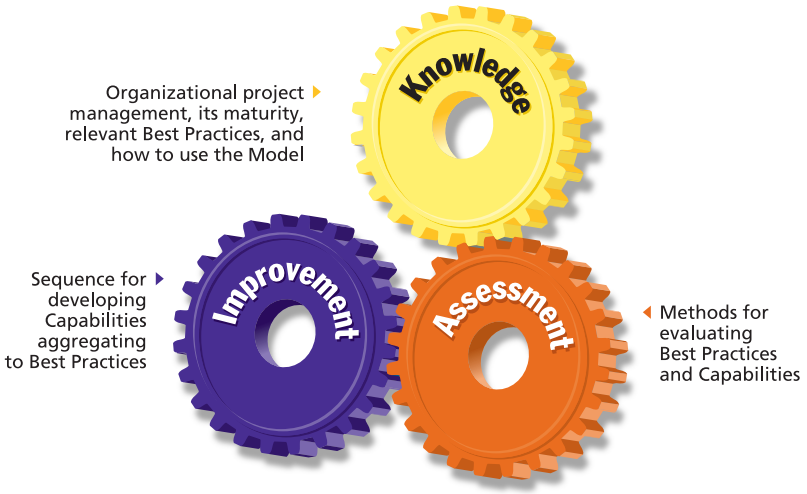

Figure ES-2: Knowledge drives Assessment, which, in turn, drives Improvement

Once improvements have been made, an organization may return to the Assessment step to measure the effects of the improvements, or undertake improvement in other areas of practice highlighted by the earlier Assessment.

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What kind of commitment is required to launch OPM3 in my organization?

The process of applying OPM3 in an organization is difficult to quantify. It depends on factors such as the size, complexity, and initial maturity of the organization. The thoroughness of the assessment, the nature of the organization's strategic objectives, and the level of resources available also impact any estimate. However, the assessment portion of such an initiative is most likely to take from several weeks to several months. Should an organization decide to embark upon improvements, the planning and implementation steps are likely to take longer, depending on how many Best Practices and related Capabilities an organization decides to work on at one time.

Are there new terms and concepts to learn?

Every effort has been made to build the Standard on familiar ground, and to present it in an easily understandable and usable form. However, the subject matter is—by nature—highly detailed, and this is the first time some of these concepts have been formally articulated. As a result, some new terminology was needed to explain the new concepts. All such terms are explained within the text of the Standard and collected in a Glossary, and many are illustrated through diagrams, as well.

Given the scope of the subject matter and the potential implications to an organization, users may find that going beyond a single reading of the Standard enhances their understanding of OPM3.

How is OPM3 important to the project management profession?

OPM3 is the natural next step in the sequence of Standards published by PMI in recent years. The *PMBOK®Guide* is the standard for individual projects; The *Project Manager Competency Development Framework* is the standard to guide the professional development of project managers and those aspiring to be project managers. OPM3 is the first iteration of a standard for organizations. It has the potential to create a new environment for those working in the project management profession, by illuminating the important link between projects and organizational strategy and the importance of organizational support to project management practices.

The information in OPM3 is based on very broad-based input from project management practitioners and consultants, and is consistent with the *PMBOK® Guide*. OPM3 was developed over a period of nearly six years, and twenty-seven contemporary maturity models were reviewed. Over 800 volunteer project management practitioners, from virtually all industries and disciplines, in 35 countries, were actively involved in researching and constructing OPM3. This new model is a major step forward in advancing professionalism and organizational maturity in project management.

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SECTION ONE

INTRODUCTION TO OPM3

Chapter 1

Foundational Concepts

1.1 OPM3 PURPOSE AND SCOPE

The primary purpose of this document is to describe a Standard for organizational project management and organizational project management maturity. It is designed to help users understand and appreciate organizational project management and its value in the execution of organizational strategy, though strategic planning is beyond the purpose outlined for OPM3. The Standard is also intended to help organizations understand organizational project management maturity and its potential importance to every aspect of their operations. The Organizational Project Management Maturity Model will guide users in the assessment of their current state of organizational project management maturity in relation to the Standard. In addition, if an organization wishes to work toward improving its maturity, OPM3 provides guidance to support that effort.

The scope of OPM3 is global. It has been developed through the participation and consensus of a diverse group of individuals in the project management profession, representing a cross-section of organizations from 35 countries. It cuts across boundaries of organizational size and type, is applicable in cultures throughout the world, and in virtually any industry, from engineering and construction to information technology, financial services, government agencies, and manufacturers, to name a few.

1.2 IMPLEMENTING STRATEGY THROUGH PROJECTS

The world in which organizations operate today is rapidly becoming more complex than ever before. Major shifts in technology and in the business and economic environment present many opportunities, but also many challenges, to organizations striving to manage and thrive in the midst of great change.

One key challenge for organizations is to keep focused on strategic objectives, with an ability to translate these into results while adapting to external forces. Because organizations are goal-directed and are constantly

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undertaking changes to accomplish their goals, the concept of *projects* is a natural means for them to manage the many dimensions of any initiative in an orderly and repeatable manner. This is true whether the goal is the development of a new software product, implementation of new systems in an organization, or designing and building a bridge. A project is a temporary endeavor undertaken to create a unique product, service, or result (*PMBOK® Guide*). Put simply, projects help organizations deliver desired strategic changes in a changing world.

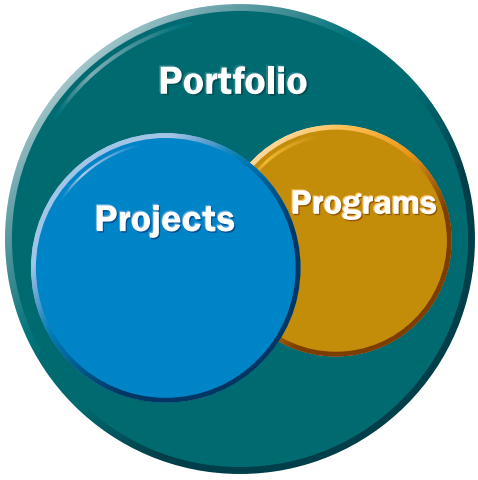

Figure 1-1: Projects and Programs are part of a Project Portfolio

Depending on the organization's size, complexity, and sophistication, it may initiate or manage multiple and interacting projects simultaneously. Groups of projects sometimes constitute a *program*, which is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program.

Similarly, a *Portfolio* is a collection of projects and/or programs and other work that are grouped together to facilitate effective management of that work to meet strategic objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related. Organizational leaders, who are focused on the overall effectiveness of the entire organization, understand that projects, programs, and portfolios are well suited to helping them achieve their strategic goals.

An organization's alignment with strategies consists of many factors. For example, several factors such as customer, product, process, and people may all be considered when measuring strategic alignment. To meet customer requirements, product quality and quality policies should be aligned with the marketing strategy. Likewise, an organization should allocate its resources—financial and human—in alignment with strategic objectives.

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OPM3 is designed to help organizations align diverse aspects of their operations with their overall business strategy. The application of OPM3 will assist organizations in establishing policies and process standards to ensure that operations are consistent with strategic objectives. Similarly, OPM3 may support the establishment of improvement goals in alignment with the organization's strategy.

1.3 ORGANIZATIONAL PROJECT MANAGEMENT

Organizational project management is the application of knowledge, skills, tools, and techniques to organizational and project activities to achieve the aims of an organization through projects.

The term "organization" does not necessarily refer to an entire company, agency, association, or society. It can refer to business units, functional groups, departments, or sub-agencies within the whole. In the context of OPM3, the term applies to any groups intending to make use of the material in this Standard. This use will involve assessing their organizational project management maturity, and determining whether their maturity is deemed satisfactory at that point in time. If an organization decides to improve its maturity, OPM3 will assist with the pursuit of improvements.

As important as it is for an organization to accomplish individual projects successfully, additional strategic value is generally realized by treating *most endeavors* as projects—managing them individually and collectively in alignment with strategic goals. Organizations also benefit from establishing an infrastructure supportive of the needs of project management.

While individual projects may be considered tactical, organizational project management is, by definition, strategic. Used properly, it mirrors an organization's business strategy and provides a high-level perspective and regulation of critical resources that directly impact financial results. Seen in this light, organizational project management is a strategic advantage in a competitive economy.

1.4 ORGANIZATIONAL MATURITY

A "maturity model" is a conceptual framework, with constituent parts, that defines maturity in the area of interest—in this case, organizational project management. In some cases, such as with OPM3, a maturity model may also describe a process whereby an organization can develop or achieve something desirable, such as a set of Capabilities or practices. This process can result in a more highly evolved organizational state; in other words, a more mature organization.

Organizational project management maturity can be defined as the degree to which an organization practices organizational project management. In OPM3, this is reflected by the combination of Best Practices achieved within the Project, Program, and Portfolio domains. OPM3 is a maturity model describing the incremental Capabilities that aggregate to Best Practices, and which are prerequisite to effective organizational project management.

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The progression of increasing maturity designed into OPM3 consists of several dimensions, or different ways of looking at an organization's maturity. One dimension involves viewing Best Practices in terms of their association with the progressive stages of process improvement—from standardization to measurement to control and, ultimately, to continuous improvement. (See Section 3.5 for a full explanation of this concept.) Another dimension involves the progression of Best Practices associated with each of the domains (see Chapter 4), first addressing Project Management, then Program Management, and finally, Portfolio Management. Each of these progressions is a continuum along which most organizations aspire to advance.

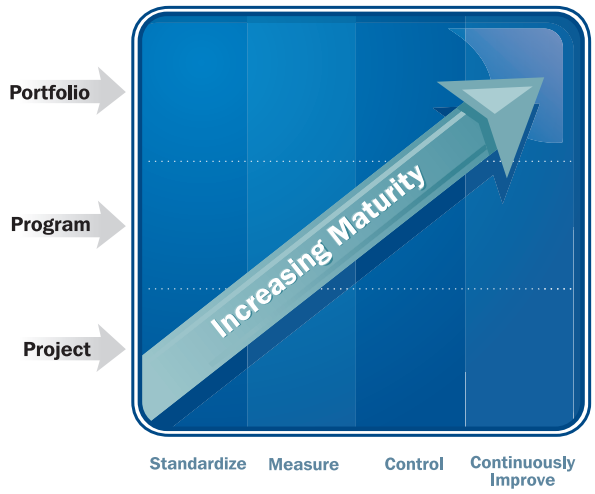

Figure 1-2: Organizational Project Management Maturity increases along a continuum

Also, *within* these two dimensions is the progression of incremental Capabilities leading to each Best Practice.

Taken as a whole, these three dimensions constitute valuable reference points when an organization assesses its maturity in organizational project management and considers possible plans for improvement.

OPM3 was intentionally designed without an overall system of "levels" of maturity. Establishing specific maturity levels can be relatively straightforward if the progression of maturity is one-dimensional. For example, as just discussed, there is a progression of four stages of process maturity from process standardization through continuous process improvement. OPM3, however, is multi-dimensional. In addition to the three dimensions described above, OPM3 also categorizes the Capabilities in terms of their association with the five project management process groups (Initiating, Planning, Executing, Controlling, and Closing), permitting evaluation of a fourth dimension of maturity.

Multiple perspectives for assessing maturity allow flexibility in applying the model to the unique needs of an organization. This approach also produces a more robust body of information than is possible with a simpler, linear system of levels, giving the organization greater detail in support of decisions and plans for improvement.

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Chapter 2

User Overview

2.1 HOW THE STANDARD IS ORGANIZED

To help the user understand the processes necessary to implement the OPM3 Standard, it is divided into three main sections. Section One provides an orientation to the basic concepts of the Model and its operation, Section Two helps the user understand the components and processes of the Model itself, and Section Three provides the actual step-by-step process for applying OPM3. Section Three is supported by the Self-Assessment instrument (see Appendix D) and by the three Directories listing Best Practices and data on their constituent Capabilities, including the dependencies among them (see Section 3.4). The Directories are essential to using the Model in conducting a detailed assessment of maturity in organizational project management.

Additional information of interest to users is presented in the appendices, including historical background on the Standard, its evolution, and contributing participants.

2.2 KNOWLEDGE, ASSESSMENT, AND IMPROVEMENT

It may be helpful for the user to think of OPM3 as consisting of three interlocking elements: Knowledge, Assessment, and Improvement. In the Knowledge element, the user becomes proficient in the Standard, to be comfortable with the body of Best Practices knowledge it contains, with the idea of organizational project management, with organizational project management maturity, and with the concepts and methodology of OPM3. In the Assessment element, the organization is compared to the Standard to determine its current location on a continuum of organizational project management maturity. In the Improvement element, organizations that decide to move ahead with change initiatives leading to increased maturity can use the results of the Assessment as a basis for planning, and move forward to implement the plan.

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The following diagram (Figure 2-1) shows the interlocking nature of these three elements, along with the essential concept behind each element. This diagram is closely related to Figure 6-1 in Chapter 6, which shows the elements in the more detailed context of the actual Steps in the OPM3 Cycle.

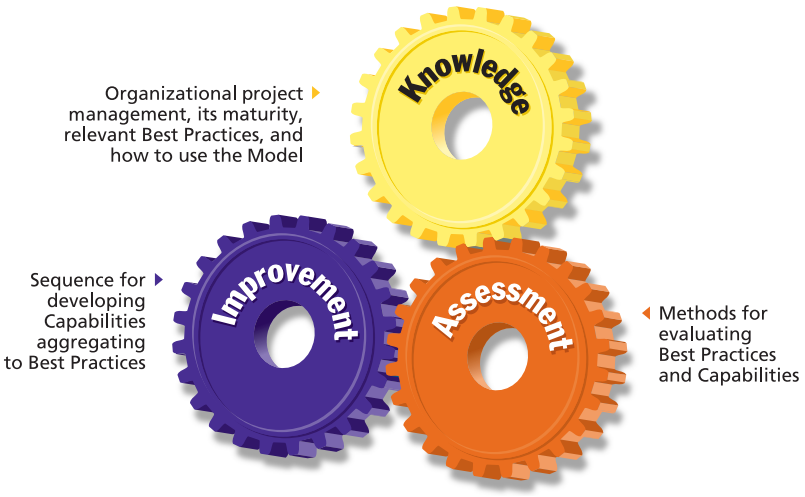

Figure 2-1: Elements of the OPM3 Standard: Knowledge, Assessment, Improvement

2.3 INTRODUCTION TO OPM3 STEPS

A detailed presentation of the steps involved in applying the Standard is given in Chapter 6. However, users should be familiar with these steps in a general way as they proceed to review the Standard. The steps relate to the Knowledge, Assessment, and Improvement concepts in the following way:

Knowledge

Step One: Prepare for Assessment. The first step is for the organization to prepare for the process of assessing its organizational project management maturity in relation to the Model. This involves understanding the contents of the Model as thoroughly as possible, becoming familiar with organizational project management and with the operation of OPM3. Contents of the Standard include the narrative text, with Appendices and Glossary, the Self-Assessment tool, and the three OPM3 Directories containing detailed data on the Best Practices.

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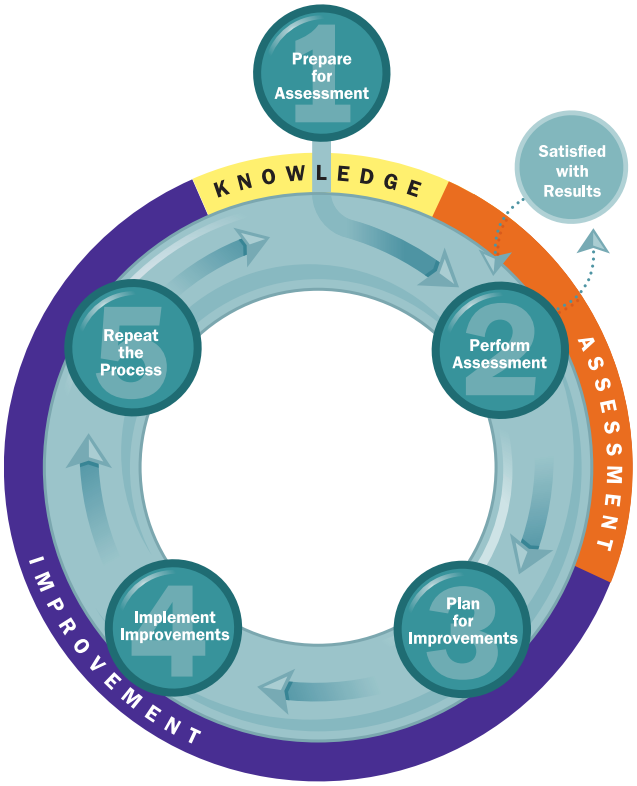

Figure 2-2: The OPM3 Cycle

Assessment

Step Two: Perform Assessment. The next step is to assess the organization's degree of maturity in organizational project management. To do this, an organization must be able to compare the characteristics of its current maturity state with those described by the Model. The first phase of Assessment is a review of which Best Practices in the Standard are and are not currently demonstrated by the organization, and identifying the organization's general position on a continuum of organizational project management maturity. The Self-Assessment tool provided in OPM3 is one way to accomplish this, and organizations may develop others.

Then, in a second phase of Assessment, the organization proceeds to gather further information at a more detailed level to determine which specific Capabilities, associated with each Best Practice, the organization currently does and does not demonstrate—and what the dependencies are among them. The results of the Assessment step may lead an organization to plan for improvements, repeat the Assessment, or exit the process. If an organization elects to exit, a periodic revisiting of the Assessment step is recommended, to monitor the effects of intervening changes.

Improvement

Step Three: Plan for Improvements. For those organizations choosing to pursue organizational improvements leading to increased maturity, the results of the previous step will form the basis for an improvement plan. The documentation of which Capabilities the organization does and does not have—including the dependencies among them—permits a ranking of needed Capabilities and Outcomes according to their priority for the

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organization. This information opens the way to develop a specific plan to achieve the Outcomes associated with the Capabilities of the relevant Best Practices.

Step Four: Implement Improvements. This step is where organizational change will take place. Once the plan has been established, the organization will have to implement the plan over time, i.e., execute requisite organizational development activities to attain the needed Capabilities and advance on the path to increased organizational project management maturity.

Return to Assessment and Improvement

Step Five: Repeat the Process. Having completed some improvement activity, the organization will either return to the Assessment step to reassess where it is currently on the continuum of organizational project management maturity (recommended)—or return to Step Three to begin addressing other Best Practices identified in an earlier assessment.

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SECTION TWO

UNDERSTANDING THE MODEL

Chapter 3

Best Practices

3.1 WHAT ARE BEST PRACTICES?

Organizational project management maturity is described in OPM3 through the existence of Best Practices. A Best Practice is an optimal way currently recognized by industry to achieve a stated goal or objective. For organizational project management, this includes the ability to deliver projects predictably, consistently, and successfully to implement organizational strategies. Furthermore, Best Practices are dynamic because they evolve over time as new and better approaches are developed to achieve their stated goal. Using Best Practices increases the probability that the stated goal or objective will be achieved.

An example of a Best Practice, from the OPM3 Best Practices Directory, is number 5240. The name of the Best Practice is "Establish Internal Project Management Communities." It is described as follows: "The organization establishes an internal community that supports project management."

Best Practices are best achieved by developing and consistently demonstrating their supporting Capabilities, as observed through measurable Outcomes.

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Figure 3-1: Best Practices are dependent upon Capabilities and their associated Outcomes

The full set of Best Practices in OPM3 covers the scope of organizational project management. Organizations do not usually exhibit all Best Practices, and rarely can an organization achieve a new Best Practice quickly.

OPM3 first identified a number of Best Practices, using a brainstorming technique (see Appendix B) to elicit from professionals within industry and government the valued practices in project management adhered to by their own organizations. This list was later organized into logical categories. Such information was eventually further decomposed and refined to develop listings of Capabilities that aggregate to each of those Best Practices.

Later, Best Practices were organized in a manner that the average organization would understand more readily. First, it was determined that there were high-level (Portfolio) processes, multi-project (Program) processes, and Project processes. Subsequently, it was decided to use the *PMBOK® Guide's* project management process groups (Initiating, Planning, Executing, Controlling, and Closing), and extend them to the domains of Program Management and Portfolio Management. These process groups, within the three domains, along with the four stages of process improvement, were then used to organize Components within the model.

3.2 HOW BEST PRACTICES CAN BE USED

Best Practices in OPM3 span a wide spectrum of categories, including, but not limited to, the following:

- Develop appropriate governance structures
- Standardize and integrate processes
- Utilize performance metrics
- Control and continuously improve processes
- Develop commitment to project management
- Prioritize projects and align them with organizational strategy
- Utilize success criteria to continue or terminate projects

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- Develop the project management competencies of personnel
- Allocate resources to projects
- Improve teamwork.

Best Practices can serve a multitude of purposes for an organization. In the context of OPM3, here are some of the most beneficial uses for Best Practices:

Best Practices . . .

Provide a foundation for a plan to achieve strategic goals

- Provide the means to measure an organization's project performance against a broad-based set of specific project management Best Practices and create targeted performance goals
- Provide a basis for disparate groups across an organization to establish common and consistent language, tools, and processes
- Serve as a basis for training and developing personnel
- Function as an organizational competency assessment vehicle
- Enable organizations to apply lessons learned throughout the project life cycle.

3.3 CAPABILITIES, OUTCOMES, AND KEY PERFORMANCE INDICATORS

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

The existence of a Capability is demonstrated by the existence of one or more corresponding ***Outcomes.*** Outcomes are the tangible or intangible result of applying a Capability. In the OPM3 framework, a Capability may have multiple Outcomes.

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

Best Practice: *"Establish Internal Project Management Communities"*

Capability *(one of four for this Best Practice): "Facilitate Project Management Activities"*

Outcome: *"Local Initiatives—The organization develops pockets of consensus around areas of special interest"*

A ***Key Performance Indicator*** (KPI) is a criterion by which an organization can determine, quantitatively or qualitatively, whether the Outcome associated with a Capability exists or the degree to which it exists. A Key Performance Indicator can be a direct measurement or an expert assessment.

Example: the KPI for the Best Practice, Capability, and Outcome just shown is "Community addresses local issues." In other words, the existence of the Outcome "Local Initiatives" would be determined by whether or not communities within the organization are actually focused on addressing issues of local interest with regard to project management.

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When a Key Performance Indicator is quantitative, involving direct measurement, a form of metric is required. A metric is a measurement of something. Something tangible, such as an error count, can be measured directly and objectively. Something intangible, such as customer satisfaction, must first be made tangible—for example, through a survey resulting in ratings on a scale—before it can be measured. A metric can be binary (something exists or does not exist), it can be more complex (such as a scaled rating), or it can be monetary (such as financial return).

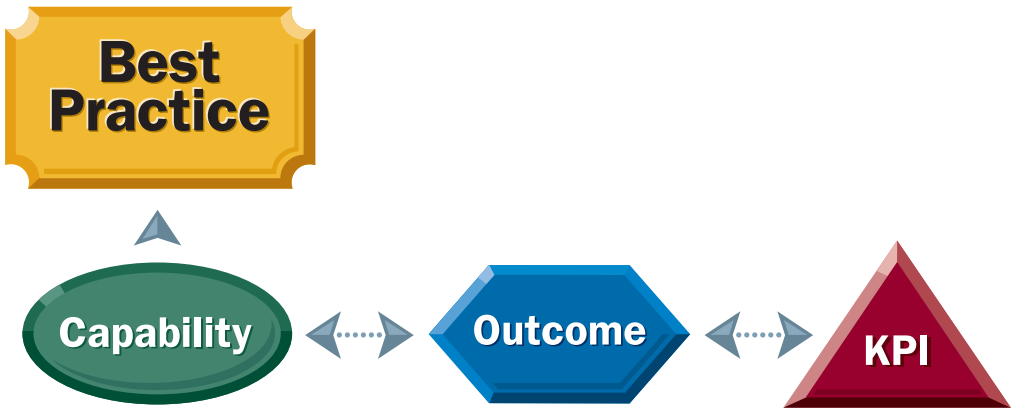

Figure 3-2: Key Performance Indicators (KPIs) confirm the attainment of Outcomes

3.4 DEPENDENCIES AMONG BEST PRACTICES AND CAPABILITIES

To ascertain the existence of a Best Practice—and, therefore, to assess the organization's maturity accurately—an organization must understand the dependencies among Best Practices and Capabilities.

One type of dependency is represented by the series of Capabilities leading to a single Best Practice. In general, each Capability builds upon preceding Capabilities, as illustrated in Figure 3-3.

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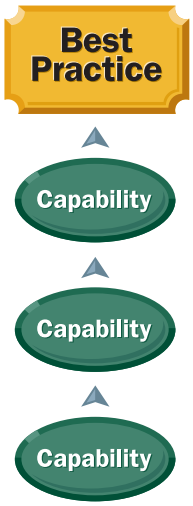

Figure 3-3: Dependency may involve a series of Capabilities

Continuing the example used earlier—Best Practice 5240, "Establish Internal Project Management Communities"—the series of four interdependent Capabilities is as follows, listed here as they would appear in the ***Improvement Planning Directory****, from least dependent to most dependent as you read down the page:*

Facilitate Project Management Activities

The organization facilitates interested groups forming around problems and issues of project management.

Develop Awareness of Project Management Activities

The organization gathers information about internal project management communities. The communities may be assigned tasks such as project management improvement initiatives.

Sponsor Project Management Activities

The organization has internal groups that sponsor project management activities.

Coordinate Project Management Activities

The organization utilizes internal project management communities as part of an overall program of project management support.

Another type of dependency occurs when the existence of one Best Practice depends in part on the existence of some other Best Practice. In Figure 3-4, Best Practice 42 depends on Best Practice 51. As a result, at least one of the Capabilities within Best Practice 42 depends on the existence of one of the Capabilities within Best Practice 51.

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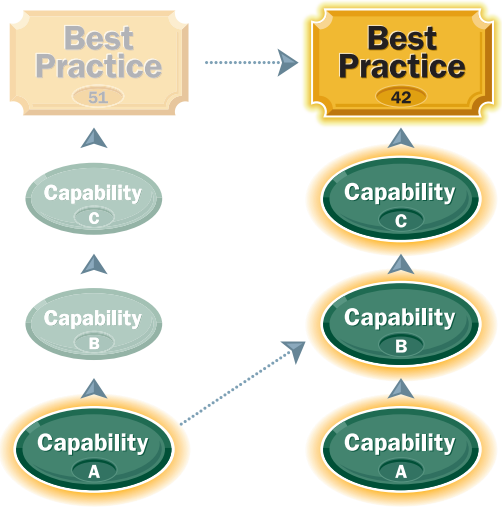

Figure 3-4: Dependency can also exist between Best Practices

The concept of dependencies is unique to OPM3. Breaking down each Best Practice into its constituent Capabilities, and showing the dependencies among them, reveals a sequence that permits a detailed, orderly assessment, and provides a basis for later decisions related to improvement.

Finally, there may be situations where dependencies appear to be joint in nature. For example, a Capability may generate an output that becomes an input to another Capability; this, in turn, updates the work product as an input into a Capability within the same sequence as the first Capability. In such situations, it may be best to approach improvements to the two processes in parallel. See Figure 3-5, below.

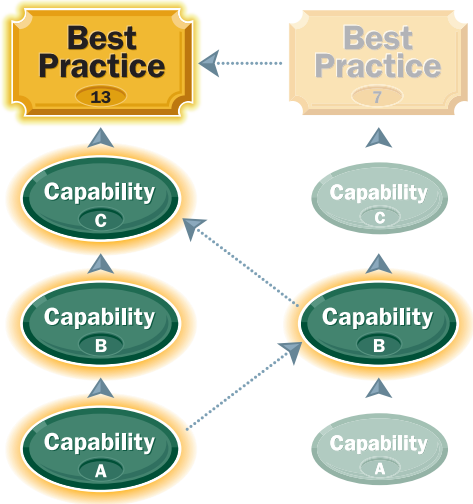

Figure 3-5: Sometimes there is joint dependency among Best Practices' Capabilities

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3.5 CATEGORIZATION OF BEST PRACTICES AND CAPABILITIES WITHIN OPM3

Best Practices and Capabilities in the OPM3 Standard are mapped to two key factors—*domain* and *stage*.

As introduced in Section 1.4 and further explained in Chapter 4, the term "domain" refers to the three domains of Project, Program, and Portfolio Management. Each Best Practice and Capability in the Standard is identified with one or more of these domains of organizational project management.

The term *stage* refers to the stages of process improvement. The concept of process improvement, to make a process "capable," became widely adopted in industry and government as a result of the Quality Movement, which had its roots in the work of W. Edwards Deming and Walter Shewart as far back as the 1920s. Their work became the *de facto* Standard for process improvement, laying out the sequential stage of improvement as 1) Standardize; 2) Measure; 3) Control; 4) continuously Improve. The sequence implies a prerequisite relationship between the stages, in that the most advanced stage, continuous improvement, is dependent on a state of control, which is, in turn, dependent on measurement, which is dependent on standardization.

Each Best Practice and Capability in the OPM3 Standard is associated with one or more of these process improvement stages.

In addition to these categorizations, Capabilities in OPM3 are also mapped to the five project management process groups (Initiating, Planning, Executing, Controlling, and Closing) set forth in the *PMBOK® Guide*. This helps identify Capabilities that will enable organizations to implement these processes successfully, within each of the three domains, or at each of the process improvement stages.

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Chapter 4

The Organizational Project Management Processes

4.1 INTRODUCTION

The following sections explain the OPM3 organizational project management processes. The Standard divides organizational project management into three domains:

1. Project Management
2. Program Management
3. Portfolio Management

Each domain contains a set of processes, consistent with the five process groups described in the *PMBOK® Guide*. OPM3 theorizes that the process groups and their constituent processes are applicable to the domains of Program and Portfolio Management. While this assumption may not be perfect, it is considered apropos and useful to help individuals and organizations better understand Best Practices. The theory also helps explain how Best Practices can be organized in smaller groups for understanding and use. The processes within each process group within each domain are linked to each other through flows of information. Similarly, the domains themselves are linked through flows of information, as well as through other process enablers, such as controls and tools and techniques.

4.2 PROJECTS, PROGRAMS, AND PORTFOLIOS

To understand the relationships between the domains and their processes, it is necessary to be clear on the fundamental relationship between projects, programs, and portfolios. Figure 4-1 illustrates these essential relationships.

By definition, projects can be described as a finite set. Programs, by definition, consist of multiple projects, with the possibility of an additional ele-

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ment of ongoing work. Not all projects will necessarily be part of a program, which accounts for the overlap in Figure 4-1. The organization's project portfolio (as opposed to other types of portfolios), by definition, consists of all the programs, projects, and additional ongoing project-related work within the organization.

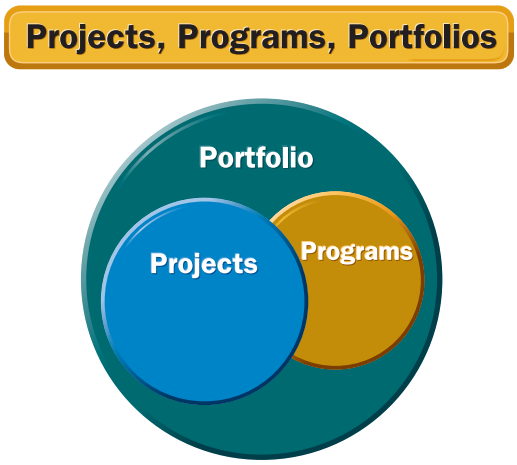

Figure 4-1: Projects and Programs are all part of an organization's Project Portfolio

4.3 PROJECT MANAGEMENT PROCESSES

Project Management—which involves processes for individual projects and competencies for project management practitioners—is the first and most basic of three domains that combine to constitute organizational project management.

The *PMBOK® Guide* describes a project as a temporary endeavor undertaken to create a unique product, service, or result. It also describes project management as the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (p. 204). In addition, it places Project Management in the context of general management and in relation to other management disciplines, a perspective that begins to imply the broader scope of an organizational project management process.

Sections 1.4 and 3.5 of OPM3 explain that OPM3 uses the four stages of process improvement to help organize the content of its model. In addition to this, OPM3 also incorporates and builds upon the process framework—the processes within the process groups—for project management, as defined in the *PMBOK® Guide*.

According to Chapter 3 of the *PMBOK® Guide*, "Projects are composed of processes. A process is 'a series of actions bringing about a result'." It explains further, "Project management processes describe, organize, and complete the work of the project." (p. 29—30.) The Project Management process groups are as follows:

- Initiating Processes
- Planning Processes
- Executing Processes

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- Controlling Processes
- Closing Processes

In turn, each process involves and requires inputs, documents or documentable items that will be acted upon; tools and techniques, which are applied to the inputs to create the outputs; and outputs, documents or documentable items that are a result of the process (*PMBOK® Guide*, p. 32). The term "tools and techniques" also implies the existence of certain controls that govern the execution of the process.

Shown in terms of their interrelationships and the normal flow of information, these process groups look like this:

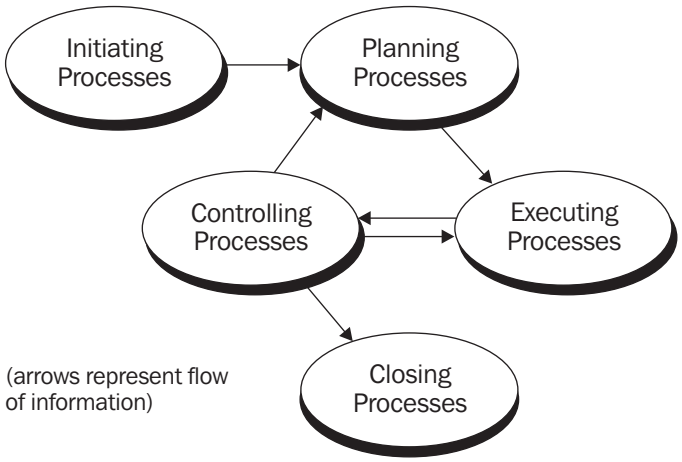

Figure 4-2: The 5 Project Management Process Groups

Chapter 3 of the *PMBOK® Guide* describes the project management process groups in significant detail.

Within the domain of Project Management, maturity is in proportion to the ability to perform each of the processes well, and implies the existence of relevant Best Practices. Maturity also includes the concept of establishing project-level standards, process measures, process controls, and ongoing process improvement. The existence or attainment of maturity in any given process depends on the existence of several Capabilities. The ability to control an input or a process depends on the ability to standardize that input or process and the ability to measure the stability of that input or process.

4.4 PROGRAM MANAGEMENT PROCESSES

The second domain in organizational project management is Program Management.

The term "program" is often used in a wide variety of ways in an organizational context. Sometimes, it is used to mean simply an initiative or promotional campaign (such as a Quality First program). Some people may use "Program Management" and "Project Management" interchangeably,

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or they may see Project Management as a subset of Program Management. In addition, some organizations may not have any such programs, only projects.

It is essential to be clear how the word "program" is being defined. In the context of OPM3, a program is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program. Program management is the centralized, coordinated management of a program to achieve the program's strategic objectives and benefits.

The linking of Program Management to ongoing operations positions it as more inclusive than Project Management, and indicates a greater involvement with the general management of an organization and other management disciplines. The program's focus is on producing, in accordance with a vision of an "end state" consistent with organizational strategic objectives. Program Management has two major attributes that differentiate it from Project Management: (1) Multi-project management and (2) Elements of ongoing operations, such as post-deployment management of the products and services produced and deployed by the program. Program Management is, then, an extension in scope beyond the temporary undertakings inherent in Project Management, since Program Management may include the entire product life cycle considerations such as upgrades or additional releases.

In the multi-project context, there is a shared set of common business objectives or an expectation of benefits from coordinated management. Program Management is often the source of the chartering of new projects to achieve these objectives or benefits. In other words, the projects that comprise Program Management deliver or deploy products and services to operational use, and those projects undergo project closure while the program continues. The program may initiate new projects to address requirements associated with those deployed products and services.

Ongoing operations may include several reoccurring or administrative functions that are the responsibility of the program, such as supplier relationship management and equipment maintenance. Other examples include the ongoing support and enhancement of the products and services produced by the program, or the ongoing activity of monitoring and ensuring the benefits expected of the program.

In many cases, programs produce products, services, or groups of products or services, for which the program must also provide ongoing maintenance and support. In such cases, the life of a Program Management organization may span many years, from the initiation of specific projects through the retirement and disposal of the resulting products and services from operational use. Program end is associated with the end of user ownership and use, when the organization is no longer expected to respond to issues, or when the responsibility for the products and services that resulted from its projects is transferred to another party. In some cases, this transfer may occur within the larger organization of which the program is a part.

Some of the key activities that are essential to Program Management from an organizational project management point of view include the following (see Appendix I for additional details):

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- Managing stakeholder expectations at the program level
- Ensuring that program objectives support portfolio strategies (see below)
- Prioritizing projects within the program and the allocation of resources
- Coordinating the activities of multiple project managers and project teams
- Managing the scope that encompasses all of the projects within the program
- Managing conflicts among projects to achieve organizational goals
- Adhering to definitions of responsibility and authority for communication and action
- Managing the delivery of expected benefits.

It is also important to note that Program Management involves Initiating and Closing processes, in the same way that these processes are integral to beginning or completing any project or phase of a project. This will also be shown to be true of Portfolio Management.

The process groups associated with Project Management— Initiating processes, Planning processes, Executing processes, Controlling processes, and Closing processes—have relevance to Program Management, as well. The challenge, however, is more complex. For example, Initiating must consider other existing projects and Controlling must include methods of monitoring and making decisions about multiple projects. As with Project Management, the idea of maturity within the domain of Program Management is tied to the ability to perform each of the processes well, and includes the concept of establishing program-level standards, process measures, process controls, and continuous improvement of processes.

The specific Program Management Best Practices and Capabilities in OPM3 are intentionally general in nature to cover both the multi-project management and product-related aspects of Program Management. Assessment and improvement planning associated with Program domain Best Practices must consider both of these aspects.

Generally speaking, standardizing Program Management processes depends on standardizing the Project Management processes for the projects within that program. This same reasoning can be extended to process measurement, control, and continuous improvement.

4.5 PORTFOLIO MANAGEMENT PROCESSES

The third domain making up organizational project management is Portfolio Management.

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

Smaller organizations may be able to limit themselves to a single portfolio. Larger organizations may need to utilize multiple groups of portfolios, usually created along the lines of major organizational units (e.g., divisions, groups, business units, etc.). Similarly, some organizations may have separate portfolios for strategic and operational projects, because selection and evaluation criteria will tend to be dramatically different. In this case, organizations need to group strategic efforts carefully into sets

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(themes) and group tactical (operational) efforts separately (e.g., process improvement, equipment maintenance and replacement, etc.), so that the resulting portfolios individually exhibit coherence of purpose. Different portfolios may also be appropriate when grouping projects and programs by product line.

Portfolio Management, then, is the centralized management of one or more portfolios; it includes identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work, to achieve specific strategic business objectives. The organization's strategic plan and available resources guide the investments in projects and programs. The scope of Portfolio Management, however, extends well beyond the support of projects or program investments, since there is an ongoing balance and interaction among projects and programs that comprise the portfolio. Portfolio Management is more closely related to general management and other management disciplines than Project and Program Management are, and is the most strategic of the three domains. However, business processes such as strategic planning are not within the scope of OPM3.

Some of the key activities that are essential to Portfolio Management from an organizational project management point of view include the following (see Appendix I for additional details):

- Translating organizational strategies into specific initiatives or business cases that become the foundation for programs and projects
- Identifying and initiating programs and projects
- Providing, allocating and reallocating resources to programs, projects, and other activities
- Maintaining a balanced project portfolio
- Supporting the organizational project management environment.

Much like the process for managing projects and programs, Portfolio Management has initiating processes and closing processes, which may indicate, for instance, the initiation of a new portfolio of projects, or the closing of operations in a obsolete product line. But, in most cases, these processes refer to the beginning of a new planning cycle or to the closure of a previous planning cycle. The processes are applicable in both cases.

The process groups associated with Portfolio Management are related to those in Project and Program Management: Initiating processes, Planning processes, Executing processes, Controlling processes, and Closing processes. As with Project and Program Management, the idea of maturity within the domain of Portfolio Management is tied to the ability to perform each of the processes well. It also includes the concept of establishing portfolio-level standards, process measures, process controls, and continuous improvement of processes. The existence or attainment of maturity in any given process depends on the existence of other Capabilities, because some processes require essential, stable inputs from other processes.

As stated in the section on Program Management, process improvements in Portfolio Management depend upon process improvements in the other domains of Project and Program Management. For example, standardizing Portfolio Management processes depends on standardizing the processes for all the projects and programs within a portfolio. This same logic can be extended to process measurement, control, and continuous improvement.

Portfolio management promotes understanding of the interrelationships between organizational processes and the successful completion of pro-

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grams and project processes. The successful execution of organizational processes has a direct impact on the successful execution of Program and Project Management processes. Another benefit is better decisions resulting from better information. With Portfolio Management, information is more accurate due to process standards and controls, and more timely due to the use of common tools and techniques.

The Portfolio Management process connects organizational processes, outputs, and informational requirements with those of the Program and Project Management processes.

4.6 HOW PORTFOLIO, PROGRAM, AND PROJECT MANAGEMENT PROCESSES CONSTITUTE THE ORGANIZATIONAL PROJECT MANAGEMENT PROCESS

OPM3, then, not only includes the basic Project Management processes contained within the Project Management process groups, but also extends its framework to incorporate similar processes and process groups within the domains of Program and Portfolio Management. For details on the Project Management process groups and the specific processes included, consult the current edition of the *PMBOK® Guide*. See Appendix I for details on the processes within the process groups of the domains of Program and Portfolio Management. These processes are foundational to many of the Best Practices and Capabilities within OPM3.

This multi-dimensional framework is typical of what is found in organizations practicing Project Management. The framework is unique to OPM3 as a maturity model, and permits users to better understand the implications of a Best Practice or Capability, in terms of its potential applications to any of these three domains, which, as a whole, comprise organizational project management. Viewing the process groups in this fuller context, one sees how they take on the added dimension of *strategic* importance. Figure 4-3, below, gives some sense of how the processes in the domains support and interact with each other.

Figure 4-3: Organizational Project Management Processes depend on Project Management, Program Management, and Portfolio Management

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Within the OPM3 Process Construct (Figure 4-4), the five Project Management process groups are combined, within each of the three domains, interacting with and progressing through the four stages of process improvement. This interaction, and some rules governing it, can be summarized as follows:

- Every process is required in every domain
- Process execution depends on inputs, appropriate tools and techniques, and proper controls, all of which result in outputs
- Controlling variability within a process depends on controlling the variability of its inputs, along with tools and techniques, and proper controls
- Maturity of each process in each domain is dependent upon progression through the process improvement stages of Standardization, Measurement, Control, and continuous Improvement
- The ability to control Portfolio Management processes is dependent on the ability to control the outputs from processes in the Program and Project Management domains which become inputs to Portfolio Management
- Most of the tools and techniques and controls used by processes are developed or made available by processes within other domains.

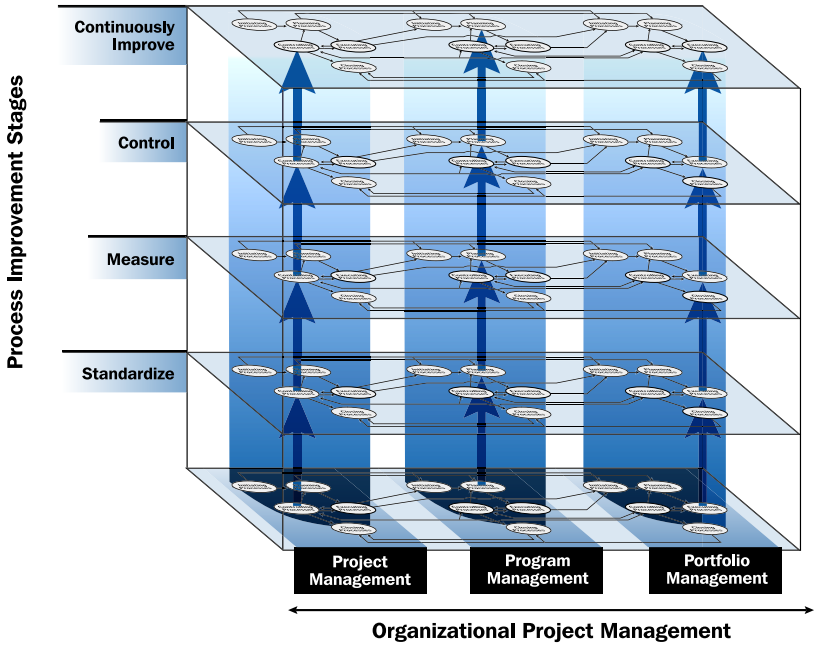

Figure 4-4: OPM3 Process Construct

As explained in Section 3.5, every Best Practice and Capability within OPM3 is mapped to one or more locations within this construct.

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SECTION THREE

USING THE MODEL

Chapter 5

The OPM3 Directories

5.1 INTRODUCTION

Chapter 2 of this Standard contains an introductory overview of the steps involved in applying OPM3 in an organization. Before reading a more detailed explanation of these steps, the user needs to understand the uses of the three OPM3 Directories, which are essential to the application of OPM3. This chapter will explain the contents and organization of the Directories, which contain information pertaining to Best Practices and Capabilities; this information represents the core content of OPM3. Chapter 6 will then provide a detailed account of the Steps of the OPM3 Cycle (including how they relate to the Directories) in the context of their practical application in an organization.

5.2 EXPLANATION OF THE DIRECTORIES

There are three Directories in the OPM3 Standard:

- ***Best Practices Directory***
- ***Capabilities Directory***
- ***Improvement Planning Directory***

Each Directory of OPM3 serves a unique purpose. All three are necessary to utilize the Model's content fully—to assess an organization against the OPM3 Standard and evaluate the scope and sequence of possible improvements. All three are organized in order by the Best Practices' unique identifiers. Best Practices were assigned unique four-digit identifiers, beginning with the number 1000—a system designed to allow for future additions to the list and to prevent problems with leading zeros.

The following explanations are repeated for user convenience in the appendices containing the Directories.

The ***Best Practices Directory*** lists nearly 600 Best Practices that form the foundation of the OPM3 content. An organization will use this Directory following the first phase of the Assessment step, to identify Best Practices for any potential improvement effort. This Directory provides the name and

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a brief description of each Best Practice. It also indicates how each Best Practice maps to the domains of organizational project management and to the four stages of process improvement. As explained in Section 6.3.2, this mapping allows the organization to focus its efforts on those Best Practices related to the domains and stages of greatest importance to them—without having to understand the entire set of Best Practices in the Directory. The ***Best Practices Directory*** appears in Appendix F.

The ***Capabilities Directory*** provides detailed data on all of the Capabilities in the model, organized according to the Best Practices with which they are associated. The ***Capabilities Directory*** is central to the second part of the Assessment process, in which the user is able to determine—through the observance of Outcomes—which Capabilities associated with a given Best Practice currently exist in the organization and which do not, in preparation for decisions regarding potential improvements.

Each Capability in this Directory is assigned a unique identifier corresponding to its position within the Best Practice. (These Capability unique identifiers are also referenced in the ***Improvement Planning Directory***.) The ***Capabilities Directory*** gives a name and description for each Capability, and indicates how the Capability is categorized by domain, process improvement stage, and *PMBOK® Guide* process group. For each Capability, there is a list of the Outcome(s) (with Key Performance Indicators) that should be confirmed to claim the existence of the Capability—this process is explained in Section 6.3.2. Where there are multiple Outcomes associated with a Capability, OPM3 places them in a suggested sequence based on priority. The ***Capabilities Directory*** appears in Appendix G.

The ***Improvement Planning Directory*** is provided to show the dependencies between Capabilities, which are essential to the Assessment and Improvement steps of the OPM3 Cycle. Once the organization has identified Best Practices requiring comprehensive assessment, this Directory will indicate the Capabilities leading to each of these Best Practices, along with any additional Capabilities on which they may depend. (Refer to Figure 3-4.) These dependencies result in a sequence in which the various Capabilities aggregate to the Best Practice, which also serves as a suggested path by which an organization could approach improvements in maturity. See Sections 6.3.2 and 6.3.3 for further information.

The user can print pages from this Directory pertaining to any identified Best Practice and use these pages as a checklist or template when assessing the existence of Capabilities and planning for any improvements. For each Capability, there is a column of boxes where the user can check off the existence of the Outcome(s) associated with that Capability.

The path to maturity within a Best Practice may cross paths leading to other Best Practices. OPM3 identifies numerous Best Practices whose existence depends upon the existence of other Best Practices. This kind of relationship implies corresponding dependencies between the Capabilities that aggregate to those different Best Practices. These dependencies are represented by the Capability order shown in the ***Improvement Planning Directory***. The ***Improvement Planning Directory*** appears in Appendix H.

All three directories reside on the OPM3 CD-ROM and may be accessed through filters and searches.

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5.3 SAMPLE DIRECTORY PAGES

Following are examples of the formatting of each of the three OPM3 Directories. Note that the abbreviation "PPP" refers to the three domains of Project, Program, and Portfolio management. The abbreviation "SMCI" refers to the four stages of process improvement: Standardize, Measure, Control, and continuously Improve. The abbreviation "IPECC" refers to the five project management process groups: Initiating, Planning, Executing, Controlling, and Closing.

BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
1000	Establish Organizational Project Management Policies	The organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.	X	X	X	X	X	X	X
1010	Project Initiation Process Standardization	Project Initiation Process standards are established.	X			X			
1020	Project Plan Development Process Standardization	Project Plan Development Process standards are established.	X			X			
1030	Project Scope Planning Process Standardization	Project Scope Planning Process standards are established.	X			X			
1040	Project Scope Definition Process Standardization	Project Scope Definition Process standards are established.	X			X			
1050	Project Activity Definition Process Standardization	Project Activity Definition Process standards are established.	X			X			
1060	Project Activity Sequencing Process Standardization	Project Activity Sequencing Process standards are established.	X			X			
1070	Project Activity Duration Estimating Process Standardization	Project Activity Duration Estimating Process standards are established.	X			X			
1080	Project Schedule development Process Standardization	Project Schedule development Process standards are established.	X			X			
1090	Project Resource Planning Process Standardization	Project Resource Planning Process standards are established.	X			X			
1100	Project Cost Estimating Process Standardization	Project Cost Estimating Process standards are established.	X			X			
1110	Project Cost Budgeting Process Standardization	Project Cost Budgeting Process standards are established.	X			X			

Figure 5-1: Sample Page of Best Practices Directory

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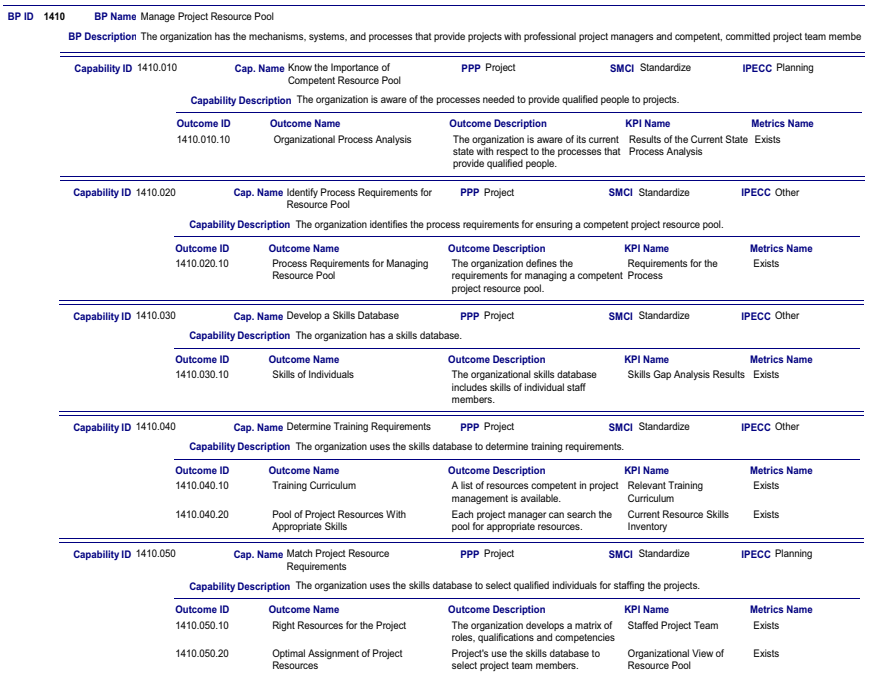


BP ID 1410 **BP Name** Manage Project Resource Pool

BP Description The organization has the mechanisms, systems, and processes that provide projects with professional project managers and competent, committed project team membe

Capability ID 1410.010 **Cap. Name** Know the Importance of Competent Resource Pool **PPP** Project **SMCI** Standardize **IPECC** Planning

Capability Description The organization is aware of the processes needed to provide qualified people to projects.

Outcome ID	Outcome Name	Outcome Description	KPI Name	Metrics Name
1410.010.10	Organizational Process Analysis	The organization is aware of its current state with respect to the processes that provide qualified people.	Results of the Current State Process Analysis	Exists

Capability ID 1410.020 **Cap. Name** Identify Process Requirements for Resource Pool **PPP** Project **SMCI** Standardize **IPECC** Other

Capability Description The organization identifies the process requirements for ensuring a competent project resource pool.

Outcome ID	Outcome Name	Outcome Description	KPI Name	Metrics Name
1410.020.10	Process Requirements for Managing Resource Pool	The organization defines the requirements for managing a competent project resource pool.	Requirements for the Process	Exists

Capability ID 1410.030 **Cap. Name** Develop a Skills Database **PPP** Project **SMCI** Standardize **IPECC** Other

Capability Description The organization has a skills database.

Outcome ID	Outcome Name	Outcome Description	KPI Name	Metrics Name
1410.030.10	Skills of Individuals	The organizational skills database includes skills of individual staff members.	Skills Gap Analysis Results	Exists

Capability ID 1410.040 **Cap. Name** Determine Training Requirements **PPP** Project **SMCI** Standardize **IPECC** Other

Capability Description The organization uses the skills database to determine training requirements.

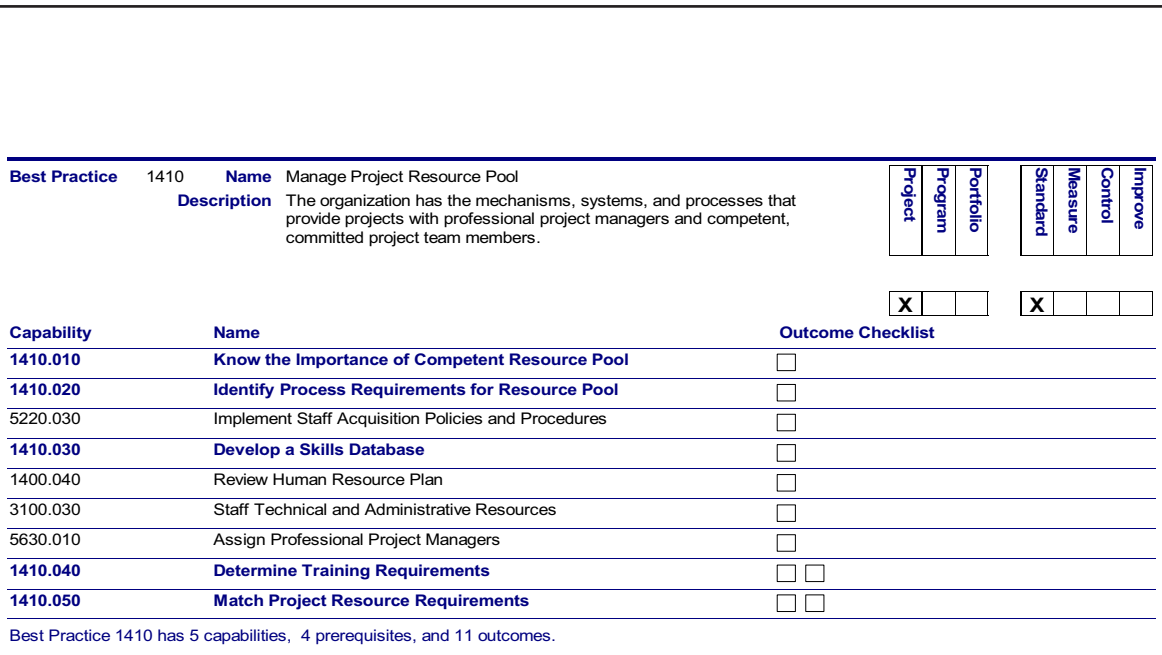
Outcome ID	Outcome Name	Outcome Description	KPI Name	Metrics Name
1410.040.10	Training Curriculum	A list of resources competent in project management is available.	Relevant Training Curriculum	Exists
1410.040.20	Pool of Project Resources With Appropriate Skills	Each project manager can search the pool for appropriate resources.	Current Resource Skills Inventory	Exists

Capability ID 1410.050 **Cap. Name** Match Project Resource Requirements **PPP** Project **SMCI** Standardize **IPECC** Planning

Capability Description The organization uses the skills database to select qualified individuals for staffing the projects.

Outcome ID	Outcome Name	Outcome Description	KPI Name	Metrics Name
1410.050.10	Right Resources for the Project	The organization develops a matrix of roles, qualifications and competencies	Staffed Project Team	Exists
1410.050.20	Optimal Assignment of Project Resources	Project's use the skills database to select project team members.	Organizational View of Resource Pool	Exists

Figure 5-2: Sample Page of Capabilities Directory



Best Practice 1410 **Name** Manage Project Resource Pool

Description The organization has the mechanisms, systems, and processes that provide projects with professional project managers and competent, committed project team members.

Project	Program	Portfolio	Standard	Measure	Control	Improve
X			X			

Capability	Name	Outcome Checklist
1410.010	**Know the Importance of Competent Resource Pool**	☐
1410.020	**Identify Process Requirements for Resource Pool**	☐
5220.030	Implement Staff Acquisition Policies and Procedures	☐
1410.030	**Develop a Skills Database**	☐
1400.040	Review Human Resource Plan	☐
3100.030	Staff Technical and Administrative Resources	☐
5630.010	Assign Professional Project Managers	☐
1410.040	**Determine Training Requirements**	☐ ☐
1410.050	**Match Project Resource Requirements**	☐ ☐

Best Practice 1410 has 5 capabilities, 4 prerequisites, and 11 outcomes.

Figure 5-3: Sample Page of Improvement Planning Directory

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Chapter 6

The OPM3 Cycle

6.1 INTRODUCTION

OPM3 provides users with the knowledge to understand organizational project management, the tools to assess themselves against the Standard, and the means to decide whether or not to pursue a plan of improvement. For those who choose to undertake improvements in maturity, OPM3 provides steps to determine an appropriate course of action while conserving organizational resources. The steps of the OPM3 Cycle are described in general terms in Chapter 2. The following sections give a thorough explanation of these steps, in the context of actually applying OPM3 in an organization. At the end of this chapter, in Section 6.3.6, is a hypothetical example, illustrating an organization's progress through the Steps of the OPM3 Cycle.

6.2 DIAGRAM OF THE OPM3 CYCLE

The following diagram illustrates how the steps in the OPM3 Cycle would function when an organization undertakes to apply the Standard. At two critical points—following the Assessment and Improvement stages—an organization has potential decisions to make. These are indicated on the diagram, Figure 6-1, and elaborated in the detailed explanation of the steps that follow.

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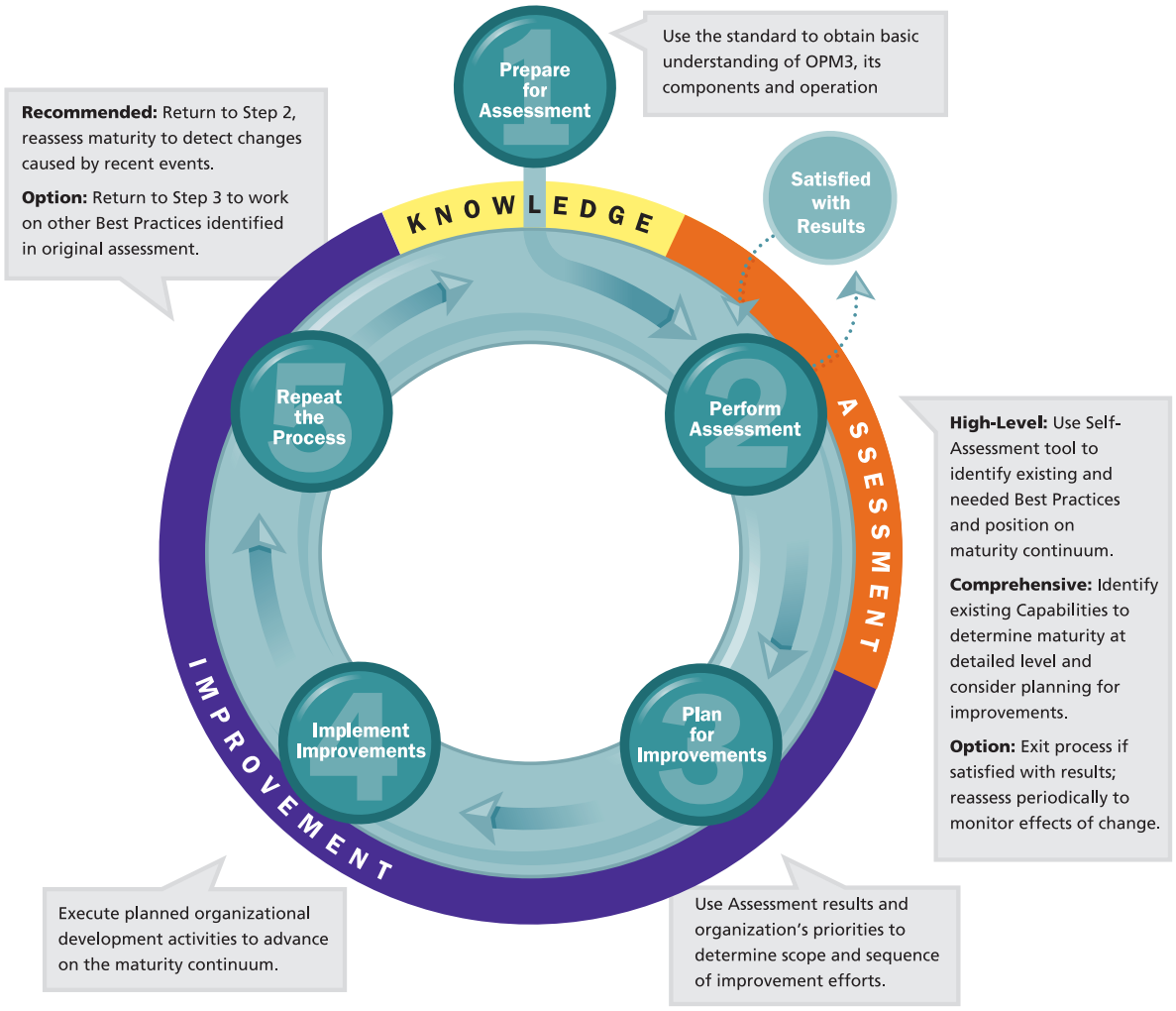

Figure 6-1: OPM3 Cycle

6.3 STEPS OF THE OPM3 CYCLE

6.3.1 Step One: Prepare for Assessment

To apply OPM3 effectively, users need to understand thoroughly the concepts behind the model. Those involved in applying the Standard on behalf of an organization should become familiar with organizational project management and with the operation of OPM3. While the basic concepts are simple, it takes some time to absorb the material presented and to see the best way to apply the model within a given organization.

Preparing to apply OPM3—specifically planning for the critical Assessment steps—will involve use of the Standard's narrative text, as well as the contents of the three Directories. The result will be a comfort level with the overall concepts of organizational project management and with the meaning of maturity within that context. Familiarity with the Directories

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leads to a grasp of the nature and scope of the Best Practices associated with organizational project management maturity. Similarly, the Directories will clarify how Capabilities typically aggregate sequentially to comprise each Best Practice, based on a variety of interdependencies.

6.3.2 Step Two: Perform Assessment

The next step is to assess the organization's degree of maturity in organizational project management. Assessment involves comparing the characteristics of an organization's current state of maturity with those described by the model. The Assessment set forth by OPM3 takes place in two phases. The first phase is a review of which Best Practices in the Standard are and are not currently demonstrated by the organization. The Self-Assessment tool provided in OPM3 is one way to accomplish this. Alternative approaches to the assessment process, based on OPM3, may be developed by organizations in the future. For illustrative purposes, the following explanation assumes use of OPM3's Self-Assessment tool.

High-level view. Step Two first utilizes a Self-Assessment (see Appendix D) to produce a high-level or "executive" view—including a list of the Best Practices that currently exist in the organization, and those that do not, relative to those in the Standard. The list of Best Practices that do not currently exist in the organization may be referred to as "target Best Practices." The Self-Assessment also produces graphics indicating the organization's maturity position relative to three factors:

- Organizational project management as a whole
- Domains of Project, Program, and Portfolio (PPP)
- Process improvement stages (SMCI)

Once the user knows, based on the Self-Assessment, which Best Practices need to be examined further, detailed information on each identified Best Practice, including name and description, can be located by the unique identifier in the ***Best Practices Directory***.

Knowing where to focus. At this point—assuming the list of target Best Practices produced by the Self-Assessment tool may be too large to work with in its entirety—the organization will need to decide which Best Practices to focus on first before proceeding to the next phase of the Assessment process. The recommended way to make this decision is to organize and analyze the list according to the two factors most related to increasing maturity—domain and process improvement stage. The graphics generated by the Self-Assessment will give a general picture of strength and weakness within these categories. The analysis of the individual Best Practices should confirm this picture and provide a specific priority scheme, making the next part of the Assessment more manageable.

Each entry in the ***Best Practices Directory*** indicates which domain(s) and which process improvement stage(s) are associated with the Best Practice. OPM3 then permits an organization to filter its list of target Best Practices, generated by the Self-Assessment tool, grouping Best Practices by these factors. This makes it possible, for example, to create a list of all the unattained Best Practices related to Program Management (PPP) and to Measurement (SMCI), or to some other combination of domain and process improvement stage.

The organization should first consider which domain(s) to address, based on its current needs and future plans. The domains of organizational

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project management provide a path of progression to maturity. The most logical place to start would be with the domain of Project Management, later progressing to the domains of Program and Portfolio Management. However, there are interactions between the domains, such as flows of information or the development of policies, which require Capabilities in domains other than the one on which an organization may want to focus. These interactions are identified through the interdependencies shown in the ***Improvement Planning Directory*** that will be discussed later.

Once an organizational project management domain has been selected as a starting point, the organization next needs to consider the stages of process improvement. As mentioned in Sections 1.4 and 3.5, there is a natural progression of maturity from Standardization, to Measurement, Control, and continuous Improvement. Thus, the logical starting point for the second part of the Assessment process, within any domain, would be to start with the category of process standardization.

If the Self-Assessment indicated that the organization had a fairly high level of maturity in process standardization, it may still want to review the remaining unachieved Best Practices that are mapped to the standardization category. In all other cases, however, the organization should begin with a review of all standardization-related Best Practices, as part of a comprehensive assessment.

Comprehensive Assessment. After completing the Self-Assessment (or an alternative approach to assessing the organization against Best Practices described in the Standard) and determining which Best Practices to investigate first, the organization should proceed to gather further information at a detailed level. This second phase of the Assessment step—the Comprehensive Assessment—is an evaluation of which specific Capabilities do or do not exist in the organization, relative to each Best Practice in question, providing a more in-depth and precise view of an organization's current state of maturity. To perform the Comprehensive Assessment, the user refers to the ***Improvement Planning Directory*** to view the series of Capabilities aggregating to each Best Practice in question. The user then determines which of the identified Capabilities already exist in the organization. This step involves studying each Capability and determining whether or not its associated Outcomes exist and are observable in the organization as evidence of the Capability in question. This evaluation is done through the use of the ***Capabilities*** Directory, which shows the required Outcomes for each Capability. In general, a Capability can be said to exist when all of the listed Outcomes have been observed. Similarly, a Best Practice can be said to exist when all its listed Capabilities exist. (See Section 6.3.3 Step Three: Plan for Improvements for additional information on this subject.)

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

This evaluation of Capabilities is necessarily rigorous, and allows the organization to gain a more detailed understanding of its state of maturity in organizational project management. This step will help the organization

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determine which specific Capabilities do or do not exist and, therefore, how close the organization is to attaining each Best Practice.

Further detailed sub-steps within the Comprehensive Assessment step are provided in Appendix E.

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

At this point, based on the current results of the Assessment process, an organization may decide not to pursue a plan for improvements. This could be the case if a) the organization feels satisfied with its current state of maturity in organizational project management, or b) the organization decides it does not currently have the resources to pursue needed improvements. If such a decision is made, the organization should commit to returning periodically to the Assessment steps to see whether subsequent events have impacted overall maturity in organizational project management and whether improvements should be reconsidered. Even if an organization plans to make improvements, however, there may still be a benefit from repeating the Self-Assessment. Following the first round of Assessments, a greater familiarity with the Best Practices and their constituent Capabilities, and a more realistic view of the organization, may result in different answers to the Self-Assessment survey and a more accurate outcome the second time. Finally, organizations repeating the Assessment step after working on improvements (see Section 6.3.5 Step Five: Repeat the Process, below) may choose to exit the OPM3 Cycle, depending on the results, or plan for additional improvements.

6.3.3 Step Three: Plan for Improvements

Most organizations will likely be unable to achieve all of their desired Capabilities at once. Some Capabilities may build on others, and many that could otherwise occur at the same time will not, since the organization cannot commit to achieving them all at the same time.

The results of the two Assessment phases will provide a potential basis for an organization's improvement plan. The documentation of the Outcomes which have not been observed—indicating Capabilities the organization does not fully demonstrate—permits a ranking of Outcomes and Capabilities within each Best Practice according to their priority for the organization.

For each Best Practice, this ranking may be identical to the sequence or path shown in the ***Improvement Planning Directory***, derived from the dependencies among Capabilities and Best Practices. The logic implied in this path can help an organization make wise choices in allocating its limited resources for improvement initiatives. Other factors potentially useful in prioritizing planned improvements for optimum use of resources may include the following:

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- **Attainability.** Organizations may want to look for Capabilities that are easy to achieve. This consideration can help the organization demonstrate early success and gain valuable momentum to sustain the improvement initiative.
- **Strategic Priority.** Organizations may have unique strategic business reasons to develop certain Capabilities before others.
- **Benefit.** Some Capabilities may be more beneficial to the organization than others, and these may be given higher priority for the short-term improvement plan.
- **Cost.** Lower cost Capabilities might be considered as a priority and could, therefore, be included in an improvement plan. Cost, however, can be a deceptive consideration if not weighed carefully in relation to the importance of other factors in the decision.

The above information acknowledges that, depending on the realities of its own situation, an organization may or may not deviate from the Capabilities sequence given for each Best Practice in the Directories. The same can be said of the sequence for attaining Outcomes for a given Capability. Similarly, an organization may have internal reasons for replacing a Capability or Outcome in the sequence with another OPM3 Capability or Outcome not originally included in the sequence provided. The organization may even choose to create an entirely new Capability or Outcome in the sequence.

OPM3 identifies some dependencies regarding Capabilities that may support a Best Practice, but may not be an absolute prerequisite to it. For example, if an organization undertakes to develop a standardized process, it may be helpful to have some members participate in a professional organization—such as an industry-specific association—which provides standards and support for standardization. However, this may not be an absolute requirement to developing an in-house standardized process.

It should be clear that, from the present standpoint of the OPM3 Standard, a Best Practice can be said to exist only when all the associated Capabilities outlined by the Standard exist or have been attained—whatever the sequence of their development. Nevertheless, it should be equally clear that organizational needs and conditions vary widely, and the attainment of any of the Capabilities outlined by the Standard for a given Best Practice does constitute progress toward that Best Practice and strengthens the organization's overall maturity in organizational project management. An organization that elects to deviate from the Capability sequence outlined for a Best Practice should carefully document, (on the Best Practices pages printed from the ***Improvement Planning Directory*** during the Comprehensive Assessment), the actions it took and the specific reasons for these actions. This procedure will enhance future assessments in the organization, and contribute to a potentially valuable body of data for the organizational project management community.

6.3.4 Step Four: Implement Improvements

Once the improvement plan has been established, the organization will need to implement the plan over time, i.e., execute requisite organizational development activities to attain the needed Capabilities, and advance on

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the path to Best Practices that represent organizational project management maturity.

The changes that the organization makes are themselves projects. Consequently, the organization should approach the planning and implementation of desired changes as projects. Organizations should consider the processes described by the *PMBOK® Guide* to guide each project to successful completion.

The realm of planning and implementing organizational change per se is an enormous one and not within the scope of OPM3, even though one of the purposes of the Standard is to lead an organization to the point of being able to identify its current state and plan confidently to implement needed improvements.

During the implementation of improvements, a great many factors may be affected, including organizational structure, leadership, strategy, and the business model. Changing any of these will often alter the priorities of the organization and may have other unexpected consequences. Organizations using OPM3 should not hesitate to monitor their progress, and revise their plans in the midst of change, if priorities shift and a new course of action becomes clear.

6.3.5 Step Five: Repeat the Process

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

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

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

While sustainable organizational improvements may happen through a single improvement initiative, OPM3 can add considerable value when applied in connection with multiple improvement cycles. The first improvement cycle can prepare the foundation for much more valuable improvements in future cycles. Organizations can continue utilizing OPM3 to harness more and more of its full potential. In this way, they will help to

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expand and refine the possible applications of this model, and realize an increasing measure of its benefits.

6.3.6 Hypothetical Example: Applying OPM3 in an Organization

The ABC Corporation decides to apply OPM3 to its organization. Here is one way that process could take place:

.1 Prepare for Assessment. Members of the designated team take time to review the OPM3 Standard to become comfortable with the concepts of organizational project management and maturity, and with the formatting and contents of the three Directories. They pay particular attention to Chapters 5 and 6 of the narrative, in order to understand the steps in the OPM3 Cycle.

.2 Perform Assessment. The team works together to take the Self-Assessment survey on behalf of the organization. They review Section 6.3.2 of the Standard, along with Appendix D for an overview of the Self-Assessment tool and survey questions. They open the Self-Assessment tool provided on the OPM3 CD-ROM and read the first worksheet—Instructions, including "How to Take the Survey" and "How to Interpret the Results." They select the Survey worksheet and proceed with answering all the questions, using the drop-down "Yes or No" menu to select the organization's response to each question. After completing the survey, they select the "Survey Report" worksheet and click the "Get Results" button.

The program provides two lists—one indicating the Best Practices that ABC Corporation appears to demonstrate, and the other indicating those Best Practices the organization does not demonstrate. These lists appear in numerical order, by unique identifier. The Best Practices are grouped in the order in which they are associated with each of the three domains of organizational project management and, within these, in the order in which they are associated with each of the four stages of process improvement. Within the ***Best Practices Directory***, these groups break down approximately into the following ranges:

Range of Identifiers	Domain	Stage
1000–1690	Project	Standardize
1700–2230	Project	Measure
2240–2620	Project	Control
2630–3050	Project	Improve
3120–3580	Program	Standardize
3590–3990	Program	Measure
4000–4380	Program	Control
4390–4770	Program	Improve
4780–5680	Portfolio	Standardize
5690–6190	Portfolio	Measure
6200–6580	Portfolio	Control
6590–7010	Portfolio	Improve

Figure 6-2: Identifier numbering

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The program also generates four charts/graphs showing, based on their responses: 1) the organization's overall position on a continuum of organizational project management maturity, 2) the organization's maturity in terms of each domain, 3) the organization's maturity in terms of each process improvement stage, and 4) a composite view of graphs 2 and 3. Examples of all four diagrams are shown below.

Figure 6-3: Graphical representation of an organization's overall position on a continuum of organizational project management maturity

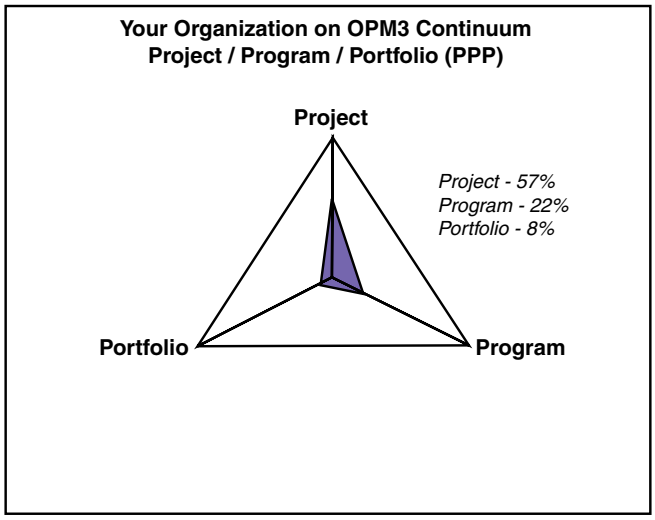

Figure 6-4: Spider diagram showing the organization's maturity in terms of each domain

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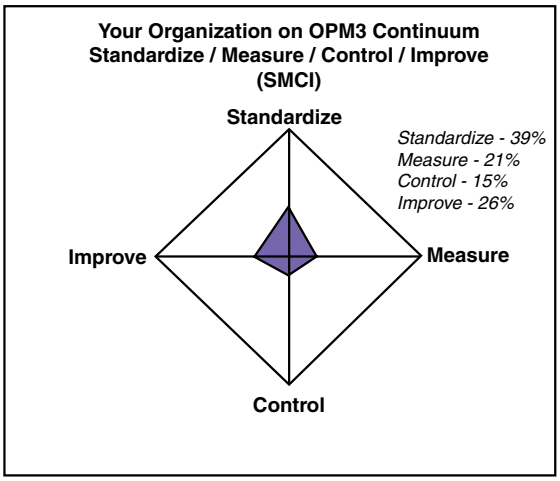

Figure 6-5: Spider diagram showing the organization's maturity in terms of each process improvement stage

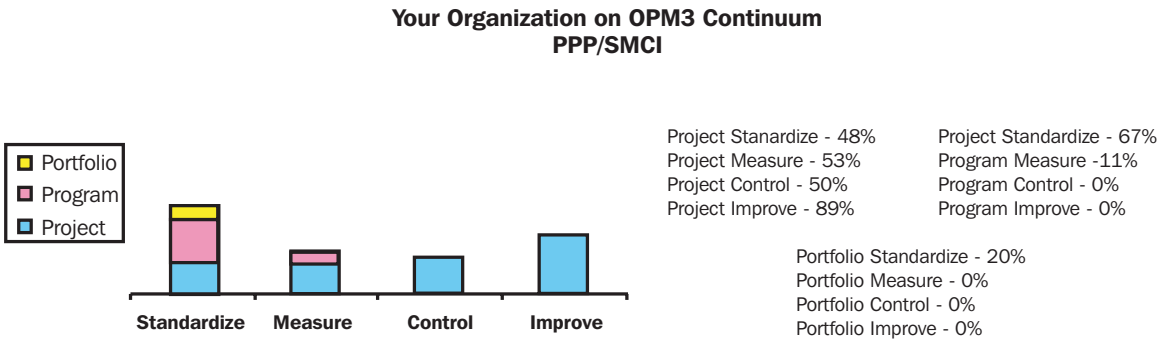

Figure 6-6: Bar chart representation of the organization's maturity by domain and process improvement stage

The domain graph indicates an assessment of maturity within each of the three domains of organizational project management. One might expect that the indicator of maturity would be higher for Projects than for Programs, and higher for Programs than for the Portfolio domain. However, one may find that the indicated maturity may not follow the expected pattern. For example, the assessment of Portfolio Management may be higher than expected. This may be due to the organization having some prioritization or planning processes and financial or legal controls in place.

Likewise, the process management graph may not necessarily indicate a decreasing level of maturity, moving from Standardize to Measure, Control, and continuously Improve. For example, the organization may have several financial and legal controls in place, which may result in a higher maturity indication for controls than for measurement.

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The key to reading Figures 6-3 and 6-4 is the amount of white space, which is an indication of where improvements can be made. In most cases, the level of standardization is not where the organization would desire, in one or more of the domains. Hence, Standardize would normally be where to begin a comprehensive assessment.

Deciding where to focus. The graphs reveal that the organization, overall, falls below the 50% mark on the continuum of organizational project management maturity, and has areas needing improvement in all three domains and all four stages of process improvement. The team decides to examine the list of the Best Practices they do not have. They look these up in the ***Best Practices Directory***. Here, they are able to view the name and description of each Best Practice, and the domain(s) and process improvement stage(s) to which each one maps. They decide to sort the list, based on the mapping, to see how many of these Best Practices fall in the fundamental domain of Project Management. They find that more than half map to Project Management. Using this sub-list, they sort again to see how many of these also fall into the Standardize stage of process improvement. They discover that ten Best Practices fall into Project Management Standardization. The team decides this list would be manageable and a good place to start.

Comprehensive Assessment. The team looks up their ten target Best Practices in the ***Improvement Planning Directory***. This reveals for each Best Practice a list of its constituent Capabilities (some of which may be shared by other Best Practices) in order of increasing dependency. They print out the Directory pages for each Best Practice to use as a checklist when they evaluate the existence of each Capability in the organization. Next to each Capability on each worksheet is an Outcome box to be checked if and when they are able to observe the Outcome(s) associated with that Capability.

One of the Best Practices on their list is number 5240: "Establish Internal Project Management Communities." The team is particularly interested in one of the Capabilities listed as being associated with this Best Practice—"Develop Awareness of Project Management Activities." The full description of the Capability is "The organization gathers information about internal project management communities. The communities may be assigned tasks such as project management improvement initiatives."

The team locates this Capability by serial number in the ***Capabilities Directory*** and finds that two Outcomes are required: "Organization supports and utilizes local initiatives," and "The organization has intelligence on important issues and activities in the project management community." Team members agree that their company does not do the first of these, but does demonstrate the second one. They note this on their worksheet for this Best Practice.

Using the ***Capabilities Directory*** in this way, the team evaluates which of the Capabilities leading to each Best Practice on their target list currently exist in the organization, by deciding whether or not the listed Outcomes exist. When they agree that the Outcomes for a given Capability have been observed, they place a check in the Outcome box next to the Capability on the worksheet they printed.

When they have gone through this process for all the Capabilities for each Best Practice on their target list, they have a list of which Capabilities they have not yet demonstrated—those still needed to claim the Best Practices on their list—and what sequence might be best for developing them.

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They decide to pursue improvements by developing the Capabilities in question.

.3 Plan for Improvements. Referring to Section 6.3.3 Step Three: Plan for Improvements, the team plans how to proceed. They determine that seven of their ten target Best Practices could best be developed by following the sequence shown for the Capabilities associated with those Best Practices in the ***Improvement Planning Directory***. They determine that the remaining three Best Practices need to be approached differently. Two of these three contain some Capabilities involving significant cost to the organization and other Capabilities requiring minimal costs. Consequently, they decide to begin work on these two Best Practices by starting with the lower-cost Capabilities, to build momentum for the initiative before asking for additional resources. Finally, they believe that the one remaining Best Practice ties closely to the organization's overall strategic objectives. The team gives this Best Practice priority treatment, and plans to develop the associated Capabilities in a sequence that aligns with current strategy-driven initiatives.

.4 Implement Improvements. Based on their plan, the team works with company management, and with human resources, training, IT, and other departments to put their plan into action. They create a budget and a schedule for the development of each Capability, assigning roles and responsibilities and instituting regular meetings and programs for internal and external communications. In short, they treat each planned improvement as a project, and follow all the processes normally associated with managing a project, as outlined in the *PMBOK® Guide*.

.5 Repeat the Process. Once improvement initiatives have been completed, the organization wants to determine how successful they were at attaining the Best Practices they set out to attain. Again, they use the Self-Assessment tool to get a big-picture look at which of their target Best Practices were improved and which remain to be further developed. They check the lists generated by the Self-Assessment against their previous lists. They find that six of the ten Best Practices have moved from the list of those not demonstrated by the organization to the list of those that are demonstrated. The other four are still indicated as areas needing development. To get to a level of greater detail, they again conduct the Comprehensive Assessment step on all ten Best Practices. This process confirms their successful attainment of the six Best Practices, and shows which specific Capabilities require additional work before the other four Best Practices can be fully claimed. The organization uses this information to create an updated improvement plan designed to lead to the successful attainment of all the Best Practices on their list.

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SECTION FOUR

APPENDICES

Appendix A

The Project Management Institute Standards-Setting Process

The Project Management Institute (PMI) Standards-Setting Process was established initially as Institute policy by a vote of the PMI Board of Directors at its October 1993 meeting. In March 1998, the PMI Board of Directors approved modifications to the process. Then in March 1999, it was modified again to make it consistent with the concurrent change in PMI governance procedures.

A.1 PMI STANDARDS DOCUMENTS

PMI Standards Documents are those developed or published by PMI that describe generally accepted practices of project management, specifically:

- *A Guide to the Project Management Body of Knowledge* (*PMBOK® Guide*).
- Project Management Body of Knowledge Handbooks.

Additional documents may be added to this list by the PMI Standards Manager, subject to the advice and consent of the PMI Project Management Standards Program Member Advisory Group and the PMI Chief Executive Officer. Standards Documents may be original works published by PMI, or may be publications by other organizations or individuals. Standards Documents will be developed in accordance with the Code of Good Practice for Standardization developed by the International Organization for Standardization (ISO) and the standards development guidelines established by the American National Standards Institute (ANSI).

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A.2 DEVELOPMENT OF ORIGINAL WORKS

Standards Documents that are original works developed by PMI, or revisions of such documents, will be handled as follows:

- Prospective developer(s) will submit a proposal to the PMI Standards Manager. The Manager may also request such proposals. The Manager will submit all received proposals to the PMI Standards Program Member Advisory Group who, with the Manager, will decide whether to accept or reject each proposal.
- The Manager will inform the prospective developer(s) as to the decision and the rationale for the decision. If an approved proposal requires funding in excess of that budgeted for standards development, the Manager will submit the proposal to the PMI Chief Executive Officer for funding.
- For all approved and funded proposals, the Manager will support the developer's efforts so as to maximize the probability that the end product will be accepted. Developer(s) will be required to sign the PMI Volunteer Assignment of Copyright.
- When the proposed material has been completed to the satisfaction of the developer(s), the developer(s) will submit the material to the PMI Standards Manager. The PMI Standards Program Member Advisory Group, with the Manager, will review the proposed material and decide whether to initiate further review by knowledgeable individuals or request additional work by the developer(s).
- The Manager will appoint, subject to review and approval by the PMI Standards Program Member Advisory Group, at least three knowledgeable individuals to review and comment on the material. Based on comments received, the Member Advisory Group will decide whether to accept the material as an exposure draft.
- The PMI Standards Manager will develop a plan for obtaining appropriate public review for each exposure draft. The plan will include a) a review period of not less than one month and not more than six months, b) announcement of the availability of the exposure draft for review in *PMI Today*® (and/or any other similarly appropriate publication media), and c) cost of review copies. The PMI Standards Program Member Advisory Group must approve the Manager's plan for public review. Each exposure draft will include a notice asking for comments to be sent to the PMI Standards Manager at PMI Headquarters and, noting the length of, and expiration date for, the review period.
- Exposure drafts will be published under the aegis of the PMI Publishing Department and must meet the standards of that group regarding typography and style.
- During the review period, the Manager will solicit the formal input of the Managers of other PMI Programs (e.g., Certification, Education, Components, and Publishing) that may be affected by the future publication of the material as a PMI Standard.
- At the conclusion of the review period, the PMI Standards Manager will review comments received with the PMI Standards Program Member Advisory Group, and will work with the developer(s) and others as

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needed to incorporate appropriate comments. If the comments are major, the PMI Standards Program Member Advisory Group may elect to repeat the exposure draft review process.

- When the PMI Standards Manager and the PMI Standards Program Member Advisory Group have approved a proposed PMI Standards Document, the Manager will promptly submit the document to the PMI Chief Executive Officer for final review and approval. The PMI Chief Executive Officer will verify compliance with procedures and ensure that member input was sufficient. The PMI Chief Executive Officer will a) approve the document as submitted; b) reject the document; or c) request additional review, and will provide explanatory comments in support of the chosen option.

A.3 ADOPTION OF NON-ORIGINAL WORKS AS STANDARDS

Standards Documents that are the work of other organizations or individuals will be handled as follows:

- Any person or organization may submit a request to the PMI Standards Manager to consider a non-PMI publication as a PMI Standard. The Manager will submit all proposals received to the PMI Standards Program Member Advisory Group who, with the Manager, will decide whether to accept or reject each proposal. If accepted, the Manager will appoint, subject to review and approval by the PMI Standards Program Member Advisory Group, at least three knowledgeable individuals to review and comment on the material.
- During the review period, the Manager will solicit the formal input of the Managers of other PMI Programs (e.g., Certification, Education, Components, and Publishing) that may be affected by the future publication of the material as a PMI Standard.
- Based on comments received, the Member Advisory Group, with the Manager, will decide whether to a) accept the proposal as written as a PMI Standard, b) accept the proposal with modifications and/or an addendum as a PMI Standard, c) seek further review and comment on the proposal (that is, additional reviewers and/or issuance as an exposure draft), or d) reject the proposal. The Manager will inform the submitter as to the decision and the rationale for the decision.
- When the PMI Standards Manager and the PMI Standards Program Member Advisory Group have approved a proposed PMI Standards Document, the Manager will promptly submit the document to the PMI Chief Executive Officer for final review and approval. The Manager will prepare a proposal for the PMI Chief Executive Officer for consideration of a prospective relationship with the owner(s) of the material.
- The PMI Chief Executive Officer will verify compliance with procedures and will ensure that member input was sufficient. The PMI Chief Executive Officer will a) approve the document as submitted; b) reject the document; or c) request additional review, and will provide explanatory comments in support of the chosen option.

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Appendix B

Evolution of the Organizational Project Management Maturity Model

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

B.1 DISCOVERY PHASE AND EXAMINATION OF EXISTING MODELS

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

In the process, existing models had to be examined. The concept of organizational maturity had been popularized through the successful "Capability Maturity Model" for software development that was created by the Software Engineering Institute of Carnegie-Mellon University between 1986 and 1993. Integral to that particular model is the concept that organiza-

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tions exist at one of five levels of maturity and, if they choose to do so, can improve themselves by advancing sequentially through these levels to a higher state of maturity. The benefit of advancing to a higher level is an increasing "software process capability," which results in improved software productivity. Since software is developed through projects, it is natural that the concept of organizational maturity would migrate from software development processes to project management (Peter W. G. Morris, "Researching the Unanswered Questions of Project Management," *Project Management Research at the Turn of the Millennium: Proceedings of PMI Research Conference 2000* [Project Management Institute, 2000], 87). Possibly as a result of this, a number of project management maturity models appeared during the mid-'90s that were more heavily influenced by the thinking of the project management profession. Some of these incorporate concepts from the *PMBOK® Guide*.

An OMP3 Model Review Team, led by Peter Rogers and Marlies Egberding, was chartered to examine existing approaches to assessing an organization's maturity in project management processes. A set of questions was developed to provide a framework for the review process, covering five primary areas of examination:

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

Twenty-seven contemporary models were identified and reviewed. Teams of three were assigned to examine seventeen of these in greater depth. Each team performed an independent model review and submitted a model review report.

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

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

The team agreed that maturity models are products designed to guide the process of achieving maturity. They also agreed to explore designing a "causal model" or "engineering" model, based on the premise that the Model must actually identify and document observable results within organizations. At this point, the Guidance Team was formed, to assist the program manager and deputy with decisions surrounding the Model. This team structure, developed at the beginning of the project, continued until the project's conclusion. In addition to the core Guidance Team positions, the Team was made up of the heads of several sub-teams, which were charged

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with carrying out the countless tasks required to move the project forward. Throughout the life cycle of the project, many volunteers held Guidance Team positions. For a listing of those volunteers who were on the Guidance Team at the close of the project, refer to Appendix C.

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

B.2 DEVELOPMENT CHALLENGES

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

The strategy, up to this point in Q1 2000, had reflected largely a classic "waterfall" development approach: initial research was to feed into design, design into build and test, and so on. But, there were difficulties associated with the analysis of the qualitative research, and PMI asked the team to do everything possible to accelerate the project timetable.

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

B.3 IDENTIFYING BEST PRACTICES

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

In a first round of brainstorming, participants were invited to suggest "elements" that constituted maturity in organizational project management. Definitions for maturity were developed. This resulted in approximately eighty suggested elements, which were then consolidated into fifty-nine to reduce overlap and duplication.

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

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

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

Up to this point, each element-or Best Practice, as they were later renamed-was written as a complex statement containing multiple ideas.

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These were then decomposed into individual ideas. This process ultimately resulted in the identification of approximately 170 Best Practices.

B.4 CAPABILITIES, OUTCOMES, KPIs

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

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

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

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

B.5 CUSTOMER REQUIREMENTS

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

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

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

In July 2001, the Research team began to design alpha and beta testing approaches to validate the Model. Concurrently, PMI began to advertise the

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need for OPM3 beta testers. Everyone who expressed interest in the testing was invited to work with the team to plan the testing effort.

B.6 PROCESS MODEL

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

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

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

(In subsequent months, through a series of quality review processes, PMI trimmed a number of Best Practices from the Model to eliminate ambiguous or overlapping items, resulting in the final number of 597 Best Practices.)

At its next face-to-face meeting in late 2002, the Guidance Team adopted an updated plan and schedule. They also developed the initial Concept of Model Operation- describing how a user would travel through OPM3-and discussed the Process Model. They agreed that the Process Model should have a direct link to the *PMBOK® Guide*, as it was clear the market wanted such a link. As a result, the team agreed to use the *PMBOK® Guide's* Initiating, Planning, Executing, Controlling, and Closing (IPECC) Process Group framework. The team invited PMI to comment on this framework and PMI

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approved it. It was decided that the Model would describe how these processes can be made "capable" through the four process improvement stages: standardize, measure, control and continuously improve. This construct would be used to organize all of the Capabilities of the Model.

B.7 HOUSE OF QUALITY

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

- The benefits that customers would want OPM3 to deliver were established via a survey. This established HoQ Room 1;
- Through market research and analysis, the team established an understanding of the customers and other models in the marketplace. This established HoQ Room 2;
- Via analysis, the team established a set of design attributes for OPM3. This established HoQ Room 3;
- Through a survey, the team determined the priority ranking of the customer requirements. This established HoQ Room 5;
- Via analysis, the team completed pair-wise comparisons of the rank-ordered customer requirements (Room 1/Room5) against the OPM3 design attributes (Room 3) to populate Room 4, which depicts the importance of each design attribute vis-à-vis the customer requirements. This established HoQ Room 4.
- Via analysis, the team evaluated all of the design attribute importance data in Room 4 to deduce a priority order for the OPM3 design attributes (Room 6).
- Room 6 compared OPM3 to other models for the purpose of benchmarking. The results of this comparison provided assurance that OPM3 is at least equal to, and probably superior to, other models in the marketplace. This provided HoQ Room 7.
- Via analysis, the team completed pair-wise comparison of the design attributes to determine if providing any pair of Capabilities/functionalities results in synergies or the need to trade off what can be accomplished. This effort was completed for the highest priority design attributes and populated HoQ Room 8.

B.8 ALPHA TESTING OF OPM3

By April 2002, the team had planned an OPM3 Testing Strategy. The Alpha Testing, led by Clarese Walker, was a series of tests designed to assure that the Model met the House of Quality standards. The first round of testing looked at the content of the Best Practice and its Capabilities, Outcomes

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and KPIs. The testers examined the content for compliance with the style and grammar guides. In addition, they examined whether the Best Practice and the flow through its Capabilities simply made sense. The purpose of the initial review was to ensure that each Best Practice was, in fact, a Best Practice. Each of the Capabilities, Outcomes and KPIs was then unit tested against the Best Practices. The dependencies between Best Practices were verified through a series of system tests. Finally, following revisions to the documentation, the complete Model was again subjected to regression testing to ensure the quality of the product prior to providing it to the beta testers.

B.9 LEADERSHIP TRANSITION

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

B.10 GETTING THE STANDARD IN A TANGIBLE FORMAT

As 2002 came to a close, the Guidance Team began to focus on refining the emerging Model, on optimizing the interface of the Model for the user, and on preparing to solicit and react to the results of beta testing. One of the primary challenges the Model presented was its size and complexity. The Model had to be packaged and presented in a manner that would not be intimidating. To organize the massive quantity of data, making it accessible and usable to organizations, John Schlichter, Ade Lewandowski, and Fred Abrams collaborated on designing a prototype solution. The prototype consisted of three directories presenting information on the Best Practices, Capabilities, Outcomes, and Key Performance Indicators in a systematic and accessible manner. The prototype was presented at a meeting of the Guidance Team in January 2003 and it was approved. To advance the work of creating these directories, a Model Team was created, led by former Research Team co-lead Fred Abrams and former risk manager, Glenn Carleton.

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

Prior to providing the Model to the beta testing community, the work that had begun in 2001 to ensure the quality of the Model had to be completed. First and foremost, there was a considerable amount of work to be done to verify that the dependencies across and between Best Practices and Capabilities were sound. Also, a review of all the Model's components was needed to ensure that they were well written, with consistent tense, tone, and syntax. To accomplish this, the Guidance Team empowered a select group of individuals, appropriately named the Extreme Review Team (ERT),

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led by Clarese Walker and Mila Bozic, to put the entire baseline network through the rigor of this analysis. For almost two months, paired members of this team analyzed and modified the directory content to assure sufficient quality to present the Standard to beta testers.

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

B.11 BETA TESTING OF OPM3

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

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

B.12 THE HOME STRETCH

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

B.13 OPPORTUNITIES FOR THE PROFESSION

OPM3 will not only provide a springboard for further development in this area, but will have an immediate impact by allowing companies to learn about, assess, and ultimately improve their ability to achieve organizational success through the use of project management. PMI looks forward to the

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use of this work by other professionals within the project management community to further advance the cause of project management maturity. OPM3 will also be a platform from which other standards can be derived. For example, it contains the foundation for a standard on project portfolio management.

B.14 FINAL THOUGHTS

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

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

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Appendix C

Contributors and Reviewers of OPM3

Twenty years ago, in 1983, PMI volunteers first attempted to codify the Project Management Body of Knowledge in the Special Report on Ethics, Standards, and Accreditation resulting in the now de facto standard for project management, PMI's *A Guide to the Project Management Body of Knowledge, PMBOK® Guide*. The publishing of OPM3 marks the end of PMI volunteers' journey to develop the first edition of OPM3. It is, however, the beginning of a long journey to advance the maturity of the project management profession. This first release of OPM3 will create a context for refining and extending the Project Management Body of Knowledge regarding organizational project management, and for improving the ability of organizations to achieve their organizational strategies through projects.

This appendix, Appendix C, lists, alphabetically within groupings, those individuals and organizations that have contributed to the development and production of OPM3. Since Appendix B describes specific contributions of many of the individuals listed below, including many individuals' significant contributions, please refer to Appendix B in concert with Appendix C.

The Project Management Institute is indebted to all of these individuals for their support and wishes to acknowledge their contributions to the project management profession.

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C.4 OPM3 TEAM MEMBERS

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

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EC Stratagems
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Project Management Explorations
PROject-beneFITS
QuantumPM, LLC
Rhino Consulting
Sigma Projects Group
TSX Group
Xtraplus Solutions

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Appendix D

OPM3 Self-Assessment

The OPM3 Self-Assessment is introduced and explained in Section 6.3.2. Its purpose is to permit organizations to assess their current state of maturity in organizational project management in relation to the set of Best Practices that comprise the OPM3 Standard. The results of the Self-Assessment will tell an organization where it stands on a general continuum of organizational project management maturity, viewed overall, and in terms of maturity within the domains and the process improvement stages. It will produce a list of Best Practices the organization currently appears to demonstrate, and a list of those it appears not to demonstrate, according to the responses given to the survey. The organization should then proceed to examine any of these Best Practices more closely using the Directories and the Comprehensive Assessment outlined in Chapter 6.

The self-assessment questions are included in this appendix. The actual Self-Assessment tool exists as a separate database application (containing complete instructions for use), which needs to be used for full functionality.

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OPM3 SAM QUESTIONS

1 Are the sponsor and other stakeholders involved in setting a direction for the project that is in the best interests of all stakeholders?
2 Does your organization consider risk during project selection?
3 Are your organization's goals and objectives communicated to and understood by the project teams?
4 Do the projects in your organization have clear and measurable objectives in addition to time, cost, and quality?
5 Does your organization continuously improve the quality on projects to achieve customer satisfaction?
6 Does your organization have policies that describe the standardization, measurement, control, and continuous improvement of project management processes?
7 Has your organization fully integrated the *PMBOK® Guide* knowledge areas its project management methodology?
8 Does your organization use project management processes and techniques in a manner that is relevant and effective for each project?
9 Does your organization use data internal to the project, data internal to the organization, and industry data to develop models for planning and re-planning?
10 Does your organization establish the project manager role for all projects?
11 Does your organization establish standard cross-functional project team structures?
12 Does your organization create a work environment that fosters teamwork, builds trust, and encourages project teams to take calculated risks when appropriate?
13 Does your organization have the necessary processes, tools, guidelines, or other formal means to assess the performance, knowledge, and experience levels of project resources and assign them to project roles appropriately?
14 Does your organization create a work environment that supports personal and professional achievement?
15 Do the project managers in your organization communicate and collaborate effectively and responsibly with project mangers of related projects?
16 Does your organization establish and use standard documented processes at the Project level for the Initiation Processes (Initiation Process)?
17 Does your organization establish and use standard documented processes at the Project level for the Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?
18 Does your organization establish and use standard documented processes at the Project level for the Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quan-

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titative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

19 Does your organization establish and use standard documented processes at the Project level for the Executing Core Processes (Project Plan Execution)?

20 Does your organization establish and use standard documented processes at the Project level for the Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

21 Does your organization establish and use standard documented processes at the Project level for the Controlling Core Processes (Performance Reporting, Integrated Change Control)?

22 Does your organization establish and use standard documented processes at the Project level for the Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?

23 Does your organization establish and use standard documented processes at the Project level for the Closing Processes (Contract Closeout, Administrative Closure)?

24 Can your organization demonstrate a return on investment from undertaking projects?

25 Do the projects in your organization define and review goals and success criteria at the beginning of the project and then review them as the project progresses?

26 Does your organization have a standard approach for the definition, collection, and analysis of project metrics to ensure project data is consistent and accurate?

27 Does your organization use both internal and external standards to measure and improve project performance?

28 Does your organization have defined gateway milestones, where project deliverables are assessed to determine whether the project should continue or terminate?

29 Does your organization use risk management techniques to take measurements and assess the impact of risk during project execution?

30 Does your organization use a formal performance system that evaluates individuals and project teams on their project performance as well as the projects' overall results?

31 Does your organization establish and use measurements at the Project level for the Initiation Processes (Initiation Process)?

32 Does your organization establish and use measurements at the Project level for the Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?

33 Does your organization establish and use measurements at the Project level for the Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

34 Does your organization establish and use measurements at the Project level for the Executing Core Processes (Project Plan Execution)?

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35 Does your organization establish and use measurements at the Project level for the Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

36 Does your organization establish and use measurements at the Project level for the Controlling Core Processes (Performance Reporting, Integrated Change Control)?

37 Does your organization establish and use measurements at the Project level for the Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?

38 Does your organization establish and use measurements at the Project level for the Closing Processes (Contract Closeout, Administrative Closure)?

39 Does your organization establish and execute controls at the Project level to manage the stability of Initiation Processes (Initiation Process)?

40 Does your organization establish and execute controls at the Project level to manage the stability of Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?

41 Does your organization establish and execute controls at the Project level to manage the stability of Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

42 Does your organization establish and execute controls at the Project level to manage the stability of Executing Core Processes (Project Plan Execution)?

43 Does your organization establish and execute controls at the Project level to manage the stability of Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

44 Does your organization establish and execute controls at the Project level to manage the stability of Controlling Core Processes (Performance Reporting, Integrated Change Control)?

45 Does your organization establish and execute controls at the Project level to manage the stability of Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?

46 Does your organization establish and execute controls at the Project level to manage the stability of Closing Processes (Contract Closeout, Administrative Closure)?

47 Does your organization capture, analyze, and apply lessons learned from past projects?

48 Does your organization identify, assess, and implement improvements at the Project level for the Initiation Processes (Initiation Process)?

49 Does your organization identify, assess, and implement improvements at the Project level for the Planning Core Processes (Project Plan Devel-

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opment, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?

50 Does your organization identify, assess, and implement improvements at the Project level for the Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

51 Does your organization identify, assess, and implement improvements at the Project level for the Executing Core Processes (Project Plan Execution)?

52 Does your organization identify, assess, and implement improvements at the Project level for the Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

53 Does your organization identify, assess, and implement improvements at the Project level for the Controlling Core Processes (Performance Reporting, Integrated Change Control)?

54 Does your organization identify, assess, and implement improvements at the Project level for the Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?

55 Does your organization identify, assess, and implement improvements at the Project level for the Closing Processes (Contract Closeout, Administrative Closure)?

56 Does your organization have an organizational structure in place that supports effective communication and collaboration among projects in a program leading to improved results of those projects?

57 Do program managers assess the confidence in projects' plans in terms of their schedule, dependencies on other projects, and availability of resources?

58 Do program managers understand how their programs and other programs in the organization fit into the organization's overall goals and strategies?

59 Does your organization use a common set of processes to consistently manage and integrate multiple projects?

60 Does your organization establish and use standard documented processes at the Program level for the Initiation Processes (Initiation Process)?

61 Does your organization establish and use standard documented processes at the Program level for the Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?

62 Does your organization establish and use standard documented processes at the Program level for the Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quan-

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titative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

63 Does your organization establish and use standard documented processes at the Program level for the Executing Core Processes (Project Plan Execution)?

64 Does your organization establish and use standard documented processes at the Program level for the Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

65 Does your organization establish and use standard documented processes at the Program level for the Controlling Core Processes (Performance Reporting, Integrated Change Control)?

66 Does your organization establish and use standard documented processes at the Program level for the Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?

67 Does your organization establish and use standard documented processes at the Program level for the Closing Processes (Contract Closeout, Administrative Closure)?

68 Does your organization evaluate metrics processes at all levels for improvements?

69 Does your organization establish and use measurements at the Program level for the Initiation Processes (Initiation Process)?

70 Does your organization establish and use measurements at the Program level for the Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?

71 Does your organization establish and use measurements at the Program level for the Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

72 Does your organization establish and use measurements at the Program level for the Executing Core Processes (Project Plan Execution)?

73 Does your organization establish and use measurements at the Program level for the Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

74 Does your organization establish and use measurements at the Program level for the Controlling Core Processes (Performance Reporting, Integrated Change Control)?

75 Does your organization establish and use measurements at the Program level for the Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?

76 Does your organization establish and use measurements at the Program level for the Closing Processes (Contract Closeout, Administrative Closure)?

77 Does your organization establish and execute controls at the Program level to manage the stability of Initiation Processes (Initiation Process)?

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78 Does your organization establish and execute controls at the Program level to manage the stability of Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?

79 Does your organization establish and execute controls at the Program level to manage the stability of Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

80 Does your organization establish and execute controls at the Program level to manage the stability of Executing Core Processes (Project Plan Execution)?

81 Does your organization establish and execute controls at the Program level to manage the stability of Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

82 Does your organization establish and execute controls at the Program level to manage the stability of Controlling Core Processes (Performance Reporting, Integrated Change Control)?

83 Does your organization establish and execute controls at the Program level to manage the stability of Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?

84 Does your organization establish and execute controls at the Program level to manage the stability of Closing Processes (Contract Closeout, Administrative Closure)?

85 Does your organization identify, assess, and implement improvements at the Program level for the Initiation Processes (Initiation Process)?

86 Does your organization identify, assess, and implement improvements at the Program level for the Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?

87 Does your organization identify, assess, and implement improvements at the Program level for the Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

88 Does your organization identify, assess, and implement improvements at the Program level for the Executing Core Processes (Project Plan Execution)?

89 Does your organization identify, assess, and implement improvements at the Program level for the Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

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90 Does your organization identify, assess, and implement improvements at the Program level for the Controlling Core Processes (Performance Reporting, Integrated Change Control)?
91 Does your organization identify, assess, and implement improvements at the Program level for the Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?
92 Does your organization identify, assess, and implement improvements at the Program level for the Closing Processes (Contract Closeout, Administrative Closure)?
93 Does your organization effectively consider workload, profit requirements, and delivery timeframes in deciding how much project work it can undertake?
94 Does your organization align and prioritize projects to it's business strategy?
95 Is your organization "projectized" in that it has project management policies and values, a common project language, and use of project management processes across all operations?
96 Does your organization use and maintain a common project management framework, methodology, and process set for it's projects?
97 Are your organization's executives directly involved in the organization's project management direction, and do they demonstrate knowledge and support of that direction?
98 Does the structure of your organization support its project management direction?
99 Does your organization support open communication across all levels?
100 Do people in different roles and functions throughout your organization collaborate to define and agree on common goals?
101 Does your organization set a strategy to retain knowledge of internal and external resources?
102 Does your organization have and support an internal project management community that proactively provides for all the roles required for portfolio management?
103 Does your organization encourage membership in external project management communities (e.g. professional associations or initiatives)?
104 Does your organization provide for the ongoing training and development of project management resources?
105 Does your organization have progressive career paths for project-related roles?
106 Does your organization perform portfolio management including planning, risk management, procurement, and financial management?
107 Does your organization balance the mix of projects in a portfolio to ensure the health of the portfolio?
108 Does your organization's quality management system include portfolio management?
109 Is your organization's quality management system reviewed by an independent body?
110 Does your organization establish and use standard documented processes at the Portfolio level for the Initiation Processes (Initiation Process)?

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111 Does your organization establish and use standard documented processes at the Portfolio level for the Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?
112 Does your organization establish and use standard documented processes at the Portfolio level for the Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?
113 Does your organization establish and use standard documented processes at the Portfolio level for the Executing Core Processes (Project Plan Execution)?
114 Does your organization establish and use standard documented processes at the Portfolio level for the Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?
115 Does your organization establish and use standard documented processes at the Portfolio level for the Controlling Core Processes (Performance Reporting, Integrated Change Control)?
116 Does your organization establish and use standard documented processes at the Portfolio level for the Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?
117 Does your organization establish and use standard documented processes at the Portfolio level for the Closing Processes (Contract Closeout, Administrative Closure)?
118 Does your organization gather quality assurance metrics on it's projects?
119 Does your organization have a central project metrics repository?
120 Does your organization use project metrics to determine project, program, portfolio, and organizational effectiveness?
121 Does your organization use formal performance assessment processes and systems to evaluate individuals and project teams?
122 Does your organization evaluate and consider the investment of human and financial resources when selecting projects?
123 Does your organization evaluate and consider the value of projects to the organization when selecting projects?
124 Does your organization have project management tools that are integrated with other corporate systems?
125 Does your organization establish and use measurements at the Portfolio level for the Initiation Processes (Initiation Process)?
126 Does your organization establish and use measurements at the Portfolio level for the Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?
127 Does your organization establish and use measurements at the Portfolio level for the Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk

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Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

128 Does your organization establish and use measurements at the Portfolio level for the Executing Core Processes (Project Plan Execution)?

129 Does your organization establish and use measurements at the Portfolio level for the Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

130 Does your organization establish and use measurements at the Portfolio level for the Controlling Core Processes (Performance Reporting, Integrated Change Control)?

131 Does your organization establish and use measurements at the Portfolio level for the Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?

132 Does your organization establish and use measurements at the Portfolio level for the Closing Processes (Contract Closeout, Administrative Closure)?

133 Does your organization establish and execute controls at the Portfolio level to manage the stability of Initiation Processes (Initiation Process)?

134 Does your organization establish and execute controls at the Portfolio level to manage the stability of Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?

135 Does your organization establish and execute controls at the Portfolio level to manage the stability of Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?

136 Does your organization establish and execute controls at the Portfolio level to manage the stability of Executing Core Processes (Project Plan Execution)?

137 Does your organization establish and execute controls at the Portfolio level to manage the stability of Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?

138 Does your organization establish and execute controls at the Portfolio level to manage the stability of Controlling Core Processes (Performance Reporting, Integrated Change Control)?

139 Does your organization establish and execute controls at the Portfolio level to manage the stability of Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?

140 Does your organization establish and execute controls at the Portfolio level to manage the stability of Closing Processes (Contract Closeout, Administrative Closure)?

141 Does your organization have a program to achieve project management maturity?

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142 Does your organization recognize the need for OPM3 as part of a project management maturity program?
143 Does your organization incorporate lessons learned from past projects, programs, and portfolios into its project management methodology?
144 Does your organization identify, assess, and implement improvements at the Portfolio level for the Initiation Processes (Initiation Process)?
145 Does your organization identify, assess, and implement improvements at the Portfolio level for the Planning Core Processes (Project Plan Development, Scope Planning, Scope Definition, Activity Definition, Activity Sequencing, Activity Duration Estimating, Schedule Development, Resource Planning, Cost Estimating, Cost Budgeting, Risk Management Planning)?
146 Does your organization identify, assess, and implement improvements at the Portfolio level for the Planning Facilitating Processes (Quality Planning, Organizational Planning, Staff Acquisition, Communications Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, Procurement Planning, Solicitation Planning)?
147 Does your organization identify, assess, and implement improvements at the Portfolio level for the Executing Core Processes (Project Plan Execution)?
148 Does your organization identify, assess, and implement improvements at the Portfolio level for the Executing Facilitating Processes (Quality Assurance, Team Development, Information Distribution, Solicitation, Source Selection, Contract Administration)?
149 Does your organization identify, assess, and implement improvements at the Portfolio level for the Controlling Core Processes (Performance Reporting, Integrated Change Control)?
150 Does your organization identify, assess, and implement improvements at the Portfolio level for the Controlling Facilitating Processes (Scope Verification, Scope Change Control, Schedule Control, Cost Control, Quality Control, Risk Monitoring and Control)?
151 Does your organization identify, assess, and implement improvements at the Portfolio level for the Closing Processes (Contract Closeout, Administrative Closure)?

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Appendix E

Comprehensive Assessment: Detailed Sub-Steps

The steps of applying OPM3 in an organization are presented in Chapter 6. The second part of Step Two, Comprehensive Assessment, contains several detailed sub-steps, which are explained below:

- Use the Best Practice pages copied from the ***Improvement Planning Directory*** as checklists to document the paths to maturity for each Best Practice. These pages will provide, in a logical sequential order, the Capabilities to be evaluated and a space for marking whether each necessary Outcome has been observed.
- In the ***Capabilities Directory***, look up each Capability identified on the selected Best Practice pages from the ***Improvement Planning Directory***, to see the description of the corresponding Outcomes (with their Key Performance Indicators and Metrics). Do this by referring to the identification numbers assigned to each Capability in the ***Improvement Planning Directory,*** which identify the corresponding Best Practice number in the initial four digits. Locate the Best Practice in the ***Capabilities Directory*** and, in turn, the required Capabilities. Then, the Outcomes can be evaluated in the order presented, using the Key Performance Indicator and Metrics shown. If an Outcome and its Key Performance Indicator are determined to exist in the organization, make an annotation on the worksheet from the ***Improvement Planning Directory*** in the space provided.
- This process continues until all Outcomes have been evaluated for the Capability in question. Then, return to the ***Improvement Planning Directory*** checklist to identify the next Capability in the sequence, and repeat the process.
- As the organization evaluates the Capabilities listed on each ***Improvement Planning Directory*** checklist—Outcome by Outcome—it will likely find Outcomes that have not been observed. The user can include these in the improvement plan to be assembled after concluding the evaluation. An organization may exercise judgment in deciding whether or not

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a Capability exists, if one or more of the associated Outcomes has not been observed, and may elect to proceed to evaluate subsequent Capabilities that represent a greater level of maturity within the Best Practice in question.

- Once a user determines that a specific Capability does not fully exist, it is likely that the number of Outcomes observed for subsequent Capabilities on the path will also be less than complete. The organization can continue to evaluate Capabilities farther along the path provided in the ***Improvement Planning Directory*** until the higher-level Capability descriptions suggest that no additional Capabilities exist in the organization on the path to that Best Practice.
- Continue this process up through the sequence of Capabilities, until reaching a Capability for which no Outcomes currently exist in the organization. This will signal that the organization has adequately evaluated its current state with regard to that Best Practice.
- At this point, an organization may choose to continue evaluating Capabilities higher in the path if there is reason to believe that some of these may be present to some degree.
- The checklists resulting from the foregoing process will represent an evaluation of Capabilities that exist (all Outcomes observed), partially exist (some Outcomes observed), or do not exist (no Outcomes observed). The reasons why a Capability does not exist will become clear based on which Outcomes were not observed.
- The Capabilities that an organization does not demonstrate along the path to a Best Practice constitute the most likely area of focus for future improvements.
- The Comprehensive Assessment may reveal situations where dependencies may appear to be joint in nature. For example, process A generates an output that is an input to process B. Process B make updates to that work product, which then becomes an input into process A. In such cases, organizations may want to plan improvements related to these Capabilities in parallel.

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Appendix F

Best Practices Directory

The ***Best Practices Directory*** lists nearly 600 Best Practices that form the foundation of the OPM3 content. An organization will use this directory following the Self-Assessment step to identify Best Practices for any potential improvement effort. This directory provides the name and a brief description of each Best Practice. It also indicates how each Best Practice maps to the domains of organizational project management, and to the four stages of process improvement. As explained in Section 6.3.2, this mapping allows the organization to focus its efforts on those Best Practices related to the domains and stages of greatest importance to them—without having to understand the entire set of Best Practices in the directory.

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
1000	Establish Organizational Project Management Policies	The organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.	X	X	X	X	X	X	X
1010	Project Initiation Process Standardization	Project Initiation Process standards are established.	X			X			
1020	Project Plan Development Process Standardization	Project Plan Development Process standards are established.	X			X			
1030	Project Scope Planning Process Standardization	Project Scope Planning Process standards are established.	X			X			
1040	Project Scope Definition Process Standardization	Project Scope Definition Process standards are established.	X			X			
1050	Project Activity Definition Process Standardization	Project Activity Definition Process standards are established.	X			X			
1060	Project Activity Sequencing Process Standardization	Project Activity Sequencing Process standards are established.	X			X			
1070	Project Activity Duration Estimating Process Standardization	Project Activity Duration Estimating Process standards are established.	X			X			
1080	Project Schedule development Process Standardization	Project Schedule development Process standards are established.	X			X			
1090	Project Resource Planning Process Standardization	Project Resource Planning Process standards are established.	X			X			
1100	Project Cost Estimating Process Standardization	Project Cost Estimating Process standards are established.	X			X			
1110	Project Cost Budgeting Process Standardization	Project Cost Budgeting Process standards are established.	X			X			
1120	Project Risk Management Planning Process Standardization	Project Risk Management Planning Process standards are established.	X			X			
1130	Project Quality Planning Process Standardization	Project Quality Planning Process standards are established.	X			X			
1140	Project Organizational Planning Process Standardization	Project Organizational Planning Process standards are established.	X			X			
1150	Project Staff Acquisition Process Standardization	Project Staff Acquisition Process standards are established.	X			X			
1160	Project Communications Planning Process Standardization	Project Communications Planning Process standards are established.	X			X			
1170	Project Risk Identification Process Standardization	Project Risk Identification Process standards are established.	X			X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
1180	Project Qualitative Risk Analysis Process Standardization	Project Qualitative Risk Analysis Process standards are established.	X			X			
1190	Project Quantitative Risk Analysis Process Standardization	Project Quantitative Risk Analysis Process standards are established.	X			X			
1200	Project Risk Response Planning Process Standardization	Project Risk Response Planning Process standards are established.	X			X			
1210	Project Procurement Planning Process Standardization	Project Procurement Planning Process standards are established.	X			X			
1220	Project Solicitation Planning Process Standardization	Project Solicitation Planning Process standards are established.	X			X			
1230	Project Plan Execution Process Standardization	Project Plan Execution Process standards are established.	X			X			
1240	Project Quality Assurance Process Standardization	Project Quality Assurance Process standards are established.	X			X			
1250	Project Team Development Process Standardization	Project Team Development Process standards are established.	X			X			
1260	Project Information Distribution Process Standardization	Project Information Distribution Process standards are established.	X			X			
1270	Project Solicitation Process Standardization	Project Solicitation Process standards are established.	X			X			
1280	Project Source Selection Process Standardization	Project Source Selection Process standards are established.	X			X			
1290	Project Contract Administration Process Standardization	Project Contract Administration Process standards are established.	X			X			
1300	Project Performance Reporting Process Standardization	Project Performance Reporting Process standards are established.	X			X			
1310	Project Integrated Change Control Process Standardization	Project Integrated Change Control Process standards are established.	X			X			
1320	Project Scope Verification Process Standardization	Project Scope Verification Process standards are established.	X			X			
1330	Project Scope Change Control Process Standardization	Project Scope Change Control Process standards are established.	X			X			
1340	Project Schedule Control Process Standardization	Project Schedule Control Process standards are established.	X			X			
1350	Project Cost Control Process Standardization	Project Cost Control Process standards are established.	X			X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
1360	Project Quality Control Process Standardization	Project Quality Control Process standards are established.	X			X			
1370	Project Risk Monitoring and Control Process Standardization	Project Risk Monitoring and Control Process standards are established.	X			X			
1380	Project Contract Closeout Process Standardization	Project Contract Closeout Process standards are established.	X			X			
1390	Project Administrative Closure Process Standardization	Project Administrative Closure Process standards are established.	X			X			
1400	Staff Projects With Competent Resources	The organization provides projects with an adequate workforce with the right level of competence for each project-related role.	X			X			
1410	Manage Project Resource Pool	The organization has the mechanisms, systems, and processes that provide projects with professional project managers and competent, committed project team members.	X			X			
1420	Establish Role of Project Manager	The organization establishes the role of project manager for all projects.	X			X			
1430	Establish Project Manager Competency Processes	The organization establishes a process to ensure project managers have sufficient knowledge and experience.	X			X			
1440	Determine Project Scope	The project manager and sponsor make decisions that determine the project scope.	X			X			
1450	Establish Strong Sponsorship	Sponsors actively participate in supporting the project.	X			X			
1460	Apply Project Management Processes Flexibly	The organization applies processes in a manner that is relevant to each project.	X			X			
1470	Define Project Team Structure	The organization has a standard project team structure definition.	X			X			
1480	Use Teamwork	Cross functional teams carry out the organizational activities.	X			X			
1490	Integrate *PMBOK® Guide* Knowledge Areas	The Organization integrates the *PMBOK® Guide* knowledge areas fully into its project management methodology.	X			X			
1500	Manage Using Project Processes	The organization has processes, structures and practices that allow individual projects to be effectively managed.	X			X			
1510	Consider Stakeholder Interests	The organization bases decisions on the interests of all its stakeholders.	X			X			
1520	Communicate the Organization's Direction	The organization communicates its goals, strategies, project assignments, and work inter-dependencies to project teams.	X			X			
1530	Use formal performance assessment	The organization uses formal processes and procedures to assess performance.	X	X	X	X			
1540	Include Strategic Goals Into Project Objectives	Objectives of projects include explicit strategic goals in addition to time, cost, and quality.	X			X			
1550	Use Standard Planning Baseline	The organization creates a standard project planning baseline.	X			X			
1560	Align Projects to Strategic Objectives	The organization ensures that projects align with the organisation's strategic objective.	X			X			
1570	Set Project Objectives	Project resources have clear, measurable objectives.	X			X			
1580	Improve Quality to Achieve Customer Satisfaction	The organization continuously improves quality to achieve customer satisfaction.	X			X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
1590	Record Project Resource Assignments	The organization has a formal process for assigning resources to projects and recording assignments.	X			X			
1600	Agree on Core 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.	X			X			
1610	Assess Project Risks	The organization evaluates impact of risks on project viability.	X			X			
1620	Quantify Specifications	The organization develops quantifiable specifications.	X			X			
1630	Establish Mathematical Models For Planning	The organization establishes and uses mathematical models for planning and replanning	X			X			
1640	Optimize Portfolio Management	The organization's portfolio is reviewed on a regular basis to ensure optimization against the strategic goals.	X			X			
1650	Align Projects	The organization aligns all projects with organizational strategies.	X			X			
1660	Understand Project Strategic Alignment	Project Managers understand the strategy for their projects and how their project strategies support the organization's strategies.	X			X			
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.	X			X			
1680	Adhere to Inter-Project Rules of Conduct	Project managers adhere to appropriate rules of conduct including definitions of privilege and responsibility for communication and action. The rules define the standard processes for collaboration and communication.	X			X			
1690	Estimate Project Task Duration	The project managers estimate the best, worst, and most likely durations for project tasks.	X			X			
1700	Project Initiation Process Measurement	Project Initiation Process measures are established, assembled and analyzed.	X				X		
1710	Project Plan Development Process Measurement	Project Plan Development Process measures are established, assembled and analyzed.	X				X		
1720	Project Scope Planning Process Measurement	Project Scope Planning Process measures are established, assembled and analyzed.	X				X		
1730	Project Scope Definition Process Measurement	Project Scope Definition Process measures are established, assembled and analyzed.	X				X		
1740	Project Activity Definition Process Measurement	Project Activity Definition Process measures are established, assembled and analyzed.	X				X		
1750	Project Activity Sequencing Process Measurement	Project Activity Sequencing Process measures are established, assembled and analyzed.	X				X		
1760	Project Activity Duration Estimating Process Measurement	Project Activity Duration Estimating Process measures are established, assembled and analyzed.	X				X		
1770	Project Schedule development Process Measurement	Project Schedule development Process measures are established, assembled and analyzed.	X				X		
1780	Project Resource Planning Process Measurement	Project Resource Planning Process measures are established, assembled and analyzed.	X				X		

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
1790	Project Cost Estimating Process Measurement	Project Cost Estimating Process measures are established, assembled and analyzed.	X				X		
1800	Project Cost Budgeting Process Measurement	Project Cost Budgeting Process measures are established, assembled and analyzed.	X				X		
1810	Project Risk Management Planning Process Measurement	Project Risk Management Planning Process measures are established, assembled and analyzed.	X				X		
1820	Project Quality Planning Process Measurement	Project Quality Planning Process measures are established, assembled and analyzed.	X				X		
1830	Project Organizational Planning Process Measurement	Project Organizational Planning Process measures are established, assembled and analyzed.	X				X		
1840	Project Staff Acquisition Process Measurement	Project Staff Acquisition Process measures are established, assembled and analyzed.	X				X		
1850	Project Communications Planning Process Measurement	Project Communications Planning Process measures are established, assembled and analyzed.	X				X		
1860	Project Risk Identification Process Measurement	Project Risk Identification Process measures are established, assembled and analyzed.	X				X		
1870	Project Qualitative Risk Analysis Process Measurement	Project Qualitative Risk Analysis Process measures are established, assembled and analyzed.	X				X		
1880	Project Quantitative Risk Analysis Process Measurement	Project Quantitative Risk Analysis Process measures are established, assembled and analyzed.	X				X		
1890	Project Risk Response Planning Process Measurement	Project Risk Response Planning Process measures are established, assembled and analyzed.	X				X		
1900	Project Procurement Planning Process Measurement	Project Procurement Planning Process measures are established, assembled and analyzed.	X				X		
1910	Project Solicitation Planning Process Measurement	Project Solicitation Planning Process measures are established, assembled and analyzed.	X				X		
1920	Project Plan Execution Process Measurement	Project Plan Execution Process measures are established, assembled and analyzed.	X				X		
1930	Project Quality Assurance Process Measurement	Project Quality Assurance Process measures are established, assembled and analyzed.	X				X		
1940	Project Team Development Process Measurement	Project Team Development Process measures are established, assembled and analyzed.	X				X		
1950	Project Information Distribution Process Measurement	Project Information Distribution Process measures are established, assembled and analyzed.	X				X		
1960	Project Solicitation Process Measurement	Project Solicitation Process measures are established, assembled and analyzed.	X				X		

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
1970	Project Source Selection Process Measurement	Project Source Selection Process measures are established, assembled and analyzed.	X				X		
1980	Project Contract Administration Process Measurement	Project Contract Administration Process measures are established, assembled and analyzed.	X				X		
1990	Project Performance Reporting Process Measurement	Project Performance Reporting Process measures are established, assembled and analyzed.	X				X		
2000	Project Integrated Change Control Process Measurement	Project Integrated Change Control Process measures are established, assembled and analyzed.	X				X		
2010	Project Scope Verification Process Measurement	Project Scope Verification Process measures are established, assembled and analyzed.	X				X		
2020	Project Scope Change Control Process Measurement	Project Scope Change Control Process measures are established, assembled and analyzed.	X				X		
2030	Project Schedule Control Process Measurement	Project Schedule Control Process measures are established, assembled and analyzed.	X				X		
2040	Project Cost Control Process Measurement	Project Cost Control Process measures are established, assembled and analyzed.	X				X		
2050	Project Quality Control Process Measurement	Project Quality Control Process measures are established, assembled and analyzed.	X				X		
2060	Project Risk Monitoring and Control Process Measurement	Project Risk Monitoring and Control Process measures are established, assembled and analyzed.	X				X		
2070	Project Contract Closeout Process Measurement	Project Contract Closeout Process measures are established, assembled and analyzed.	X				X		
2080	Project Administrative Closure Process Measurement	Project Administrative Closure Process measures are established, assembled and analyzed.	X				X		
2090	Adhere to Project Management Methodology	The organization adheres to a standard set of project management methodology, processes, and procedures.	X				X		
2100	Provide Course Correction	The organization has a system that provides information for decisions about course corrections and terminating projects.	X				X		
2110	Track the Return on Investment	The organization demonstrates the return on investment from undertaking programs and projects.	X				X		
2120	Use Formal Performance System	The organization uses and maintains a formal performance system to evaluate individuals and project teams.	X				X		
2130	Assess Project Baseline Variance Impact	The organization analyzes the impacts of project baseline variances on strategic goals .	X				X		
2140	Define and Review Project Goals	The organization defines and reviews project goals are to ensure they are consistent and attainable.	X				X		
2150	Managed Project Success Criteria	The organization defines success criteria at the start of the project and are managed, and remain visible, throughout the project.	X				X		

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
2160	Review Projects against "Continue or Terminate" criteria	The organisation has gateways where deliverables are assessed and the projects are allowed to continue or need to be stopped.	X				X		
2170	Prioritize Projects	A project prioritization process is used to directly link projects to the organization's goals.	X				X		
2180	Link Performance Measurement to Project Cycles	The organization assesses team and individual performance and makes awards according to project structures, achievements and timescales which do not necessarily align with calendar cycles.	X				X		
2190	Benchmark Project Performance Against Industry Standards	The organization identifies external standards against which they measure project performance.	X				X		
2200	Establish Risk Management	The organization utilizes Risk Management Techniques to take measurements and assess the impact of risk during project execution	X				X		
2210	Measure Consistently	The organization has a standard approach, valuation, format, and meaning for project metrics.	X				X		
2220	Measure Accuracy	Project teams extract and test the accuracy of all metrics using internal and external methods.	X				X		
2230	Analyze and Track Return on Investment	The analysis and tracking of past investments demonstrates a beneficial return.	X				X		
2240	Project Initiation Process Control	Project Initiation Process controls are established and executed to control the stability of the process.	X					X	
2250	Project Plan Development Process Control	Project Plan Development Process controls are established and executed to control the stability of the process.	X					X	
2260	Project Scope Planning Process Control	Project Scope Planning Process controls are established and executed to control the stability of the process.	X					X	
2270	Project Scope Definition Process Control	Project Scope Definition Process controls are established and executed to control the stability of the process.	X					X	
2280	Project Activity Definition Process Control	Project Activity Definition Process controls are established and executed to control the stability of the process.	X					X	
2290	Project Activity Sequencing Process Control	Project Activity Sequencing Process controls are established and executed to control the stability of the process.	X					X	
2300	Project Activity Duration Estimating Process Control	Project Activity Duration Estimating Process controls are established and executed to control the stability of the process.	X					X	
2310	Project Schedule development Process Control	Project Schedule development Process controls are established and executed to control the stability of the process.	X					X	
2320	Project Resource Planning Process Control	Project Resource Planning Process controls are established and executed to control the stability of the process.	X					X	
2330	Project Cost Estimating Process Control	Project Cost Estimating Process controls are established and executed to control the stability of the process.	X					X	
2340	Project Cost Budgeting Process Control	Project Cost Budgeting Process controls are established and executed to control the stability of the process.	X					X	
2350	Project Risk Management Planning Process Control	Project Risk Management Planning Process controls are established and executed to control the stability of the process.	X					X	

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
2360	Project Quality Planning Process Control	Project Quality Planning Process controls are established and executed to control the stability of the process.	X					X	
2370	Project Organizational Planning Process Control	Project Organizational Planning Process controls are established and executed to control the stability of the process.	X					X	
2380	Project Staff Acquisition Process Control	Project Staff Acquisition Process controls are established and executed to control the stability of the process.	X					X	
2390	Project Communications Planning Process Control	Project Communications Planning Process controls are established and executed to control the stability of the process.	X					X	
2400	Project Risk Identification Process Control	Project Risk Identification Process controls are established and executed to control the stability of the process.	X					X	
2410	Project Qualitative Risk Analysis Process Control	Project Qualitative Risk Analysis Process controls are established and executed to control the stability of the process.	X					X	
2420	Project Quantitative Risk Analysis Process Control	Project Quantitative Risk Analysis Process controls are established and executed to control the stability of the process.	X					X	
2430	Project Risk Response Planning Process Control	Project Risk Response Planning Process controls are established and executed to control the stability of the process.	X					X	
2440	Project Procurement Planning Process Control	Project Procurement Planning Process controls are established and executed to control the stability of the process.	X					X	
2450	Project Solicitation Planning Process Control	Project Solicitation Planning Process controls are established and executed to control the stability of the process.	X					X	
2460	Project Plan Execution Process Control	Project Plan Execution Process controls are established and executed to control the stability of the process.	X					X	
2470	Project Quality Assurance Process Control	Project Quality Assurance Process controls are established and executed to control the stability of the process.	X					X	
2480	Project Team Development Process Control	Project Team Development Process controls are established and executed to control the stability of the process.	X					X	
2490	Project Information Distribution Process Control	Project Information Distribution Process controls are established and executed to control the stability of the process.	X					X	
2500	Project Solicitation Process Control	Project Solicitation Process controls are established and executed to control the stability of the process.	X					X	
2510	Project Source Selection Process Control	Project Source Selection Process controls are established and executed to control the stability of the process.	X					X	
2520	Project Contract Administration Process Control	Project Contract Administration Process controls are established and executed to control the stability of the process.	X					X	
2530	Project Performance Reporting Process Control	Project Performance Reporting Process controls are established and executed to control the stability of the process.	X					X	
2540	Project Integrated Change Control Process Control	Project Integrated Change Control Process controls are established and executed to control the stability of the process.	X					X	
2550	Project Scope Verification Process Control	Project Scope Verification Process controls are established and executed to control the stability of the process.	X					X	

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
2560	Project Scope Change Control Process Control	Project Scope Change Control Process controls are established and executed to control the stability of the process.	X					X	
2570	Project Schedule Control Process Control	Project Schedule Control Process controls are established and executed to control the stability of the process.	X					X	
2580	Project Cost Control Process Control	Project Cost Control Process controls are established and executed to control the stability of the process.	X					X	
2590	Project Quality Control Process Control	Project Quality Control Process controls are established and executed to control the stability of the process.	X					X	
2600	Project Risk Monitoring and Control Process Control	Project Risk Monitoring and Control Process controls are established and executed to control the stability of the process.	X					X	
2610	Project Contract Closeout Process Control	Project Contract Closeout Process controls are established and executed to control the stability of the process.	X					X	
2620	Project Administrative Closure Process Control	Project Administrative Closure Process controls are established and executed to control the stability of the process.	X					X	
2630	Project Initiation Process Improvement	Project Initiation Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2640	Project Plan Development Process Improvement	Project Plan Development Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2650	Project Scope Planning Process Improvement	Project Scope Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2660	Project Scope Definition Process Improvement	Project Scope Definition Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2670	Project Activity Definition Process Improvement	Project Activity Definition Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2680	Project Activity Sequencing Process Improvement	Project Activity Sequencing Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2690	Project Activity Duration Estimating Process Improvement	Project Activity Duration Estimating Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2700	Project Schedule development Process Improvement	Project Schedule development Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2710	Project Resource Planning Process Improvement	Project Resource Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2720	Project Cost Estimating Process Improvement	Project Cost Estimating Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
2730	Project Cost Budgeting Process Improvement	Project Cost Budgeting Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2740	Project Risk Management Planning Process Improvement	Project Risk Management Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2750	Project Quality Planning Process Improvement	Project Quality Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2760	Project Organizational Planning Process Improvement	Project Organizational Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2770	Project Staff Acquisition Process Improvement	Project Staff Acquisition Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2780	Project Communications Planning Process Improvement	Project Communications Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2790	Project Risk Identification Process Improvement	Project Risk Identification Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2800	Project Qualitative Risk Analysis Process Improvement	Project Qualitative Risk Analysis Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2810	Project Quantitative Risk Analysis Process Improvement	Project Quantitative Risk Analysis Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2820	Project Risk Response Planning Process Improvement	Project Risk Response Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2830	Project Procurement Planning Process Improvement	Project Procurement Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2840	Project Solicitation Planning Process Improvement	Project Solicitation Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2850	Project Plan Execution Process Improvement	Project Plan Execution Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2860	Project Quality Assurance Process Improvement	Project Quality Assurance Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2870	Project Team Development Process Improvement	Project Team Development Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2880	Project Information Distribution Process Improvement	Project Information Distribution Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
2890	Project Solicitation Process Improvement	Project Solicitation Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2900	Project Source Selection Process Improvement	Project Source Selection Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2910	Project Contract Administration Process Improvement	Project Contract Administration Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2920	Project Performance Reporting Process Improvement	Project Performance Reporting Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2930	Project Integrated Change Control Process Improvement	Project Integrated Change Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2940	Project Scope Verification Process Improvement	Project Scope Verification Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2950	Project Scope Change Control Process Improvement	Project Scope Change Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2960	Project Schedule Control Process Improvement	Project Schedule Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2970	Project Cost Control Process Improvement	Project Cost Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2980	Project Quality Control Process Improvement	Project Quality Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
2990	Project Risk Monitoring and Control Process Improvement	Project Risk Monitoring and Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
3000	Project Contract Closeout Process Improvement	Project Contract Closeout Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
3010	Project Administrative Closure Process Improvement	Project Administrative Closure Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	X						X
3020	Quantify Lessons Learned	The organization quantifies lessons learned.	X						X
3030	Capture and Share Lessons Learned	The organization collects and shares lessons learned from projects, programs, and portfolios.	X						X
3040	Apply Lessons Learned	The project teams capture, access, retrieve, and apply lessons learned.	X						X
3050	Perform Benchmarking to Improve Performance	The organization uses the technique of benchmarking to continually improve project performance.	X						X
3060	Select Projects Based on Organizational Best Interests	The organization selects projects taking into account the best interests of both the customer and the organization.	X						

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
3070	Encourage Risk Taking	The organization encourages project teams to take calculated risks that enhance project performance.	X						
3080	Supportive Team Environment	The organization creates a work environment that supports personal and professional achievement.	X						
3090	Build Trust	The organization creates a work environment that fosters teamwork and builds trust.	X						
3100	Provide Technical Administrative Support	The organization provides technical administrative support to project teams.	X						
3110	Allocate Resource According to Strategic Objectives	The organization mobilizes project resources behind strategic objectives.	X						
3120	Program Initiation Process Standardization	Program Initiation Process standards are established.		X		X			
3130	Program Plan Development Process Standardization	Program Plan Development Process standards are established.		X		X			
3140	Program Scope Planning Process Standardization	Program Scope Planning Process standards are established.		X		X			
3150	Program Scope Definition Process Standardization	Program Scope Definition Process standards are established.		X		X			
3160	Program Activity Definition Process Standardization	Program Activity Definition Process standards are established.		X		X			
3170	Program Activity Sequencing Process Standardization	Program Activity Sequencing Process standards are established.		X		X			
3180	Program Activity Duration Estimating Process Standardization	Program Activity Duration Estimating Process standards are established.		X		X			
3190	Program Schedule development Process Standardization	Program Schedule development Process standards are established.		X		X			
3200	Program Resource Planning Process Standardization	Program Resource Planning Process standards are established.		X		X			
3210	Program Cost Estimating Process Standardization	Program Cost Estimating Process standards are established.		X		X			
3220	Program Cost Budgeting Process Standardization	Program Cost Budgeting Process standards are established.		X		X			
3230	Program Risk Management Planning Process Standardization	Program Risk Management Planning Process standards are established.		X		X			
3240	Program Quality Planning Process Standardization	Program Quality Planning Process standards are established.		X		X			
3250	Program Organizational Planning Process Standardization	Program Organizational Planning Process standards are established.		X		X			
3260	Program Staff Acquisition Process Standardization	Program Staff Acquisition Process standards are established.		X		X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
3270	Program Communications Planning Process Standardization	Program Communications Planning Process standards are established.		X		X			
3280	Program Risk Identification Process Standardization	Program Risk Identification Process standards are established.		X		X			
3290	Program Qualitative Risk Analysis Process Standardization	Program Qualitative Risk Analysis Process standards are established.		X		X			
3300	Program Quantitative Risk Analysis Process Standardization	Program Quantitative Risk Analysis Process standards are established.		X		X			
3310	Program Risk Response Planning Process Standardization	Program Risk Response Planning Process standards are established.		X		X			
3320	Program Procurement Planning Process Standardization	Program Procurement Planning Process standards are established.		X		X			
3330	Program Solicitation Planning Process Standardization	Program Solicitation Planning Process standards are established.		X		X			
3340	Standardize Program Plan Execution Process	Program Plan Execution Process standards are established.		X		X			
3350	Standardize Program Quality Assurance Process	Program Quality Assurance Process standards are established.		X		X			
3360	Standardize Program Team Development Process	Program Team Development Process standards are established.		X		X			
3370	Standardize Program Information Distribution Process	Program Information Distribution Process standards are established.		X		X			
3380	Standardize Program Solicitation Process	Program Solicitation Process standards are established.		X		X			
3390	Standardize Program Source Selection Process	Program Source Selection Process standards are established.		X		X			
3400	Standardize Program Contract Administration Process	Program Contract Administration Process standards are established.		X		X			
3410	Standardize Program Performance Reporting Process	Program Performance Reporting Process standards are established.		X		X			
3420	Program Integrated Change Control Process Standardization	Program Integrated Change Control Process standards are established.		X		X			
3430	Standardize Program Scope Verification Process	Program Scope Verification Process standards are established.		X		X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
3440	Program Scope Change Control Process Standardization	Program Scope Change Control Process standards are established.		X		X			
3450	Program Schedule Control Process Standardization	Program Schedule Control Process standards are established.		X		X			
3460	Program Cost Control Process Standardization	Program Cost Control Process standards are established.		X		X			
3470	Program Quality Control Process Standardization	Program Quality Control Process standards are established.		X		X			
3480	Program Risk Monitoring and Control Process Standardization	Program Risk Monitoring and Control Process standards are established.		X		X			
3490	Program Contract Closeout Process Standardization	Program Contract Closeout Process standards are established.		X		X			
3500	Program Administrative Closure Process Standardization	Program Administrative Closure Process standards are established.		X		X			
3510	Optimize Project Results Through Organizational Structure	The organizational structure optimizes project results across all projects. It adapts as necessary to facilitate effective communication among projects.		X		X			
3520	Assess Confidence in Plans	Portfolio and program managers assess the confidence in project plans.		X	X	X			
3530	Understand Program Strategic Alignment	Program Managers understand the strategy for the program and how the program strategy supports the organization's strategies.		X		X			
3540	Aware of Inter-Program Plan	Program Managers understand the goals and plans of all programs that utilize the organization's resources, enabling those resources to explore alternative ways to avoid conflicts while still satisfying goals.		X		X			
3550	Adhere to Inter-Program Protocol Agreements	Program Managers adhere to appropriate rules of conduct (including definitions of privilege and responsibility for communication and action) that define how program and project managers collaborate and communicate.		X		X			
3560	Manage Projects Using a Common Set of Processes	The organization uses a common set of processes to consistently manage and integrate multiple projects.		X		X			
3570	Manage Related Projects	Processes, structures and practices allow interactions between projects to be coordinated.		X		X			
3580	Align Program Management with Business Strategies	The organization understands how its projects, programs and portfolios relate to its business strategies.		X		X			
3590	Program Initiation Process Measurement	Program Initiation Process measures are established, assembled and analyzed.		X			X		
3600	Program Plan Development Process Measurement	Program Plan Development Process measures are established, assembled and analyzed.		X			X		
3610	Program Scope Planning Process Measurement	Program Scope Planning Process measures are established, assembled and analyzed.		X			X		
3620	Program Scope Definition Process Measurement	Program Scope Definition Process measures are established, assembled and analyzed.		X			X		

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
3630	Program Activity Definition Process Measurement	Program Activity Definition Process measures are established, assembled and analyzed.		X			X		
3640	Program Activity Sequencing Process Measurement	Program Activity Sequencing Process measures are established, assembled and analyzed.		X			X		
3650	Program Activity Duration Estimating Process Measurement	Program Activity Duration Estimating Process measures are established, assembled and analyzed.		X			X		
3660	Program Schedule development Process Measurement	Program Schedule development Process measures are established, assembled and analyzed.		X			X		
3670	Program Resource Planning Process Measurement	Program Resource Planning Process measures are established, assembled and analyzed.		X			X		
3680	Program Cost Estimating Process Measurement	Program Cost Estimating Process measures are established, assembled and analyzed.		X			X		
3690	Program Cost Budgeting Process Measurement	Program Cost Budgeting Process measures are established, assembled and analyzed.		X			X		
3700	Program Risk Management Planning Process Measurement	Program Risk Management Planning Process measures are established, assembled and analyzed.		X			X		
3710	Program Quality Planning Process Measurement	Program Quality Planning Process measures are established, assembled and analyzed.		X			X		
3720	Program Organizational Planning Process Measurement	Program Organizational Planning Process measures are established, assembled and analyzed.		X			X		
3730	Program Staff Acquisition Process Measurement	Program Staff Acquisition Process measures are established, assembled and analyzed.		X			X		
3740	Program Communications Planning Process Measurement	Program Communications Planning Process measures are established, assembled and analyzed.		X			X		
3750	Program Risk Identification Process Measurement	Program Risk Identification Process measures are established, assembled and analyzed.		X			X		
3760	Program Qualitative Risk Analysis Process Measurement	Program Qualitative Risk Analysis Process measures are established, assembled and analyzed.		X			X		
3770	Program Quantitative Risk Analysis Process Measurement	Program Quantitative Risk Analysis Process measures are established, assembled and analyzed.		X			X		
3780	Program Risk Response Planning Process Measurement	Program Risk Response Planning Process measures are established, assembled and analyzed.		X			X		
3790	Program Procurement Planning Process Measurement	Program Procurement Planning Process measures are established, assembled and analyzed.		X			X		
3800	Program Solicitation Planning Process Measurement	Program Solicitation Planning Process measures are established, assembled and analyzed.		X			X		

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
3810	Measure Program Plan Execution Process	Program Plan Execution Process measures are established.		X			X		
3820	Measure Program Quality Assurance Process	Program Quality Assurance Process measures are established.		X			X		
3830	Measure Program Team Development Process	Program Team Development Process measures are established.		X			X		
3840	Measure Program Information Distribution Process	Program Information Distribution Process measures are established, assembled and analyzed.		X			X		
3850	Measure Program Solicitation Process	Program Solicitation Process measures are established, assembled and analyzed.		X			X		
3860	Measure Program Source Selection Process	Program Source Selection Process measures are established, assembled and analyzed.		X			X		
3870	Measure Program Contract Administration Process	Program Contract Administration Process measures are established, assembled and analyzed.		X			X		
3880	Measure Program Performance Reporting Process	Program Performance Reporting Process measures are established, assembled and analyzed.		X			X		
3890	Program Integrated Change Control Process Measurement	Program Integrated Change Control Process measures are established, assembled and analyzed.		X			X		
3900	Measure Program Scope Verification Process	Program Scope Verification Process measures are established, assembled and analyzed.		X			X		
3910	Program Scope Change Control Process Measurement	Program Scope Change Control Process measures are established, assembled and analyzed.		X			X		
3920	Program Schedule Control Process Measurement	Program Schedule Control Process measures are established, assembled and analyzed.		X			X		
3930	Program Cost Control Process Measurement	Program Cost Control Process measures are established, assembled and analyzed.		X			X		
3940	Program Quality Control Process Measurement	Program Quality Control Process measures are established, assembled and analyzed.		X			X		
3950	Program Risk Monitoring and Control Process Measurement	Program Risk Monitoring and Control Process measures are established, assembled and analyzed.		X			X		
3960	Program Contract Closeout Process Measurement	Program Contract Closeout Process measures are established, assembled and analyzed.		X			X		
3970	Program Administrative Closure Process Measurement	Program Administrative Closure Process measures are established, assembled and analyzed.		X			X		
3980	Analyze and Improve Metrics	The analysts evaluate the metric processes to improve them.		X			X		
3990	Prioritize Project Work	The organization identifies the relative importance of projects.		X			X		
4000	Program Initiation Process Control	Program Initiation Process controls are established and executed to control the stability of the process.		X				X	

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
4010	Program Plan Development Process Control	Program Plan Development Process controls are established and executed to control the stability of the process.		X				X	
4020	Program Scope Planning Process Control	Program Scope Planning Process controls are established and executed to control the stability of the process.		X				X	
4030	Program Scope Definition Process Control	Program Scope Definition Process controls are established and executed to control the stability of the process.		X				X	
4040	Program Activity Definition Process Control	Program Activity Definition Process controls are established and executed to control the stability of the process.		X				X	
4050	Program Activity Sequencing Process Control	Program Activity Sequencing Process controls are established and executed to control the stability of the process.		X				X	
4060	Program Activity Duration Estimating Process Control	Program Activity Duration Estimating Process controls are established and executed to control the stability of the process.		X				X	
4070	Program Schedule development Process Control	Program Schedule development Process controls are established and executed to control the stability of the process.		X				X	
4080	Program Resource Planning Process Control	Program Resource Planning Process controls are established and executed to control the stability of the process.		X				X	
4090	Program Cost Estimating Process Control	Program Cost Estimating Process controls are established and executed to control the stability of the process.		X				X	
4100	Program Cost Budgeting Process Control	Program Cost Budgeting Process controls are established and executed to control the stability of the process.		X				X	
4110	Program Risk Management Planning Process Control	Program Risk Management Planning Process controls are established and executed to control the stability of the process.		X				X	
4120	Program Quality Planning Process Control	Program Quality Planning Process controls are established and executed to control the stability of the process.		X				X	
4130	Program Organizational Planning Process Control	Program Organizational Planning Process controls are established and executed to control the stability of the process.		X				X	
4140	Program Staff Acquisition Process Control	Program Staff Acquisition Process controls are established and executed to control the stability of the process.		X				X	
4150	Program Communications Planning Process Control	Program Communications Planning Process controls are established and executed to control the stability of the process.		X				X	
4160	Program Risk Identification Process Control	Program Risk Identification Process controls are established and executed to control the stability of the process.		X				X	
4170	Program Qualitative Risk Analysis Process Control	Program Qualitative Risk Analysis Process controls are established and executed to control the stability of the process.		X				X	
4180	Program Quantitative Risk Analysis Process Control	Program Quantitative Risk Analysis Process controls are established and executed to control the stability of the process.		X				X	
4190	Program Risk Response Planning Process Control	Program Risk Response Planning Process controls are established and executed to control the stability of the process.		X				X	

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
4200	Program Procurement Planning Process Control	Program Procurement Planning Process controls are established and executed to control the stability of the process.		X				X	
4210	Control Program Solicitation Planning Process	The organization establishes and executes program solicitation planning process controls to control the stability of the process.		X				X	
4220	Control Program Plan Execution Process	Program Plan Execution Process controls are established and executed to control the stability of the process.		X				X	
4230	Control Program Quality Assurance Process	Program Quality Assurance Process controls are established and executed to control the stability of the process.		X				X	
4240	Control Program Team Development Process	Program Team Development Process controls are established and executed to control the stability of the process.		X				X	
4250	Control Program Information Distribution Process	Program Information Distribution Process controls are established and executed to control the stability of the process.		X				X	
4260	Control Program Solicitation Process	Program Solicitation Process controls are established and executed to control the stability of the process.		X				X	
4270	Control Program Source Selection Process	Program Source Selection Process controls are established and executed to control the stability of the process.		X				X	
4280	Control Program Contract Administration Process	Program Contract Administration Process controls are established and executed to control the stability of the process.		X				X	
4290	Control Program Performance Reporting Process	Program Performance Reporting Process controls are established and executed to control the stability of the process.		X				X	
4300	Program Integrated Change Control Process Control	Program Integrated Change Control Process controls are established and executed to control the stability of the process.		X				X	
4310	Control Program Scope Verification Process	Program Scope Verification Process controls are established and executed to control the stability of the process.		X				X	
4320	Program Scope Change Control Process Control	Program Scope Change Control Process controls are established and executed to control the stability of the process.		X				X	
4330	Program Schedule Control Process Control	Program Schedule Control Process controls are established and executed to control the stability of the process.		X				X	
4340	Program Cost Control Process Control	Program Cost Control Process controls are established and executed to control the stability of the process.		X				X	
4350	Program Quality Control Process Control	Program Quality Control Process controls are established and executed to control the stability of the process.		X				X	
4360	Program Risk Monitoring and Control Process Control	Program Risk Monitoring and Control Process controls are established and executed to control the stability of the process.		X				X	
4370	Program Contract Closeout Process Control	Program Contract Closeout Process controls are established and executed to control the stability of the process.		X				X	
4380	Program Administrative Closure Process Control	Program Administrative Closure Process controls are established and executed to control the stability of the process.		X				X	
4390	Program Initiation Process Improvement	Program Initiation Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
4400	Program Plan Development Process Improvement	Program Plan Development Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4410	Program Scope Planning Process Improvement	Program Scope Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4420	Program Scope Definition Process Improvement	Program Scope Definition Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4430	Program Activity Definition Process Improvement	Program Activity Definition Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4440	Program Activity Sequencing Process Improvement	Program Activity Sequencing Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4450	Program Activity Duration Estimating Process Improvement	Program Activity Duration Estimating Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4460	Program Schedule development Process Improvement	Program Schedule development Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4470	Program Resource Planning Process Improvement	Program Resource Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4480	Program Cost Estimating Process Improvement	Program Cost Estimating Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4490	Program Cost Budgeting Process Improvement	Program Cost Budgeting Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4500	Program Risk Management Planning Process Improvement	Program Risk Management Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4510	Program Quality Planning Process Improvement	Program Quality Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4520	Program Organizational Planning Process Improvement	Program Organizational Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4530	Program Staff Acquisition Process Improvement	Program Staff Acquisition Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4540	Program Communications Planning Process Improvement	Program Communications Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4550	Program Risk Identification Process Improvement	Program Risk Identification Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
4560	Program Qualitative Risk Analysis Process Improvement	Program Qualitative Risk Analysis Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4570	Program Quantitative Risk Analysis Process Improvement	Program Quantitative Risk Analysis Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4580	Program Risk Response Planning Process Improvement	Program Risk Response Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4590	Program Procurement Planning Process Improvement	Program Procurement Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4600	Improve Program Solicitation Planning Process	The organization asseses program solicitation planning process problem areas, collects process improvement recommendations, and implements process improvements.		X					X
4610	Improve Program Plan Execution Process	Program Plan Execution Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4620	Improve Program Quality Assurance Process	Program Quality Assurance Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4630	Improve Program Team Development Process	Program Team Development Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4640	Improve Program Information Distribution Process	Program Information Distribution Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4650	Improveme Program Solicitation Process	Program Solicitation Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4660	Improve Program Source Selection Process	Program Source Selection Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4670	Improve Program Contract Administration Process	Program Contract Administration Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4680	Improve Program Performance Reporting Process	Program Performance Reporting Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4690	Program Integrated Change Control Process Improvement	Program Integrated Change Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4700	Improve Program Scope Verification Process	Program Scope Verification Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4710	Program Scope Change Control Process Improvement	Program Scope Change Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
4720	Program Schedule Control Process Improvement	Program Schedule Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4730	Program Cost Control Process Improvement	Program Cost Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4740	Program Quality Control Process Improvement	Program Quality Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4750	Program Risk Monitoring and Control Process Improvement	Program Risk Monitoring and Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4760	Program Contract Closeout Process Improvement	Program Contract Closeout Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4770	Program Administrative Closure Process Improvement	Program Administrative Closure Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		X					X
4780	Portfolio Initiation Process Standardization	Portfolio Initiation Process standards are established.			X	X			
4790	Portfolio Plan Development Process Standardization	Portfolio Plan Development Process standards are established.			X	X			
4800	Portfolio Scope Planning Process Standardization	Portfolio Scope Planning Process standards are established.			X	X			
4810	Portfolio Scope Definition Process Standardization	Portfolio Scope Definition Process standards are established.			X	X			
4820	Portfolio Project Definition Process Standardization	Portfolio Project Definition Process standards are established.			X	X			
4830	Portfolio Project Dependency Analysis Process Standardization	Portfolio Project Dependency Analysis Process standards are established.			X	X			
4840	Portfolio Program and Project Duration Estimating Process Standardization	Portfolio Program and Project Duration Estimating Process standards are established.			X	X			
4850	Portfolio Schedule development Process Standardization	Portfolio Schedule development Process standards are established.			X	X			
4860	Portfolio Resource Planning Process Standardization	Portfolio Resource Planning Process standards are established.			X	X			
4870	Portfolio Cost Estimating Process Standardization	Portfolio Cost Estimating Process standards are established.			X	X			
4880	Portfolio Cost Budgeting Process Standardization	Portfolio Cost Budgeting Process standards are established.			X	X			
4890	Portfolio Risk Management Planning Process Standardization	Portfolio Risk Management Planning Process standards are established.			X	X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
4900	Portfolio Quality Planning Process Standardization	Portfolio Quality Planning Process standards are established.			X	X			
4910	Portfolio Organizational Planning Process Standardization	Portfolio Organizational Planning Process standards are established.			X	X			
4920	Portfolio Staff Acquisition Process Standardization	Portfolio Staff Acquisition Process standards are established.			X	X			
4930	Portfolio Communications Planning Process Standardization	Portfolio Communications Planning Process standards are established.			X	X			
4940	Portfolio Risk Identification Process Standardization	Portfolio Risk Identification Process standards are established.			X	X			
4950	Portfolio Qualitative Risk Analysis Process Standardization	Portfolio Qualitative Risk Analysis Process standards are established.			X	X			
4960	Portfolio Quantitative Risk Analysis Process Standardization	Portfolio Quantitative Risk Analysis Process standards are established.			X	X			
4970	Portfolio Risk Response Planning Process Standardization	Portfolio Risk Response Planning Process standards are established.			X	X			
4980	Portfolio Procurement Planning Process Standardization	Portfolio Procurement Planning Process standards are established.			X	X			
4990	Portfolio Solicitation Planning Process Standardization	Portfolio Solicitation Planning Process standards are established.			X	X			
5000	Portfolio Plan Execution Process Standardization	Portfolio Plan Execution Process standards are established.			X	X			
5010	Portfolio Quality Assurance Process Standardization	Portfolio Quality Assurance Process standards are established.			X	X			
5020	Portfolio Team Development Process Standardization	Portfolio Team Development Process standards are established.			X	X			
5030	Portfolio Information Distribution Process Standardization	Portfolio Information Distribution Process standards are established.			X	X			
5040	Portfolio Solicitation Process Standardization	Portfolio Solicitation Process standards are established.			X	X			
5050	Portfolio Source Selection Process Standardization	Portfolio Source Selection Process standards are established.			X	X			
5060	Portfolio Contract Administration Process Standardization	Portfolio Contract Administration Process standards are established.			X	X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
5070	Portfolio Performance Reporting Process Standardization	Portfolio Performance Reporting Process standards are established.			X	X			
5080	Portfolio Integrated Change Control Process Standardization	Portfolio Integrated Change Control Process standards are established.			X	X			
5090	Portfolio Scope Verification Process Standardization	Portfolio Scope Verification Process standards are established.			X	X			
5100	Portfolio Scope Change Control Process Standardization	Portfolio Scope Change Control Process standards are established.			X	X			
5110	Portfolio Schedule Control Process Standardization	Portfolio Schedule Control Process standards are established.			X	X			
5120	Portfolio Cost Control Process Standardization	Portfolio Cost Control Process standards are established.			X	X			
5130	Portfolio Quality Control Process Standardization	Portfolio Quality Control Process standards are established.			X	X			
5140	Portfolio Risk Monitoring and Control Process Standardization	Portfolio Risk Monitoring and Control Process standards are established.			X	X			
5150	Portfolio Contract Closeout Process Standardization	Portfolio Contract Closeout Process standards are established.			X	X			
5160	Portfolio Administrative Closure Process Standardization	Portfolio Administrative Closure Process standards are established.			X	X			
5170	Use Common Project Language	The organization uses a common language to describe project activities and deliverables.			X	X			
5180	Educate Executives	The organization educates its executives on the benefits of project management.			X	X			
5190	Facilitate Project Manager Development	The organization ensures Project Manager development.			X	X			
5200	Provide Project Management Training	The organization provides project management training appropriate for all roles within the project hierarchy.			X	X			
5210	Provide Continuous Training	The organization provides continuous training in the use of tools, methodology, and deployment of knowledge.			X	X			
5220	Provide Competent Project Management Resources	The organization's project management community provides sufficient competent resources to manage the total project portfolio.			X	X			
5230	Manage Project Management Community	The organization's project management community contains all roles that are necessary for the effective management of the total project portfolio.			X	X			
5240	Establish Internal Project Management Communities	The organization establishes an internal community that supports project management.			X	X			
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.			X	X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
5260	Customize Project Management Methodology	The organization customizes a generally accepted project management methodology to meet organizational requirements.			X	X			
5270	Integrate Project Management Methodology with Organizational Processes	The organization integrates the project management methodology with strategic, operational, and tactical processes.			X	X			
5280	Establish Common Project Management Framework	The organization uses a project management framework for all phases of a project.			X	X			
5290	Establish Project Management Policies	The organization follows their project management policies.			X	X			
5300	Establish Training and Development Program	The organization establishes a training and development program to improve the skills of project personnel.			X	X			
5310	Align Projects With Business Strategy and Priorities	The organization aligns projects with the organizational strategies and priorities.			X	X			
5320	Certify Quality Management System	Independent bodies certify the quality management system.			X	X			
5330	Make Decisions	The organization practices effective decision-making that enable it to decide how much project work it can undertake, the profit level required to return, and the timeframe in which returns are required.			X	X			
5340	Establish Executive Support	The executives strongly support the project management process.			X	X			
5350	Define and Improve Project Organizational Structures	The organization clearly defines structures that the individual programs and projects should adopt.			X	X			
5360	Establish Project Management Board of Directors	A Board of Directors is established and is involved in setting project management policies with specified goals.			X	X			
5370	Use Knowledge Management and Learning	The organization has a multi-level reporting structure that ensures information flows to all management levels.			X	X			
5380	Establish and Use Fundamental Project Management Values	The organization develops a fundamental set of values for project management. These values guide the organization in all aspects of project management.			X	X			
5390	Integrate Project Management Across All Operations	The organization integrates project management across all operations.			X	X			
5400	Implementation of Organization's "Business" strategy through projects	The organization implements its strategy through the delivery of projects.			X	X			
5410	Incorporate the Best of Internal and External Project Management Practices	The organization evaluates all project management methods, ideas, and processes for use.			X	X			
5420	Use Organizational Project Support Office	The organization has a project support team for project management.			X	X			
5430	Open Communication	Open communication exists between all project team members and stakeholders.			X	X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
5440	Align Projects to Strategic Objectives	The organization ensures that projects align with their strategic objective.			X	X			
5450	Communicate Strategy	The organization formally communicates business strategy to subordinates.			X	X			
5460	Accept Project Prioritization	Sponsors, Project Managers, Managers and Customers accept project prioritization to allow efficient and effective allocation of resources.			X	X			
5470	Align Portfolio with Business Strategy	The organization aligns the project portfolio with business strategy.			X	X			
5480	Implement Portfolio Management Quality System	The organization's Quality Management System includes Portfolio Management.			X	X			
5490	Recognize Value of Project Management	The organization recognizes the value of project management.			X	X			
5500	Define Project Management Values	The organization defines and applies project management vision and values within the organization.			X	X			
5510	Adopt Project Management Processes	The organization's practitioners and stakeholders willingly apply the processes that surround the delivery of change through projects.			X	X			
5520	Collaborate on Goals	People in different roles and functions throughout the organization collaborate to define and agree on common goals.			X	X			
5530	Reallocate Resources Efficiently	The organization efficiently redeploys resources from projects that have been terminated to other projects. The redeployments are consistent with the organization's strategic priorities.			X	X			
5540	Plan Portfolio	The portfolio manager integrates all project plans into a portfolio plan.			X	X			
5560	Manage Portfolio Procurement	The portfolio manager ensures that the procurement system is in place.			X	X			
5570	Manage Portfolio Investment	The organization invests resources according to strategic values and organizational policies.			X	X			
5580	Support Consistent Project Decisions	The organization uses processes and methods that support consistent project decisions.			X	X			
5590	Manage Portfolio Risk	The organization assesses the risk to portfolio and support infrastructure and plans mitigation.			X	X			
5600	Manage Knowledge Assets	The organization sets a strategy to retain knowledge of internal and external resources.			X	X			
5610	Manage Portfolio Resources	The organization monitors the available portfolio resources and aligns them with strategies and priorities.			X	X			
5620	Establish Career Path for All Project-related Roles	The organization has progressive career paths for project-related roles.			X	X			
5630	Manage Projects With Standard Processes	The organization manages projects using standard project management processes.			X	X			
5640	Balance the Portfolio	The organization determines the appropriate mix of projects to produce a balanced portfolio.			X	X			
5650	Manage Cash Flow Risks	The organization manages cash flow risks for projects.			X	X			
5660	Manage Portfolio Value	The organization manages the value of the portfolio.			X	X			
5670	Allocate Portfolio Resources Effectively	The organization has guidelines for allocating limited resources to projects.			X	X			
5680	Support Organizational Communication	A communication mechanism exists that is suitable for communicating the organization's shared situation, shared plans and goals, and shared solution process for programs and projects.			X	X			

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
5690	Portfolio Initiation Process Measurement	Portfolio Initiation Process measures are established, assembled and analyzed.			X		X		
5700	Portfolio Plan Development Process Measurement	Portfolio Plan Development Process measures are established, assembled and analyzed.			X		X		
5710	Portfolio Scope Planning Process Measurement	Portfolio Scope Planning Process measures are established, assembled and analyzed.			X		X		
5720	Portfolio Scope Definition Process Measurement	Portfolio Scope Definition Process measures are established, assembled and analyzed.			X		X		
5730	Portfolio Project Definition Process Measurement	Portfolio Project Definition Process measures are established, assembled and analyzed.			X		X		
5740	Portfolio Project Dependency Analysis Process Measurement	Portfolio Project Dependency Analysis Process measures are established, assembled and analyzed.			X		X		
5750	Portfolio Program and Project Duration Estimating Process Measurement	Portfolio Program and Project Duration Estimating Process measures are established, assembled and analyzed.			X		X		
5760	Portfolio Schedule development Process Measurement	Portfolio Schedule development Process measures are established, assembled and analyzed.			X		X		
5770	Portfolio Resource Planning Process Measurement	Portfolio Resource Planning Process measures are established, assembled and analyzed.			X		X		
5780	Portfolio Cost Estimating Process Measurement	Portfolio Cost Estimating Process measures are established, assembled and analyzed.			X		X		
5790	Portfolio Cost Budgeting Process Measurement	Portfolio Cost Budgeting Process measures are established, assembled and analyzed.			X		X		
5800	Portfolio Risk Management Planning Process Measurement	Portfolio Risk Management Planning Process measures are established, assembled and analyzed.			X		X		
5810	Portfolio Quality Planning Process Measurement	Portfolio Quality Planning Process measures are established, assembled and analyzed.			X		X		
5820	Portfolio Organizational Planning Process Measurement	Portfolio Organizational Planning Process measures are established, assembled and analyzed.			X		X		
5830	Portfolio Staff Acquisition Process Measurement	Portfolio Staff Acquisition Process measures are established, assembled and analyzed.			X		X		
5840	Portfolio Communications Planning Process Measurement	Portfolio Communications Planning Process measures are established, assembled and analyzed.			X		X		
5850	Portfolio Risk Identification Process Measurement	Portfolio Risk Identification Process measures are established, assembled and analyzed.			X		X		
5860	Portfolio Qualitative Risk Analysis Process Measurement	Portfolio Qualitative Risk Analysis Process measures are established, assembled and analyzed.			X		X		

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
5870	Portfolio Quantitative Risk Analysis Process Measurement	Portfolio Quantitative Risk Analysis Process measures are established, assembled and analyzed.			X		X		
5880	Portfolio Risk Response Planning Process Measurement	Portfolio Risk Response Planning Process measures are established, assembled and analyzed.			X		X		
5890	Portfolio Procurement Planning Process Measurement	Portfolio Procurement Planning Process measures are established, assembled and analyzed.			X		X		
5900	Portfolio Solicitation Planning Process Measurement	Portfolio Solicitation Planning Process measures are established, assembled and analyzed.			X		X		
5910	Portfolio Plan Execution Process Measurement	Portfolio Plan Execution Process measures are established, assembled and analyzed.			X		X		
5920	Portfolio Quality Assurance Process Measurement	Portfolio Quality Assurance Process measures are established, assembled and analyzed.			X		X		
5930	Portfolio Team Development Process Measurement	Portfolio Team Development Process measures are established, assembled and analyzed.			X		X		
5940	Portfolio Information Distribution Process Measurement	Portfolio Information Distribution Process measures are established, assembled and analyzed.			X		X		
5950	Portfolio Solicitation Process Measurement	Portfolio Solicitation Process measures are established, assembled and analyzed.			X		X		
5960	Portfolio Source Selection Process Measurement	Portfolio Source Selection Process measures are established, assembled and analyzed.			X		X		
5970	Portfolio Contract Administration Process Measurement	Portfolio Contract Administration Process measures are established, assembled and analyzed.			X		X		
5980	Portfolio Performance Reporting Process Measurement	Portfolio Performance Reporting Process measures are established, assembled and analyzed.			X		X		
5990	Portfolio Integrated Change Control Process Measurement	Portfolio Integrated Change Control Process measures are established, assembled and analyzed.			X		X		
6000	Portfolio Scope Verification Process Measurement	Portfolio Scope Verification Process measures are established, assembled and analyzed.			X		X		
6010	Portfolio Scope Change Control Process Measurement	Portfolio Scope Change Control Process measures are established, assembled and analyzed.			X		X		
6020	Portfolio Schedule Control Process Measurement	Portfolio Schedule Control Process measures are established, assembled and analyzed.			X		X		
6030	Portfolio Cost Control Process Measurement	Portfolio Cost Control Process measures are established, assembled and analyzed.			X		X		

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
6040	Portfolio Quality Control Process Measurement	Portfolio Quality Control Process measures are established, assembled and analyzed.			X		X		
6050	Portfolio Risk Monitoring and Control Process Measurement	Portfolio Risk Monitoring and Control Process measures are established, assembled and analyzed.			X		X		
6060	Portfolio Contract Closeout Process Measurement	Portfolio Contract Closeout Process measures are established, assembled and analyzed.			X		X		
6070	Portfolio Administrative Closure Process Measurement	Portfolio Administrative Closure Process measures are established, assembled and analyzed.			X		X		
6080	Comply With Standard Project Processes	The organization gathers metrics to assure compliance with the standard project processes.			X		X		
6090	Track Organizational Effectiveness	The organization determines its organizational effectiveness through metrics including project delivery metrics.			X		X		
6100	Provide Real-Time Project Performance Reports	The organization provides a system that reports historic, real-time indicators of how projects, programs and portfolios are performing. Data is compared relative to plans, current baselines, and criteria for success.			X		X		
6110	Establish Project Management Information System	The organization has a system that provides information for decisions about projects.			X		X		
6120	Assess Competency of Key Project Resources	The organization uses a formal assessment process to measure the competency levels of project personnel.			X		X		
6130	Collect Project, Program, Portfolio Success Metrics	'The organization uses and maintains a formal performance system which is used to evaluate individuals and project teams.			X		X		
6140	Provide Central Metrics Repository	The organization has a central project metrics repository for all project use.			X		X		
6150	Measure Strategic Alignment	The organization evaluates resources applied to projects that support corporate strategy with the importance of the strategy to the organization.			X		X		
6160	Select Projects Based on Organizational Value	The organization identifies and selects projects that have value to the organization.			X		X		
6170	Select Projects Considering Human and Financial Resources	The organization considers the investments of human and financial resources when selecting projects.			X		X		
6180	Select Projects According to Strategy	The organization identifies and selects projects by evaluating their relationship to business strategy.			X		X		
6190	Use Integrated Project Management Tools	The organization has project management tools that are integrated with other corporate systems to provide a project view of the organization.			X		X		
6200	Portfolio Initiation Process Control	Portfolio Initiation Process controls are established and executed to control the stability of the process.			X			X	
6210	Portfolio Plan Development Process Control	Portfolio Plan Development Process controls are established and executed to control the stability of the process.			X			X	
6220	Portfolio Scope Planning Process Control	Portfolio Scope Planning Process controls are established and executed to control the stability of the process.			X			X	

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
6230	Portfolio Scope Definition Process Control	Portfolio Scope Definition Process controls are established and executed to control the stability of the process.			X			X	
6240	Portfolio Project Definition Process Control	Portfolio Project Definition Process controls are established and executed to control the stability of the process.			X			X	
6250	Portfolio Project Dependency Analysis Process Control	Portfolio Project Dependency Analysis Process controls are established and executed to control the stability of the process.			X			X	
6260	Portfolio Program and Project Duration Estimating Process Control	Portfolio Program and Project Duration Estimating Process controls are established and executed to control the stability of the process.			X			X	
6270	Portfolio Schedule development Process Control	Portfolio Schedule development Process controls are established and executed to control the stability of the process.			X			X	
6280	Portfolio Resource Planning Process Control	Portfolio Resource Planning Process controls are established and executed to control the stability of the process.			X			X	
6290	Portfolio Cost Estimating Process Control	Portfolio Cost Estimating Process controls are established and executed to control the stability of the process.			X			X	
6300	Portfolio Cost Budgeting Process Control	Portfolio Cost Budgeting Process controls are established and executed to control the stability of the process.			X			X	
6310	Portfolio Risk Management Planning Process Control	Portfolio Risk Management Planning Process controls are established and executed to control the stability of the process.			X			X	
6320	Portfolio Quality Planning Process Control	Portfolio Quality Planning Process controls are established and executed to control the stability of the process.			X			X	
6330	Portfolio Organizational Planning Process Control	Portfolio Organizational Planning Process controls are established and executed to control the stability of the process.			X			X	
6340	Portfolio Staff Acquisition Process Control	Portfolio Staff Acquisition Process controls are established and executed to control the stability of the process.			X			X	
6350	Portfolio Communications Planning Process Control	Portfolio Communications Planning Process controls are established and executed to control the stability of the process.			X			X	
6360	Portfolio Risk Identification Process Control	Portfolio Risk Identification Process controls are established and executed to control the stability of the process.			X			X	
6370	Portfolio Qualitative Risk Analysis Process Control	Portfolio Qualitative Risk Analysis Process controls are established and executed to control the stability of the process.			X			X	
6380	Portfolio Quantitative Risk Analysis Process Control	Portfolio Quantitative Risk Analysis Process controls are established and executed to control the stability of the process.			X			X	
6390	Portfolio Risk Response Planning Process Control	Portfolio Risk Response Planning Process controls are established and executed to control the stability of the process.			X			X	
6400	Portfolio Procurement Planning Process Control	Portfolio Procurement Planning Process controls are established and executed to control the stability of the process.			X			X	
6410	Portfolio Solicitation Planning Process Control	Portfolio Solicitation Planning Process controls are established and executed to control the stability of the process.			X			X	

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
6420	Portfolio Plan Execution Process Control	Portfolio Plan Execution Process controls are established and executed to control the stability of the process.			X			X	
6430	Portfolio Quality Assurance Process Control	Portfolio Quality Assurance Process controls are established and executed to control the stability of the process.			X			X	
6440	Portfolio Team Development Process Control	Portfolio Team Development Process controls are established and executed to control the stability of the process.			X			X	
6450	Portfolio Information Distribution Process Control	Portfolio Information Distribution Process controls are established and executed to control the stability of the process.			X			X	
6460	Portfolio Solicitation Process Control	Portfolio Solicitation Process controls are established and executed to control the stability of the process.			X			X	
6470	Portfolio Source Selection Process Control	Portfolio Source Selection Process controls are established and executed to control the stability of the process.			X			X	
6480	Portfolio Contract Administration Process Control	Portfolio Contract Administration Process controls are established and executed to control the stability of the process.			X			X	
6490	Portfolio Performance Reporting Process Control	Portfolio Performance Reporting Process controls are established and executed to control the stability of the process.			X			X	
6500	Portfolio Integrated Change Control Process Control	Portfolio Integrated Change Control Process controls are established and executed to control the stability of the process.			X			X	
6510	Portfolio Scope Verification Process Control	Portfolio Scope Verification Process controls are established and executed to control the stability of the process.			X			X	
6520	Portfolio Scope Change Control Process Control	Portfolio Scope Change Control Process controls are established and executed to control the stability of the process.			X			X	
6530	Portfolio Schedule Control Process Control	Portfolio Schedule Control Process controls are established and executed to control the stability of the process.			X			X	
6540	Portfolio Cost Control Process Control	Portfolio Cost Control Process controls are established and executed to control the stability of the process.			X			X	
6550	Portfolio Quality Control Process Control	Portfolio Quality Control Process controls are established and executed to control the stability of the process.			X			X	
6560	Portfolio Risk Monitoring and Control Process Control	Portfolio Risk Monitoring and Control Process controls are established and executed to control the stability of the process.			X			X	
6570	Portfolio Contract Closeout Process Control	Portfolio Contract Closeout Process controls are established and executed to control the stability of the process.			X			X	
6580	Portfolio Administrative Closure Process Control	Portfolio Administrative Closure Process controls are established and executed to control the stability of the process.			X			X	
6590	Portfolio Initiation Process Improvement	Portfolio Initiation Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6600	Portfolio Plan Development Process Improvement	Portfolio Plan Development Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
6610	Portfolio Scope Planning Process Improvement	Portfolio Scope Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6620	Portfolio Scope Definition Process Improvement	Portfolio Scope Definition Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6630	Portfolio Project Definition Process Improvement	Portfolio Project Definition Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6640	Portfolio Project Dependency Analysis Process Improvement	Portfolio Project Dependency Analysis Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6650	Portfolio Program and Project Duration Estimating Process Improvement	Portfolio Program and Project Duration Estimating Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6660	Portfolio Schedule development Process Improvement	Portfolio Schedule development Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6670	Portfolio Resource Planning Process Improvement	Portfolio Resource Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6680	Portfolio Cost Estimating Process Improvement	Portfolio Cost Estimating Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6690	Portfolio Cost Budgeting Process Improvement	Portfolio Cost Budgeting Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6700	Portfolio Risk Management Planning Process Improvement	Portfolio Risk Management Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6710	Portfolio Quality Planning Process Improvement	Portfolio Quality Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6720	Portfolio Organizational Planning Process Improvement	Portfolio Organizational Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6730	Portfolio Staff Acquisition Process Improvement	Portfolio Staff Acquisition Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6740	Portfolio Communications Planning Process Improvement	Portfolio Communications Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6750	Portfolio Risk Identification Process Improvement	Portfolio Risk Identification Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6760	Portfolio Qualitative Risk Analysis Process Improvement	Portfolio Qualitative Risk Analysis Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
6770	Portfolio Quantitative Risk Analysis Process Improvement	Portfolio Quantitative Risk Analysis Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6780	Portfolio Risk Response Planning Process Improvement	Portfolio Risk Response Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6790	Portfolio Procurement Planning Process Improvement	Portfolio Procurement Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6800	Portfolio Solicitation Planning Process Improvement	Portfolio Solicitation Planning Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6810	Portfolio Plan Execution Process Improvement	Portfolio Plan Execution Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6820	Portfolio Quality Assurance Process Improvement	Portfolio Quality Assurance Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6830	Portfolio Team Development Process Improvement	Portfolio Team Development Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6840	Portfolio Information Distribution Process Improvement	Portfolio Information Distribution Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6850	Portfolio Solicitation Process Improvement	Portfolio Solicitation Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6860	Portfolio Source Selection Process Improvement	Portfolio Source Selection Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6870	Portfolio Contract Administration Process Improvement	Portfolio Contract Administration Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6880	Portfolio Performance Reporting Process Improvement	Portfolio Performance Reporting Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6890	Portfolio Integrated Change Control Process Improvement	Portfolio Integrated Change Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6900	Portfolio Scope Verification Process Improvement	Portfolio Scope Verification Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6910	Portfolio Scope Change Control Process Improvement	Portfolio Scope Change Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6920	Portfolio Schedule Control Process Improvement	Portfolio Schedule Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X

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BP ID	Title	Description	Project	Program	Portfolio	Standardize	Measure	Control	Improve
6930	Portfolio Cost Control Process Improvement	Portfolio Cost Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6940	Portfolio Quality Control Process Improvement	Portfolio Quality Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6950	Portfolio Risk Monitoring and Control Process Improvement	Portfolio Risk Monitoring and Control Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6960	Portfolio Contract Closeout Process Improvement	Portfolio Contract Closeout Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6970	Portfolio Administrative Closure Process Improvement	Portfolio Administrative Closure Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			X				X
6980	Create an Organizational Maturity Development Program	The organization creates a program to achieve project management maturity.			X				X
6990	Incorporate Lessons Learned into Project Management Approach	The organization incorporates lessons learned from projects, programs, and portfolio into their organizational project management processes.			X				X
7000	Use Knowledge Management and Learning	The organization incorporates lessons learned into its project management methodology.			X				X
7010	Recognize Need For OPM3	The decision makers recognize Organizational Project Management Maturity (OPM3) as a part of organizational improvement and essential to the future of the enterprise.			X				X
7020	Demonstrates Financial Management	The organization provides the necessary finance and delivers returns on that finance.			X				

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Appendix G

Capabilities Directory

The ***Capabilities Directory*** provides detailed data on all of the Capabilities in the model, organized according to the Best Practices with which they are associated. The ***Capabilities Directory*** is central to the second part of Assessment, in which the user is able to determine—through the observance of Outcomes—which Capabilities associated with each Best Practice currently exist in the organization and which do not, in preparation for decisions regarding potential improvements.

Each Capability in this Directory is assigned a unique identifier corresponding to its position within the Best Practice. (These Capability unique identifiers are also referenced in the ***Improvement Planning Directory***.) The ***Capabilities Directory*** gives a name and description for each Capability, and indicates how this Capability was categorized by domain, process improvement stage, and the *PMBOK® Guide* process group containing the Capability. For each Capability, there is a list of the Outcomes (with Key Performance Indicators and Metrics) that should be confirmed to claim the existence of this Capability, a process explained in Section 6.3.2. Where there are multiple Outcomes associated with a Capability, OPM3 places them in a suggested sequence based on priority.

The placement of this directory within the *Knowledge Foundation* serves simply as a placeholder, since the ***Capabilities Directory*** will not be seen by the user in its entirety. Instead, the content of the ***Capabilities Directory*** will be based on input and filters chosen by the user of the OPM3 CD-ROM.

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Appendix H

Improvement Planning Directory

The ***Improvement Planning Directory*** is provided to show the dependencies between Capabilities, which are essential to the Assessment and Improvement steps of the OPM3 Cycle. Once the organization has identified Best Practices requiring comprehensive assessment, this Directory will indicate the Capabilities leading to each of these Best Practices, along with any additional Capabilities on which they may depend. These dependencies result in a sequence in which the various Capabilities aggregate to the Best Practice, which also serves as a suggested path by which an organization could approach improvements in maturity. See Sections 6.3.2. and 6.3.3 for further information.

The user can copy pages from this Directory pertaining to any identified Best Practice and use these pages as a checklist or template when assessing the existence of Capabilities and planning for any improvements. For each Capability, there is a column of boxes where the user can check off the existence of the Outcomes associated with that Capability.

The path to maturity within a Best Practice may cross the paths leading to other Best Practices. OPM3 identifies numerous Best Practices whose existence depends upon the existence of other Best Practices. This kind of relationship implies corresponding dependencies between the Capabilities that aggregate to those different Best Practices. These dependencies are represented in the Capability order shown in the ***Improvement Planning Directory***.

The placement of this directory within the *Knowledge Foundation* serves simply as a placeholder, since the ***Improvement Planning Directory*** will not be seen by the user in its entirety. Instead, the content of the ***Improvement Planning Directory*** will be based on input and filters chosen by the user of OPM3 CD-ROM.

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Appendix I

Program and Portfolio Management Process Models

INTRODUCTION

The *PMBOK® Guide*, describes a process model for the execution of single projects with five process groups containing thirty-nine processes, divided into core and facilitating processes. Organizational project management, as defined in OPM3, requires an understanding of not only Project Management and its processes, but Portfolio and Program Management, as well.

During the development of OPM3, it became clear that an adequate definition of organizational maturity required understanding the processes of Portfolio and Program Management. Several factors contributed to this realization:

- The requirement that the OPM3 model remain consistent with the *PMBOK® Guide*
- The identification of a number of Portfolio and Program Management Capabilities as a result of the Best Practice and Capability development work
- The need to organize the large number of Best Practices into a context which would be easier to understand and with which organizational management would easily associate.

To understand Portfolio and Program Management maturity, it is essential to understand the Portfolio and Program Management processes. OPM3 theorizes that the process groups, which apply to Project Management of single projects, as described in the *PMBOK® Guide*, can also be applied to Program Management and Portfolio Management. While this theory is certainly helpful, it is probably not a complete explanation. For example, the process groups and their constituent processes may not fully account for ongoing operational aspects of many programs. Likewise, regarding port-

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folios, the process groups may be a reasonable approximation, but some of the constituent processes may not apply in a portfolio context. Nevertheless, all things considered, the idea of applying the process groups and their constituent processes to this construct is a good first iteration that can be refined by other Standards project teams. The next edition of OPM3 should benefit from improvements in this concept, to be developed over the next few years.

Much of the concept of maturity is based on process standardization, measurement, control and continuous improvement. The theory is that one cannot standardize a process without being able to describe and define it first. For example, an explanation of the process of Portfolio Management should:

- Specify inputs, outputs, and tools and techniques appropriate for the processes that comprise Portfolio Management
- Identify the interactions with processes from the other domains of Program and Project Management. (OPM3 defines three domains: Project Management, Program Management, and Portfolio Management.)
- Show how the Portfolio Management process goes beyond the metaphor of managing investments
- Describe much of the organizational general management processes, with the exception of business processes.

Although it was not within the scope of OPM3 to obtain consensus from the profession on these processes, the Portfolio and Program Management processes outlined here do:

- Describe many organizational general management processes
- Utilize the same framework as the Project Management process described within the process groups in the *PMBOK® Guide*—2000 Edition, making it easier to understand interactions between process domains
- Provide a framework for the creation of policies, governance, tools and techniques, and other supporting mechanisms
- Maintain consistency with the *PMBOK® Guide*—2000 Edition.

CONSTRUCTION OF THE PROCESS MODELS

A team was formed to develop a process model that would address Portfolio and Program Management processes, and would be consistent with the *PMBOK® Guide.* After much discussion, several iterations, and feedback from a Standards Open Working session, the team agreed to use the process framework as documented by the process groups in the *PMBOK® Guide*, and to extend it to the domains of Program Management and Portfolio Management. Each domain consists of five process groups, which collectively consist of a number of core and facilitating processes.

Each process within the respective process groups in each domain transforms a set of inputs into the specified outputs. Tools and techniques are resources or other mechanisms that support the execution of the process. In addition, the method used to develop the process model included a new attribute, called *controls*. Controls are activities, policies or procedures that govern the execution of the process, so that the process operates in a consistent, predictable manner.

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As Best Practices and Capabilities were developed, the process model proved to be an extremely useful framework for specifying Capabilities and identifying dependencies between Capabilities.

Many Capabilities specifically addressed only one domain, such as Portfolio Management. For example, most of the controls that regulate the execution of project management processes have to be developed and communicated by some process within the Portfolio domain. Most of the tools and techniques have to be specified, developed, or standardized, and made available as a result of processes within the Portfolio domain, as well.

As the concept of process management and continuous process improvement was incorporated into the OPM3 model, Capabilities involving establishing process improvement policies, process standards, measurement management, and controlling authority were easily mapped to the appropriate domain processes.

This process model framework enables the mapping of Capabilities and Best Practices to the appropriate domain, the identification of relationships and dependencies between the domains, and the mapping of inputs, outputs, controls, and tools and techniques to the appropriate processes. This resulted in an elegant framework where the process information was written to be specific to the appropriate domain—even though it may at first appear to be a simple copy of the project management processes, renamed for the other domains.

These processes, aligned to appropriate process groups in the Program and Portfolio domains, are offered here to help the user understand the construction of the Standard. The Program and Portfolio Management framework outlined here can be the basis for future refinement and detailed specifications. This appendix describes each of the core and facilitating processes within the appropriate process group for the domains of Program and Portfolio Management, and is presented in order by process group.

The processes are identified by their specific domain and process group, starting with Initiating and ending with Closing.

PROGRAM MANAGEMENT PROCESS MODEL

Program Management Processes

.1 Program Initiating Processes
.2 Program Planning Processes
.3 Program Executing Processes
.4 Program Controlling Processes
.5 Program Closing Processes

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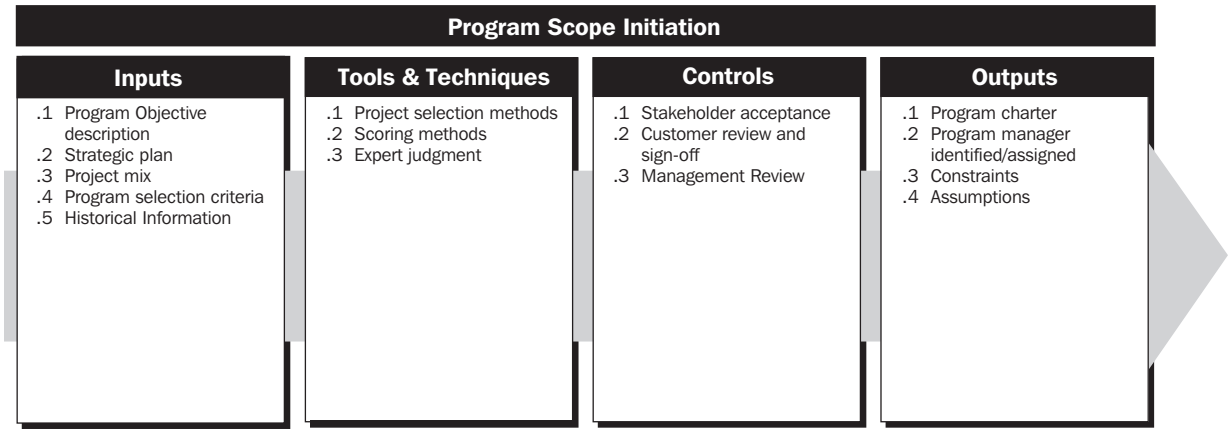
.1 PROGRAM INITIATING PROCESSES

Program Scope Initiation

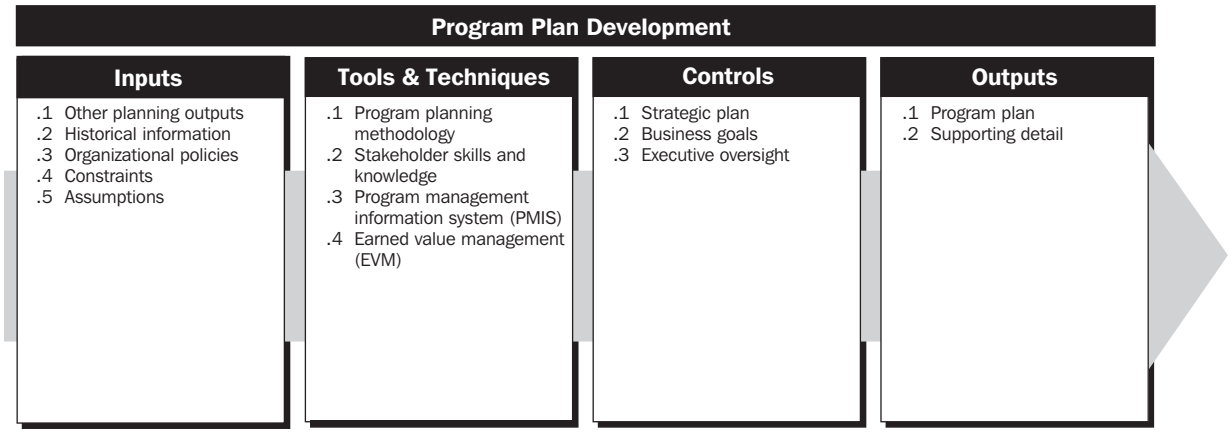
Authorizing a new program or the continuation of an existing program, and formally linking it to the ongoing work of the organization. Configure proposed projects and existing projects into program areas.



.2 PROGRAM PLANNING PROCESSES

Program Plan Development

Use the outputs of the other planning processes, including strategic planning, to create a consistent, coherent document that can be used to guide both Program execution and Program control.



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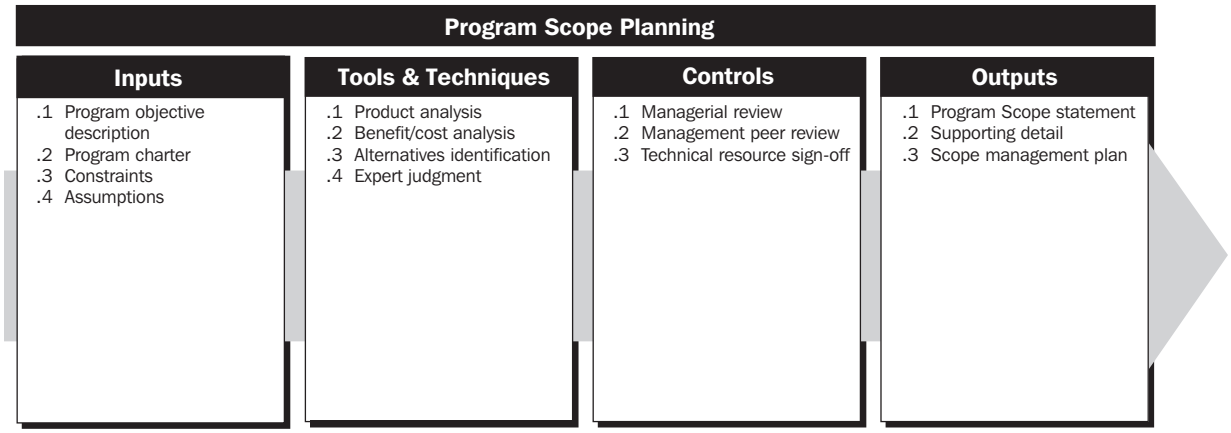
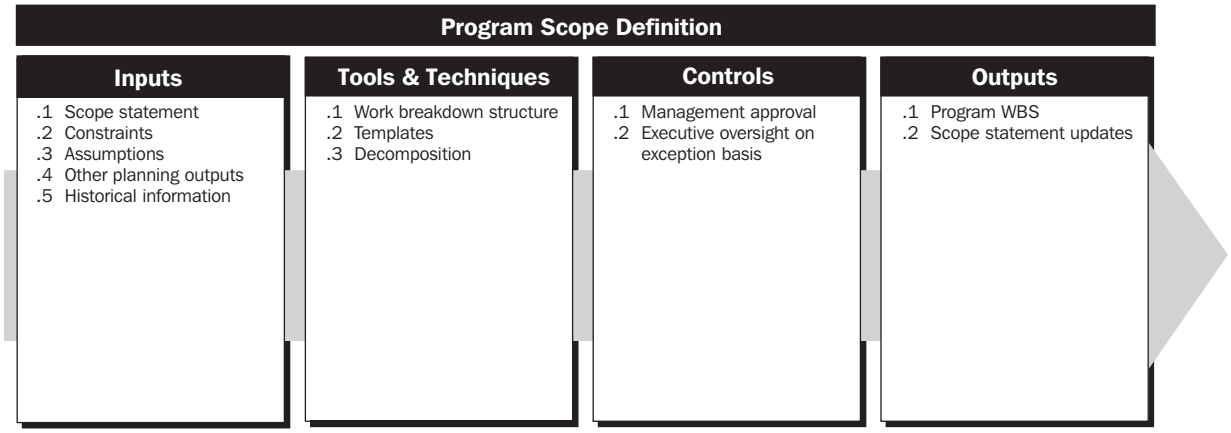
Program Scope Planning

Progressively elaborate and document the program work. (Define the work required to execute the program successfully.) Assess projects within program scope boundaries and among program options; configure maximizing resource leverage.



Program Scope Definition

Articulate scope boundaries and goals for program. Specify what is and is not to be included in the program scope for its defined life cycle.



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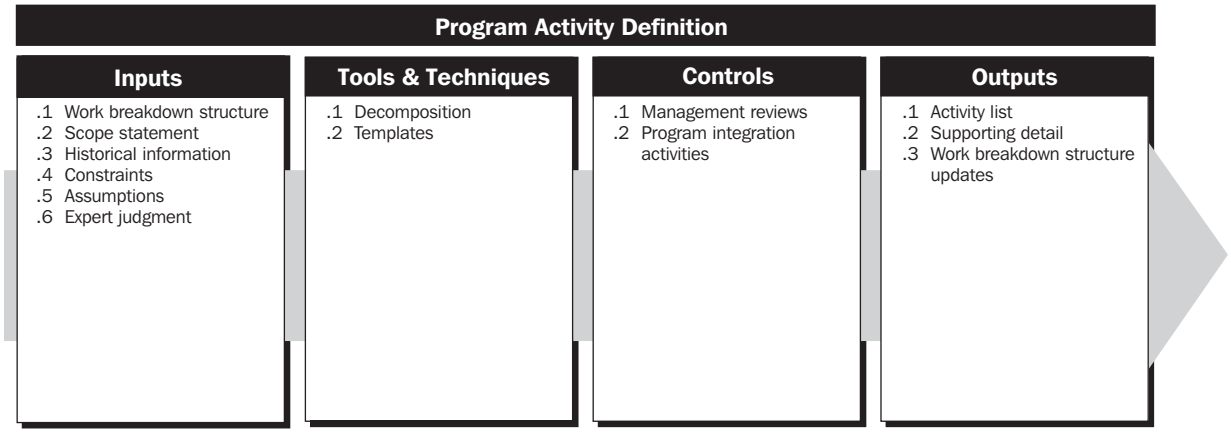
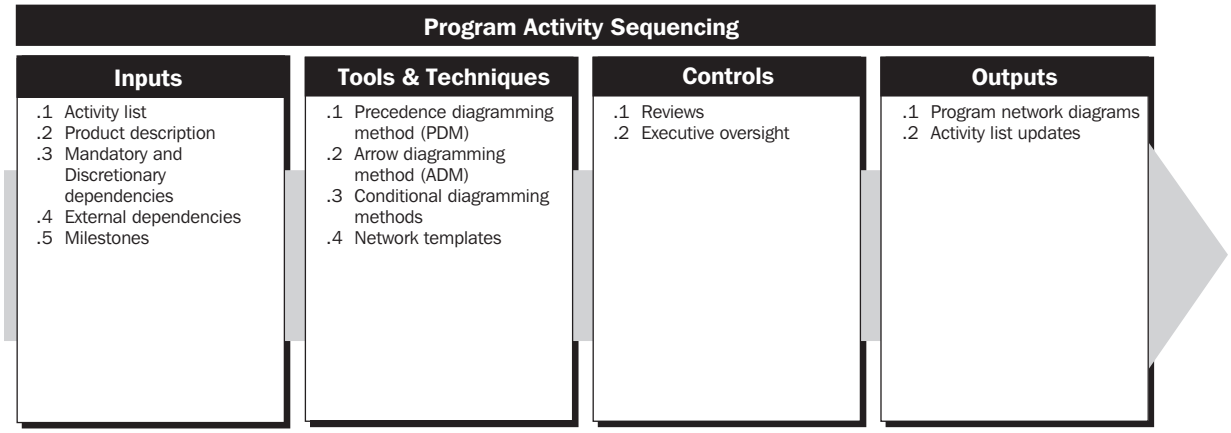
Program Activity Definition

Identifying the specific activities that must be performed to produce the various Program deliverables.



Program Activity Sequencing

Identifying and documenting interactivity logical relationships



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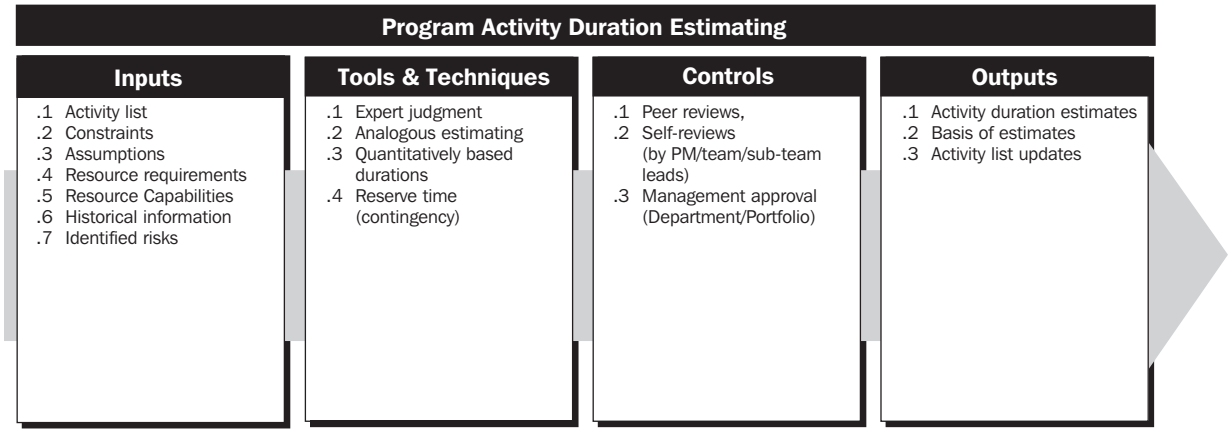
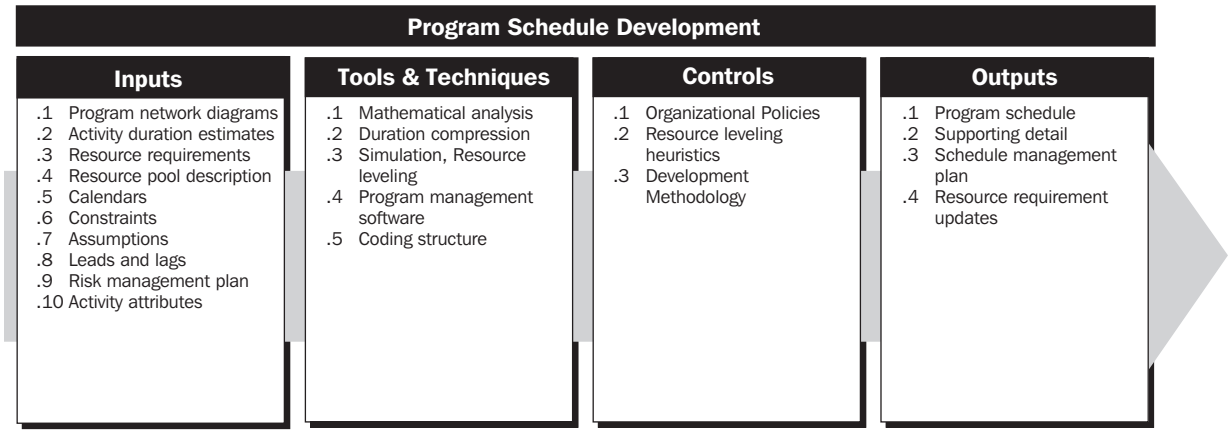
Program Activity Duration Estimating

Estimating the number of work periods that will be needed to complete individual activities.



Program Schedule Development

Analyzing activity sequences, activity duration, and resource requirements to create the Program schedule.



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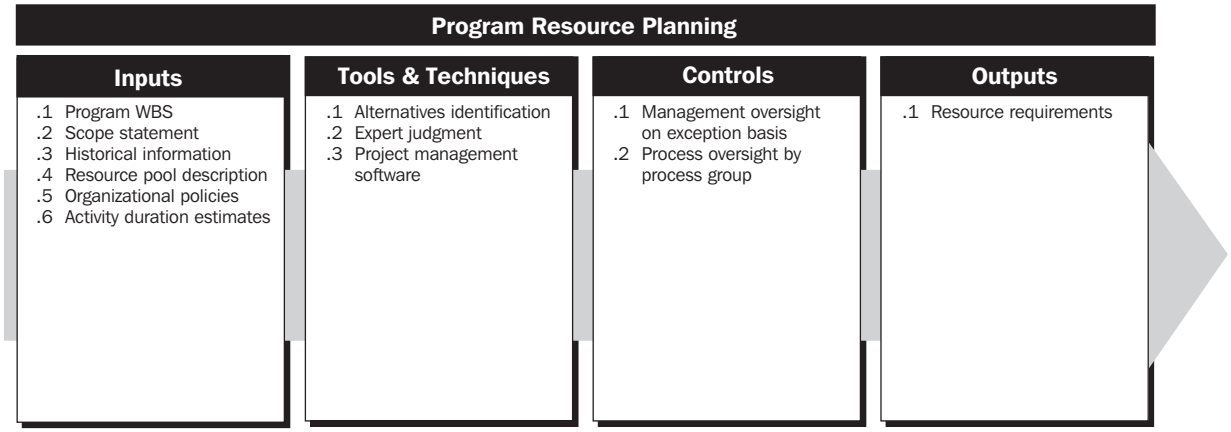
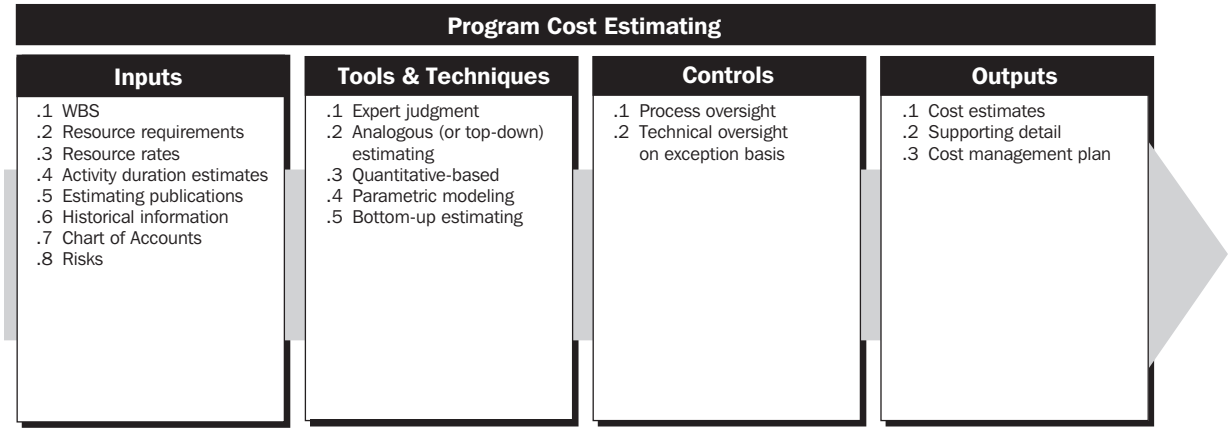
Program Resource Planning

Determining what resources (people, equipment, materials) are needed in what quantities to perform program activities. Maximize available resources across program to ensure successful completion.



Program Cost Estimating

Aggregate project estimates into a program estimate with execution and oversight.



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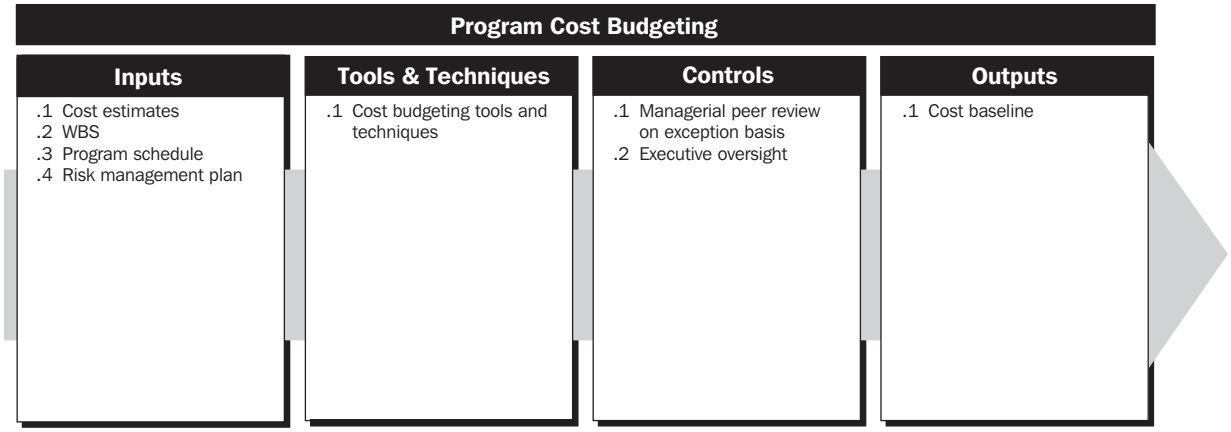
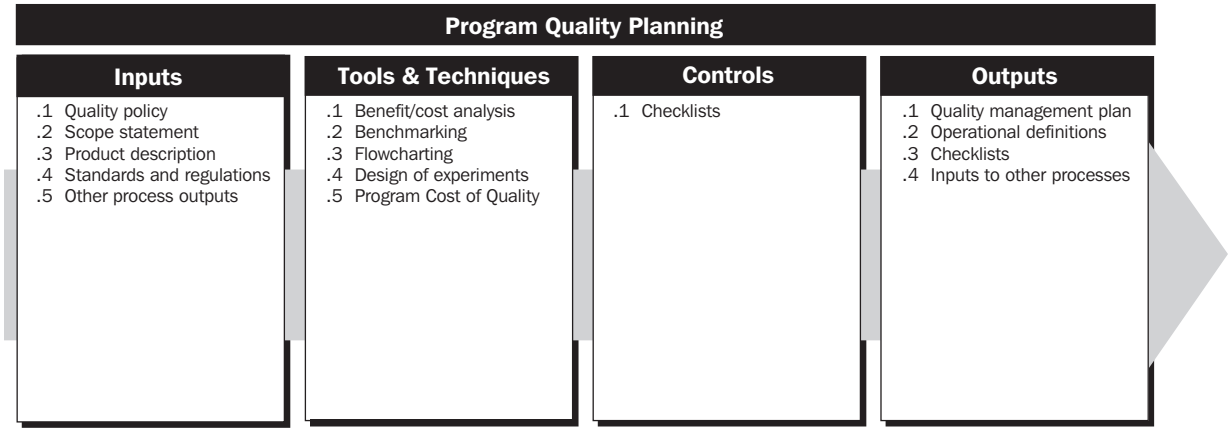
Program Cost Budgeting

Establish cost budgets for individual projects and program.



Program Quality Planning

Identifying which standards are relevant to the Program, and determining how to satisfy them.



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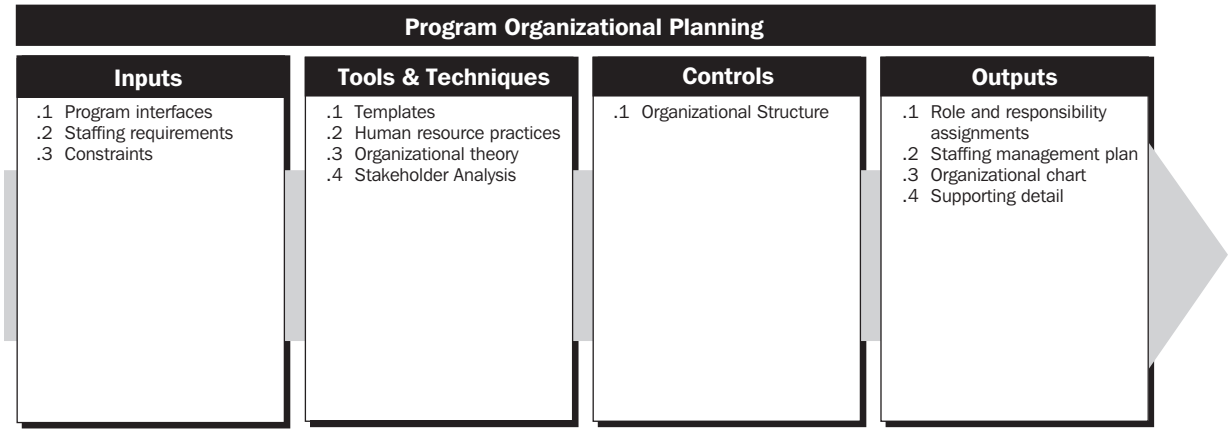
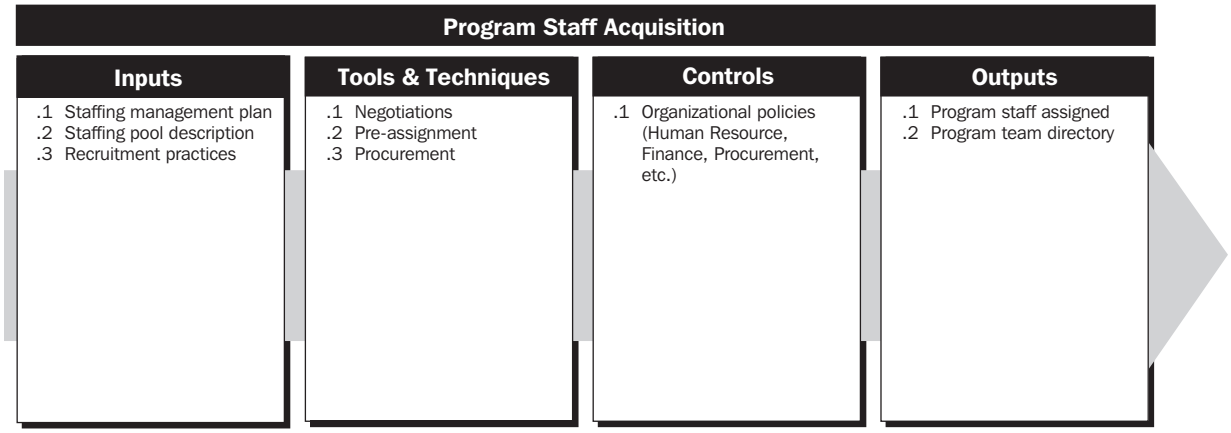
Program Organizational Planning

Identifying, documenting, and assigning Program roles, responsibilities, and reporting relationships.



Program Staff Acquisition

Getting needed human resources assigned to and working on the Program.



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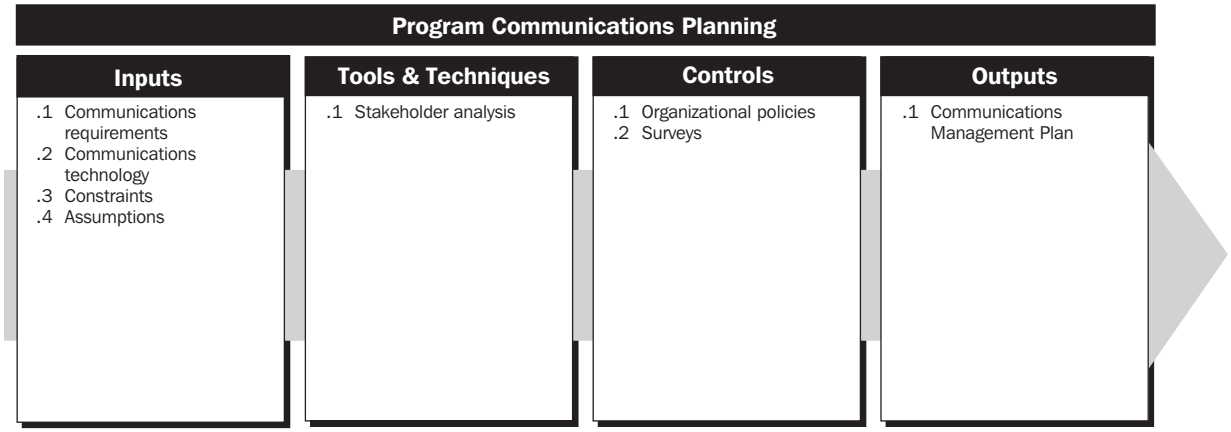
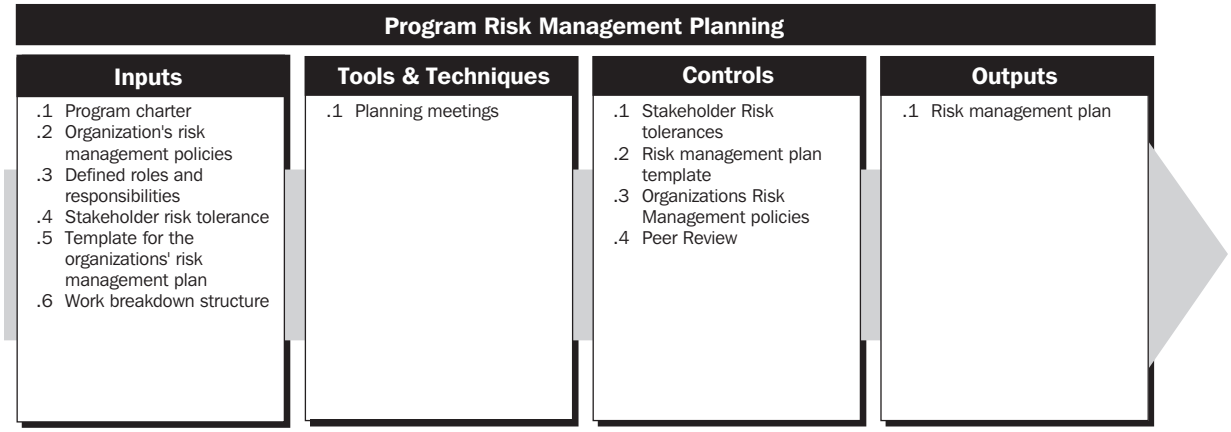
Program Communications Planning

Determining the information and communication needs of the Program stakeholders: who needs what information, when they need it, and how it will be given to them.



Program Risk Management Planning

Deciding how to approach and plan risk management activities for a Program.



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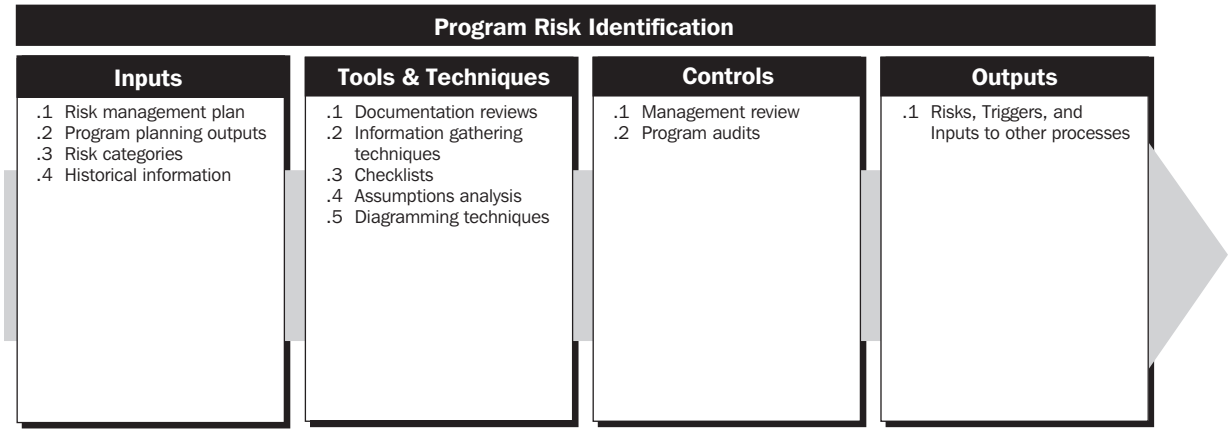
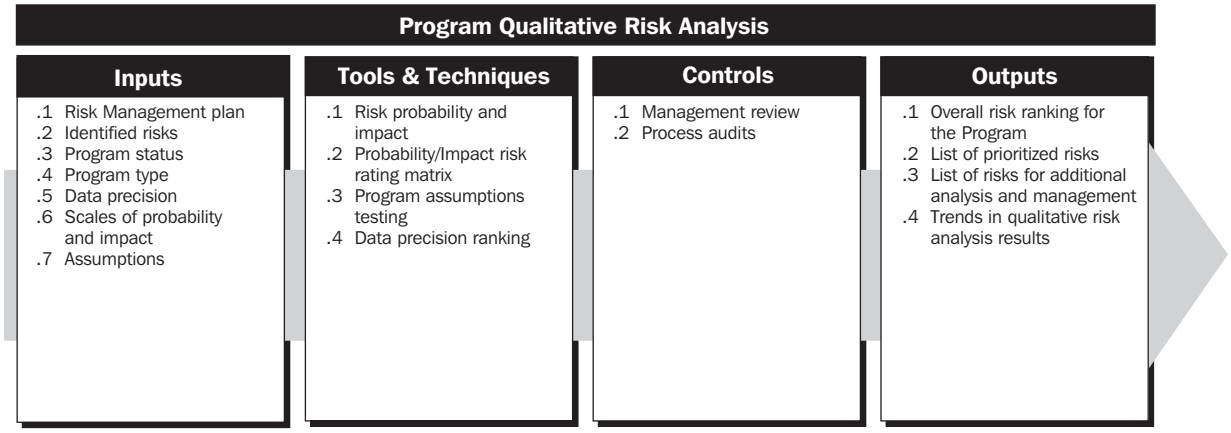
Program Risk Identification

Determining which risks might affect the Program and documenting their characteristics. Tools used include brainstorming and checklists.



Program Qualitative Risk Analysis

Performing a qualitative analysis of risks and conditions to prioritize their effects on Program objectives.



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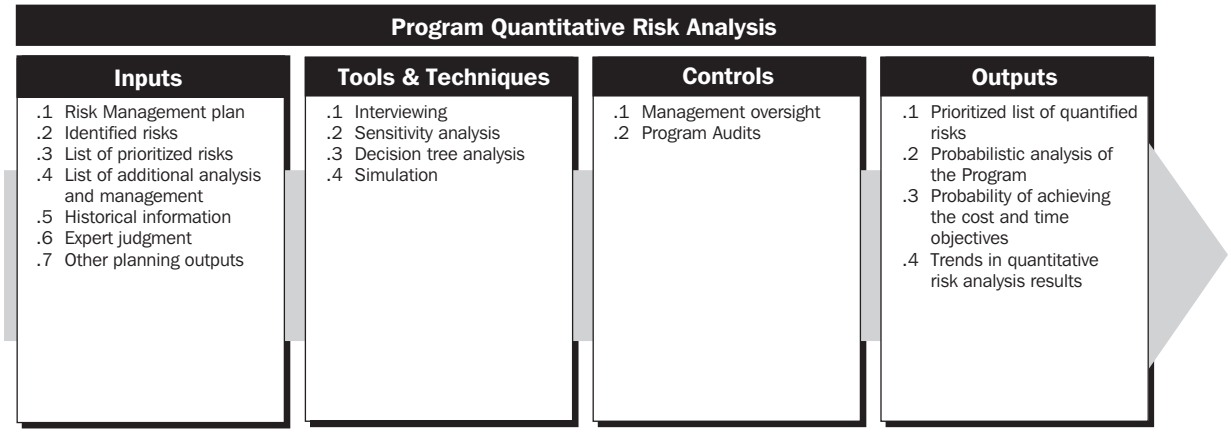
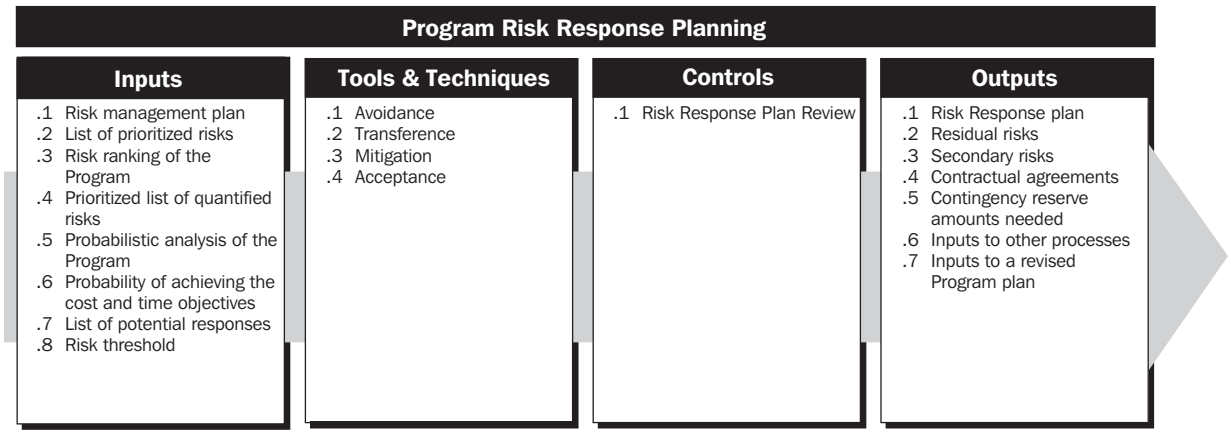
Program Quantitative Risk Analysis

Measuring the probability and consequences of risks and estimating their implications for Program objectives.



Program Risk Response Planning

Developing procedures and techniques to enhance opportunities and reduce threats to the Program's objectives. The tools include avoidance, mitigation, transference, and acceptance.



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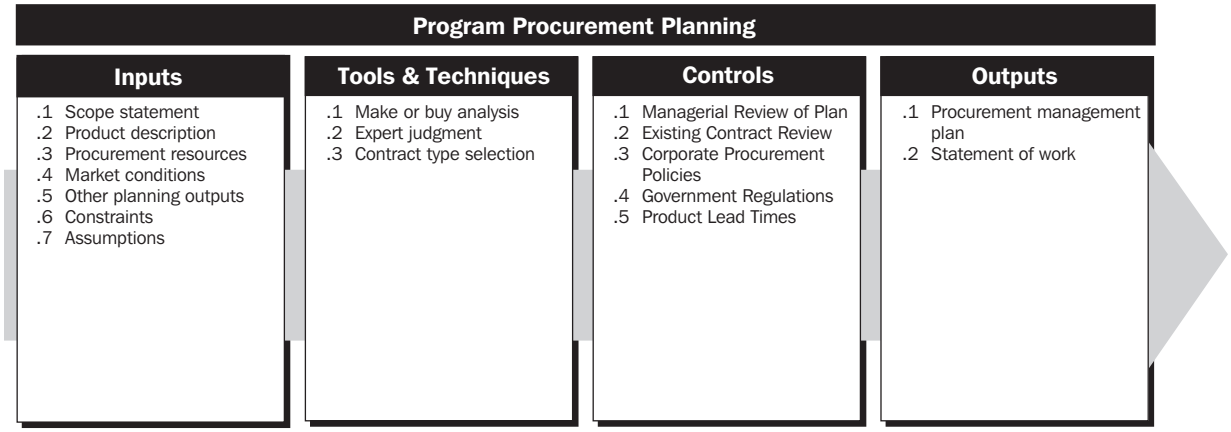
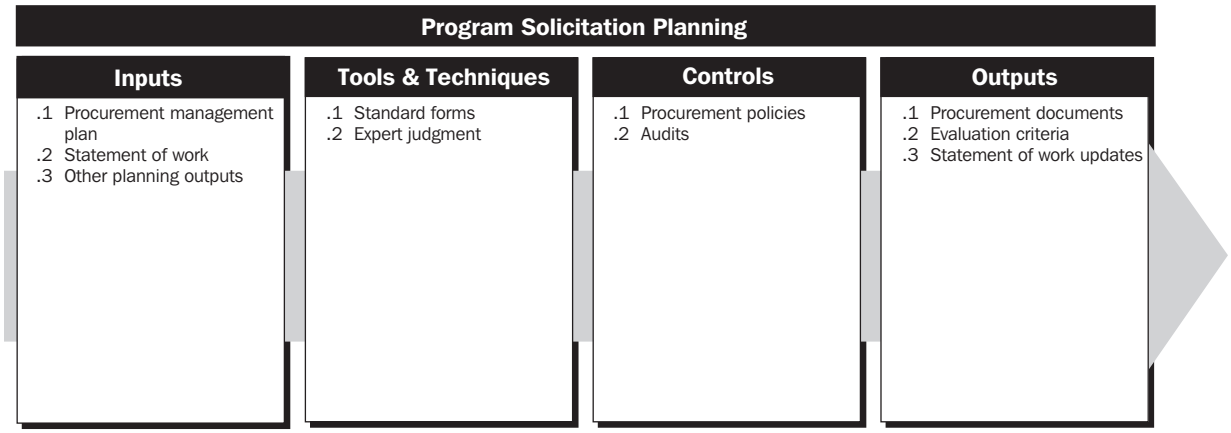
Program Procurement Planning

Determining what to procure and when.



Program Solicitation Planning

Documenting product requirements and identifying potential sources.



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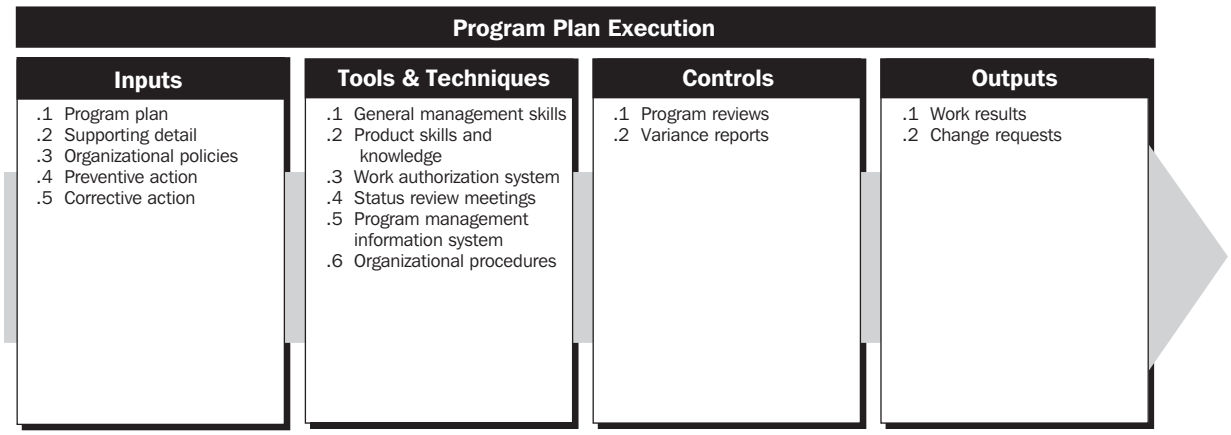
.3 PROGRAM EXECUTING PROCESSES

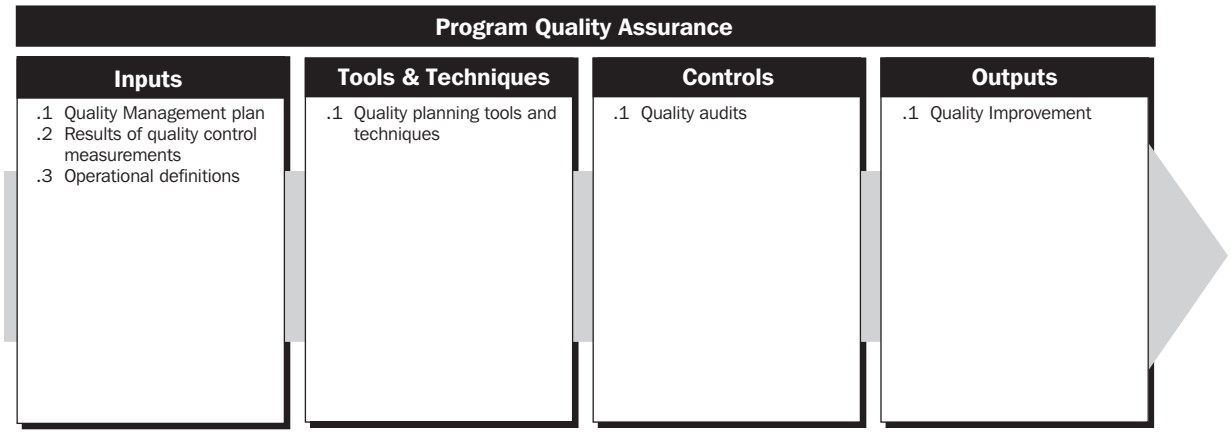
Program Plan Execution

The primary process for carrying out the Program plan- the vast majority of the Program's budget will be expended in performing this process



Program Quality Assurance

1) The process of evaluating overall Program performance on a regular basis to provide confidence that the Program will satisfy the relevant quality standards 2) The organizational unit that is assigned responsibility for quality control.



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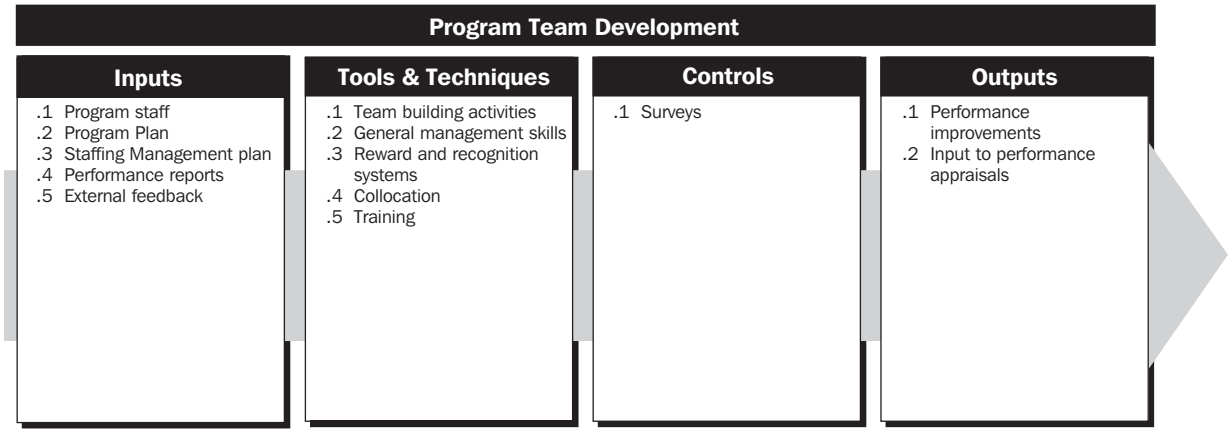
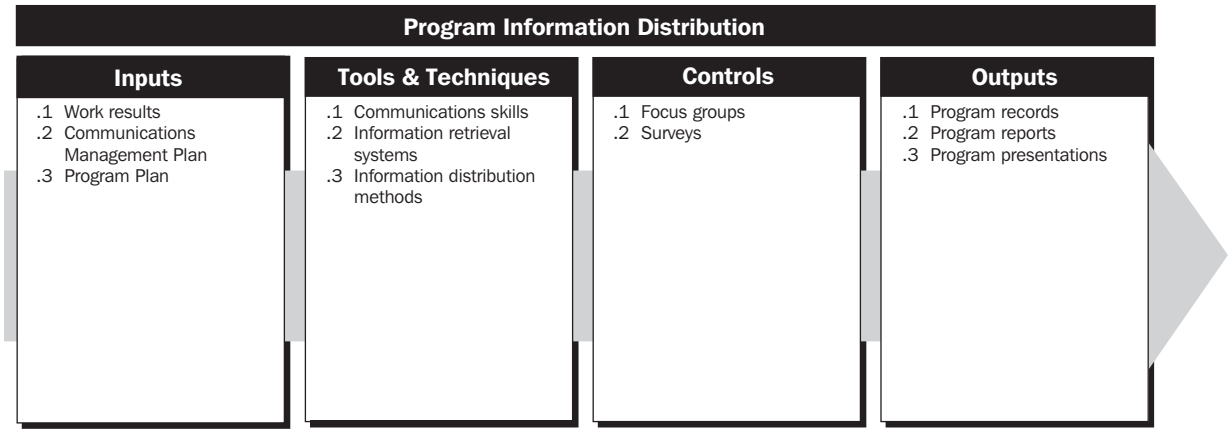
Program Team Development

Developing individual and group competencies to enhance Program performance.



Program Information Distribution

Making needed information available to Program stakeholders in a timely fashion.



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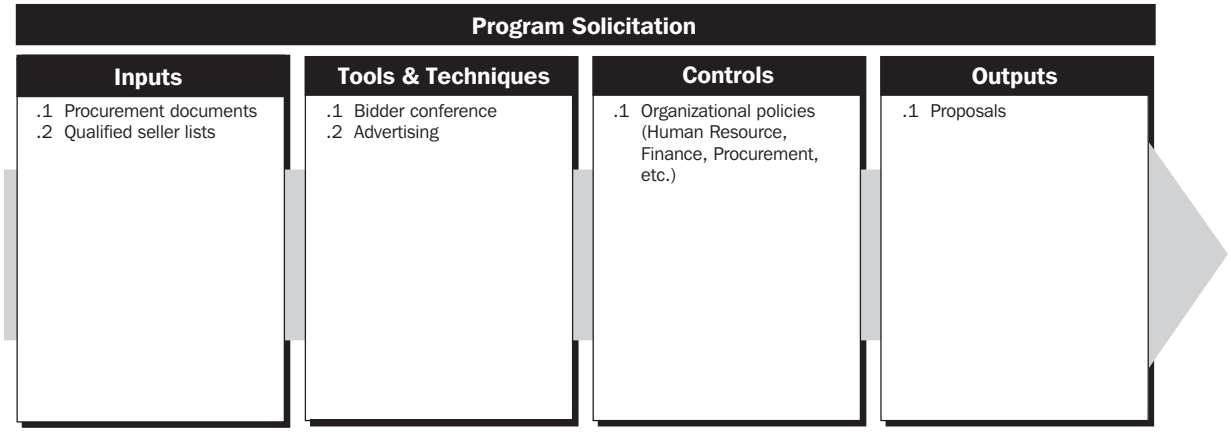
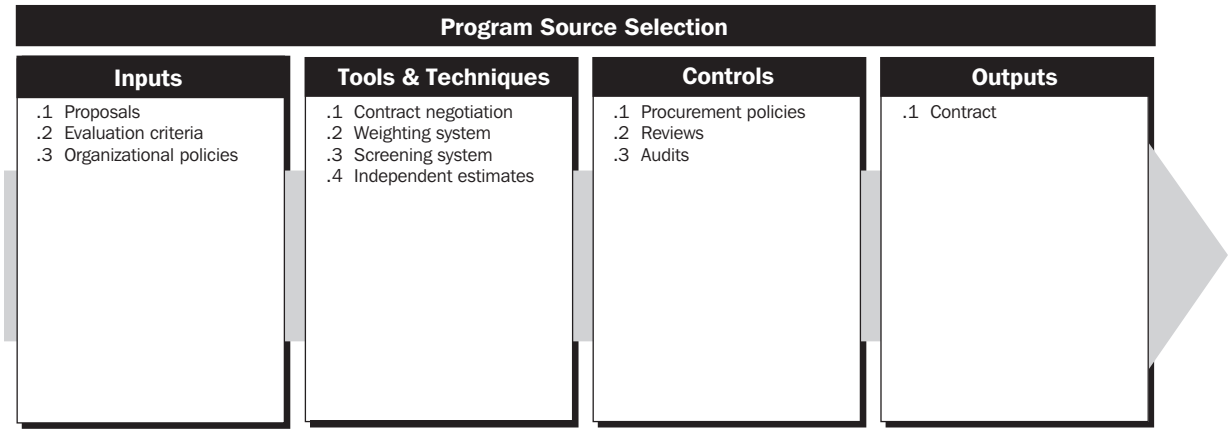
Program Solicitation

Obtaining quotations, bids, offers, or proposals as appropriate.



Program Source Selection

Choosing among potential sellers.



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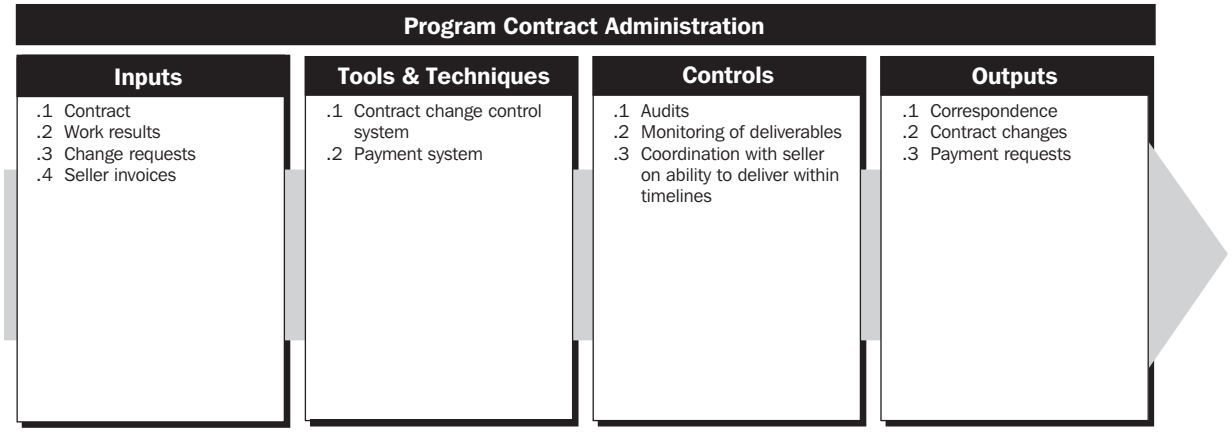
Program Contract Administration

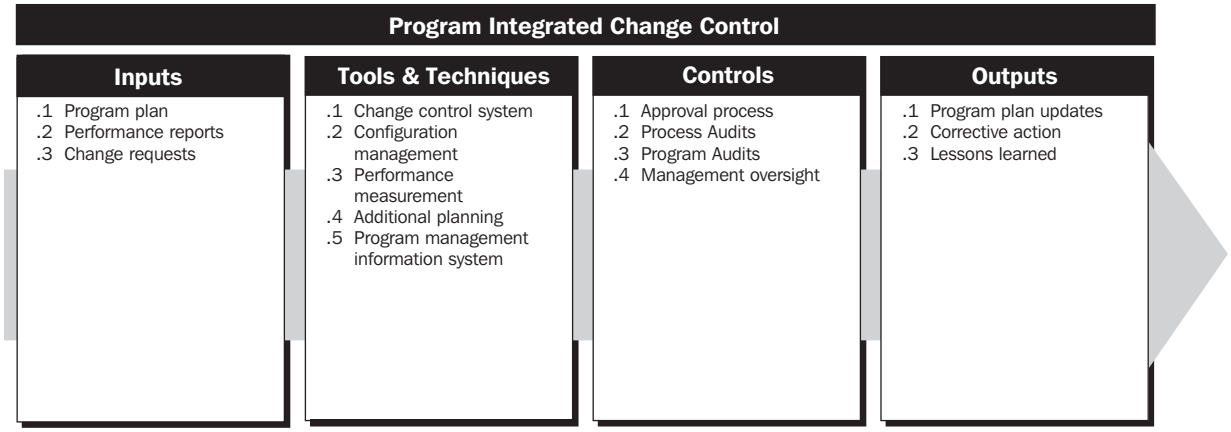
Managing the relationship with the seller.



.4 PROGRAM CONTROLLING PROCESSES

Program Integrated Change Control

Is concerned with a) influencing the factors that create changes to ensure that changes are agreed upon, b) determining that a change has occurred, and c) managing the actual changes when and as they occur.



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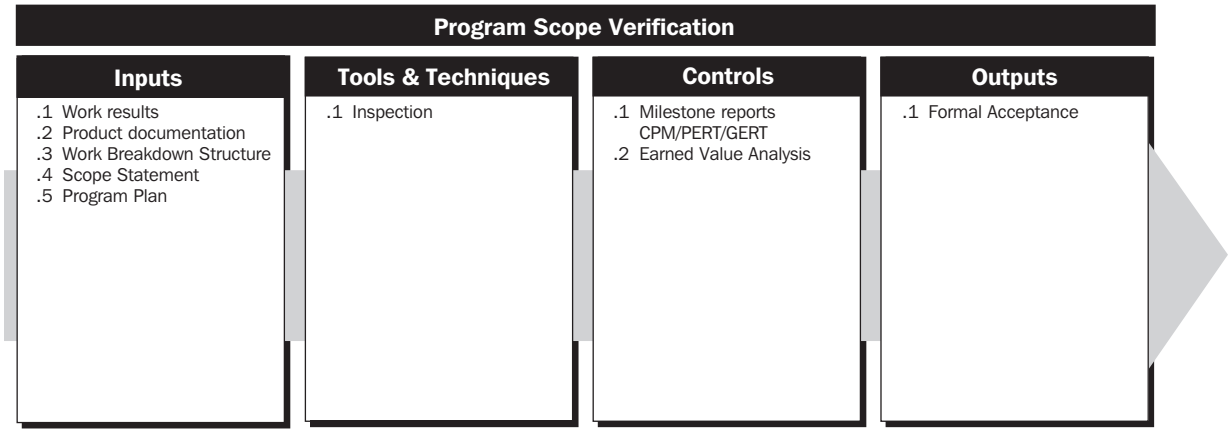
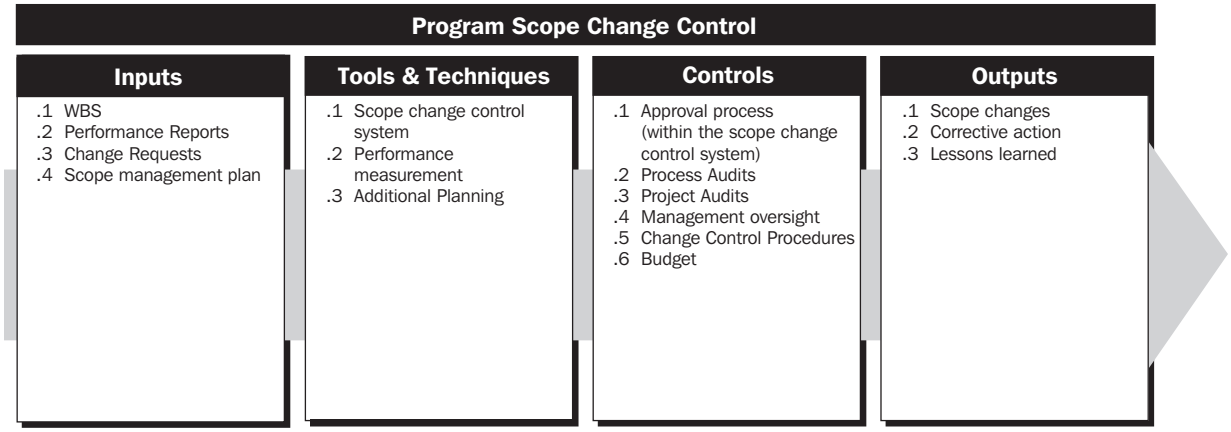
Program Scope Verification

Is the process of obtaining formal acceptance of the Program scope by the stakeholders(sponsor, client, customer, etc.).



Program Scope Change Control

Is concerned with a) influencing the factors that create changes to ensure that changes are agreed upon, b) determining that a scope change has occurred, and c) managing the actual changes when and as they occur.



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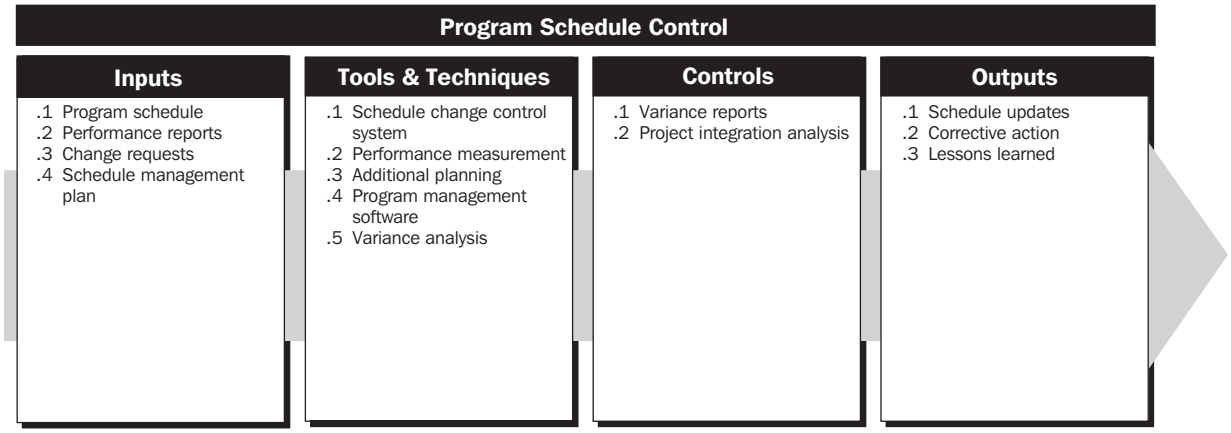
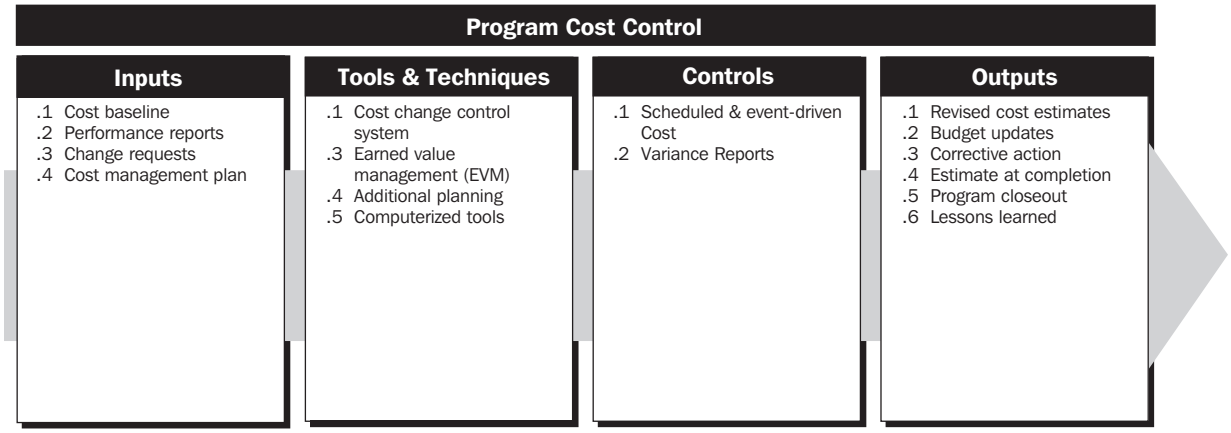
Program Schedule Control

Controlling changes to the Program schedule.



Program Cost Control

Controlling changes to the Program budget



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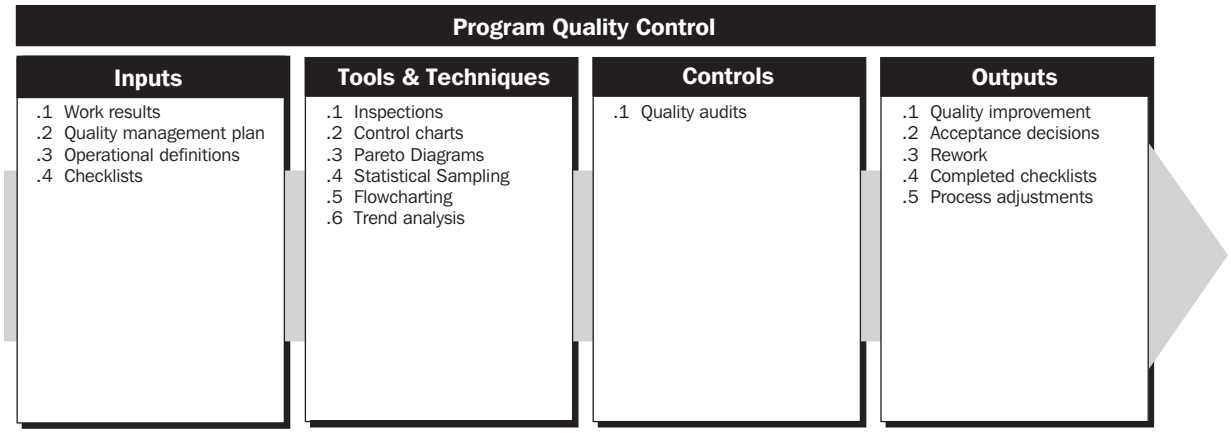
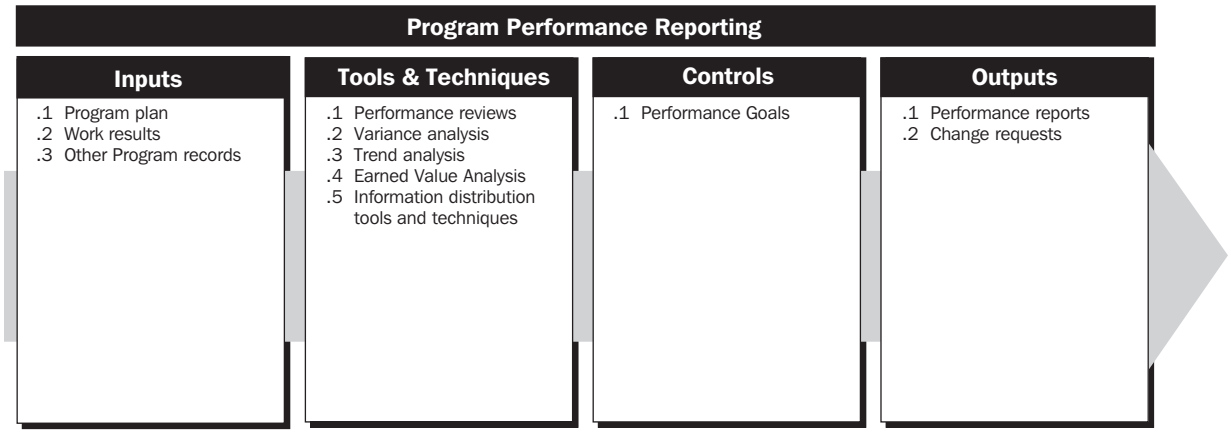
Program Quality Control

1) The process of monitoring specific Program results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance. 2) The organizational unit that is assigned responsibility for quality control.



Program Performance Reporting

Collecting and disseminating performance information to provide stakeholders with information about how resources are being used to achieve Program objectives.



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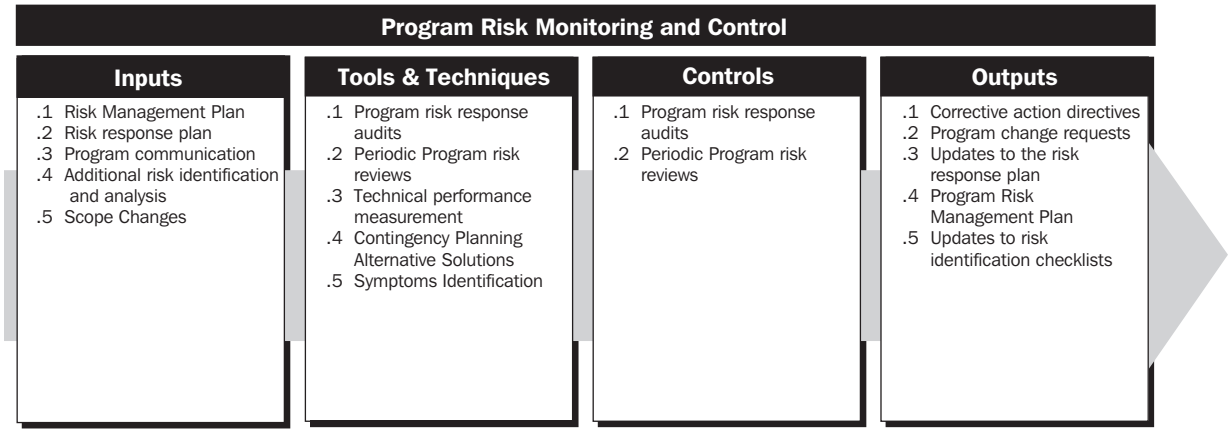
Program Risk Monitoring and Control

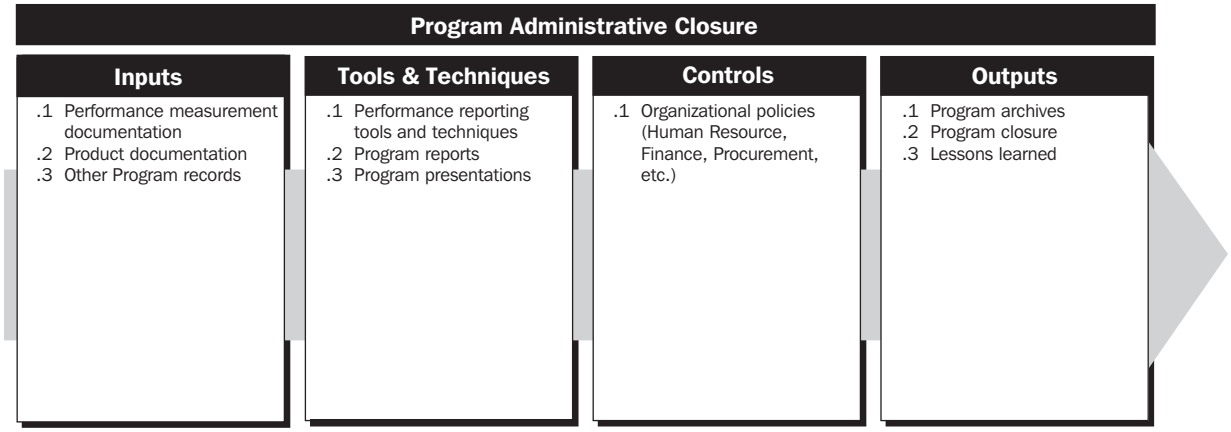
Monitoring residual risks, identifying new risks, executing risk reduction plans, and evaluating their effectiveness throughout the Program life cycle.



.5 PROGRAM CLOSING PROCESSES

Program Administrative Closure

Documenting Program or phase results to formalize acceptance of the product of the Program by the sponsor or customer.



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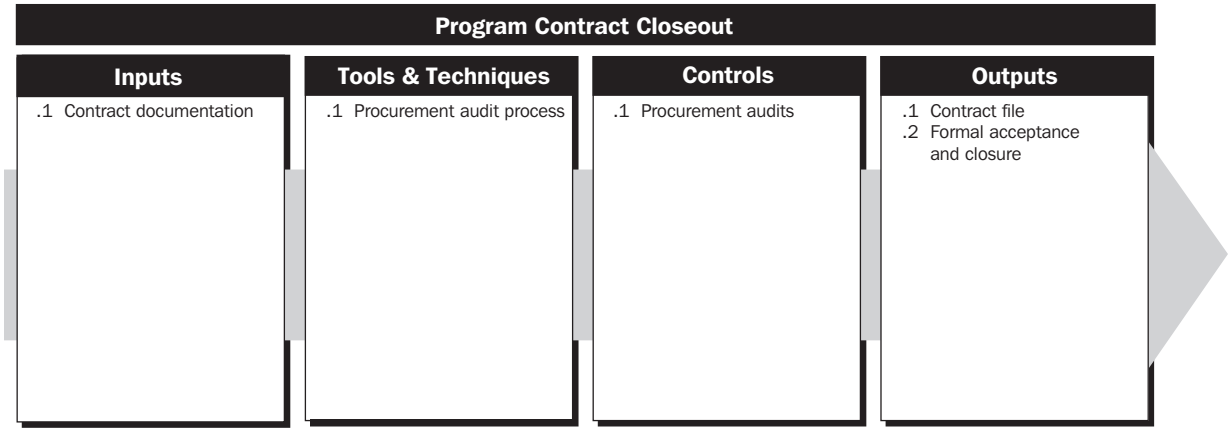
Program Contract Closeout

Closing out the contract according to contract specifications.



PORTFOLIO MANAGEMENT PROCESS MODEL

Portfolio Management Processes

.1 Portfolio Initiating Processes
.2 Portfolio Planning Processes
.3 Portfolio Executing Processes
.4 Portfolio Controlling Processes
.5 Portfolio Closing Processes

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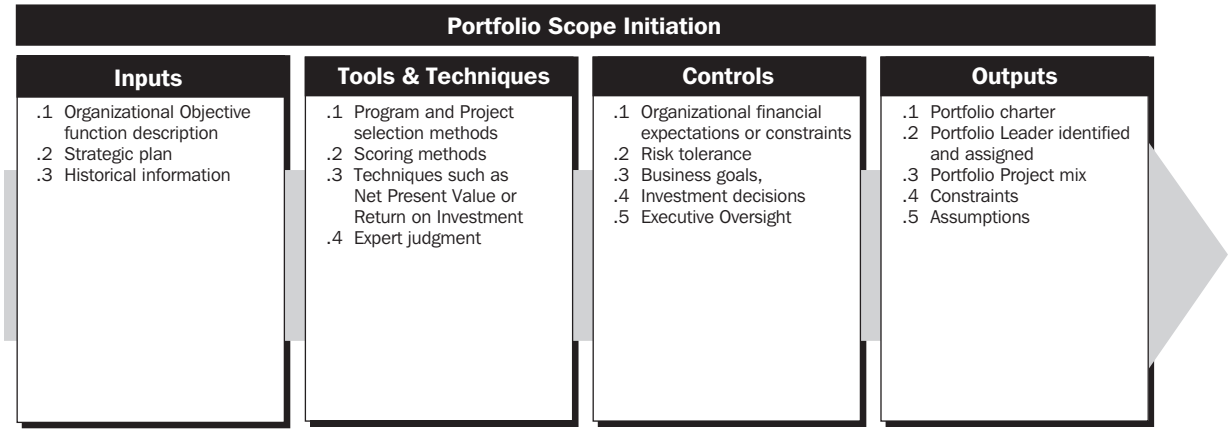
.1 PORTFOLIO INITIATING PROCESSES

Portfolio Scope Initiation

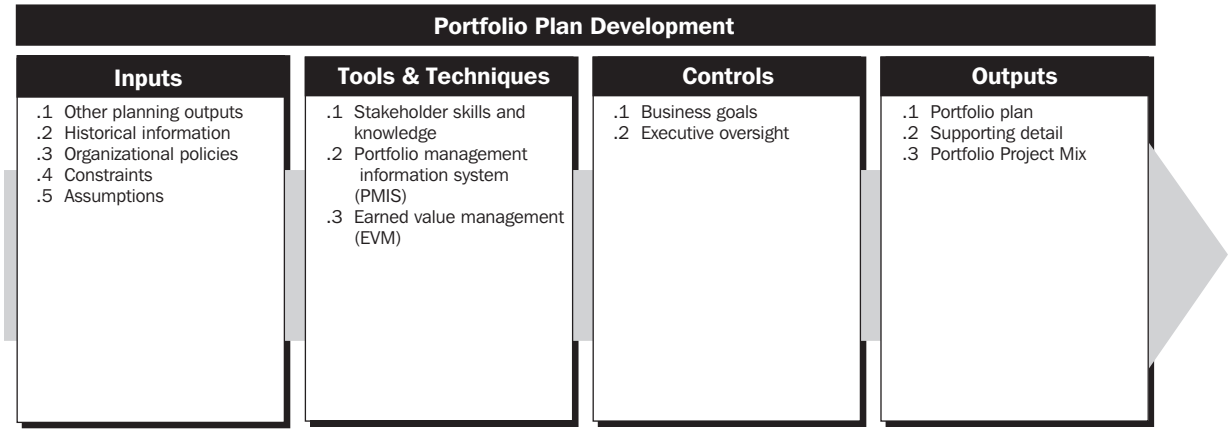
Portfolio scope initiation is the process of formally establishing and authorizing a new portfolio, or the reassessment of an existing portfolio. This process includes the definition of criteria for the types of projects to be included in the scope of the Portfolio and to kill those projects that do not continue meeting the criteria.



.2 PORTFOLIO PLANNING PROCESSES

Portfolio Plan Development

Uses the outputs of the other planning processes, including strategic planning, to create a consistent, coherent document that can be used to guide both Portfolio execution and Portfolio control.



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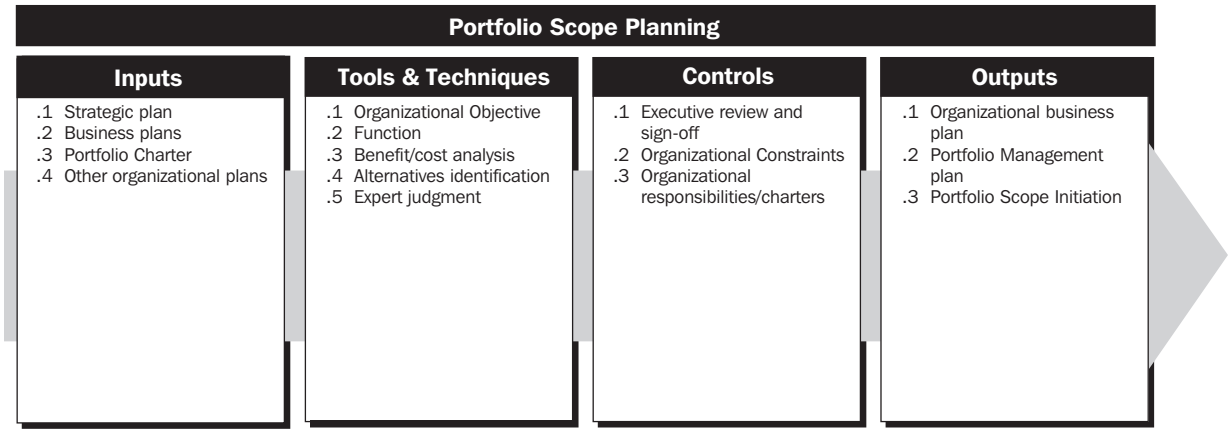
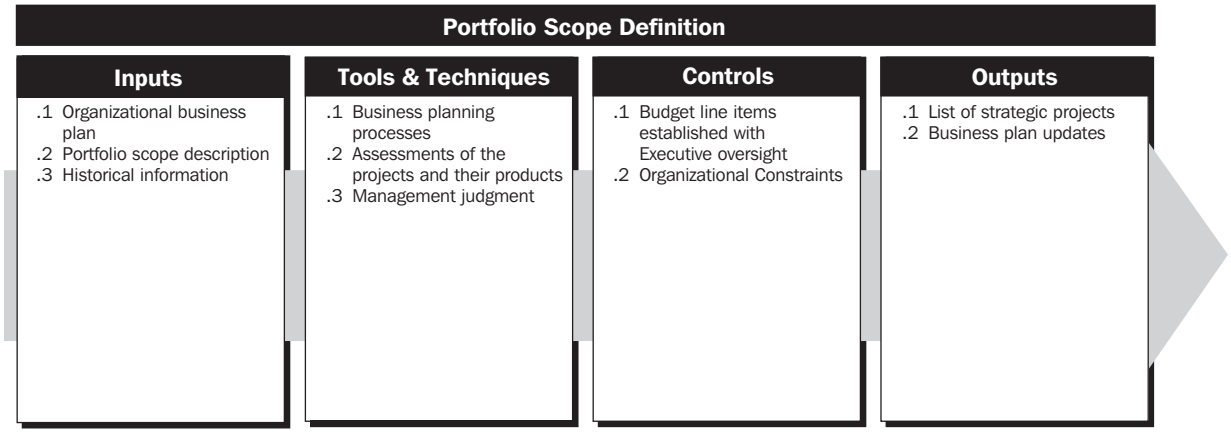
Portfolio Scope Planning

Portfolio scope planning involves progressively determining and defining the scope of the portfolio. The definition of Portfolio scope forms the basis for determining what kinds of programs/projects the organization agrees to undertake in the portfolio.



Portfolio Scope Definition

Portfolio scope definition involves a further categorization of the types of projects and products that the organization is expected to undertake. This process includes the assessment of the types of projects that fall within Portfolio scope boundaries and outside boundaries, determine best fit and configuration, Portfolio balance, and maximizing resource leverage.



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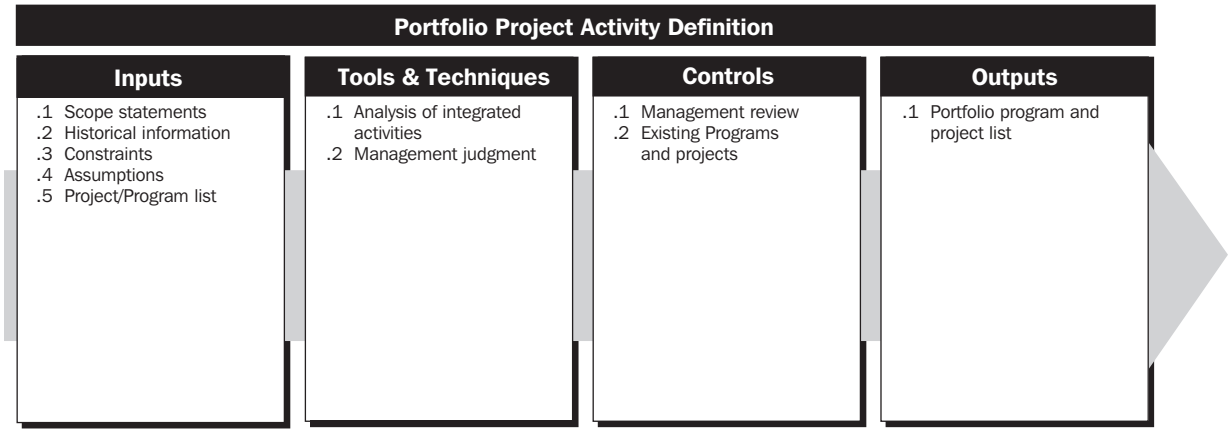
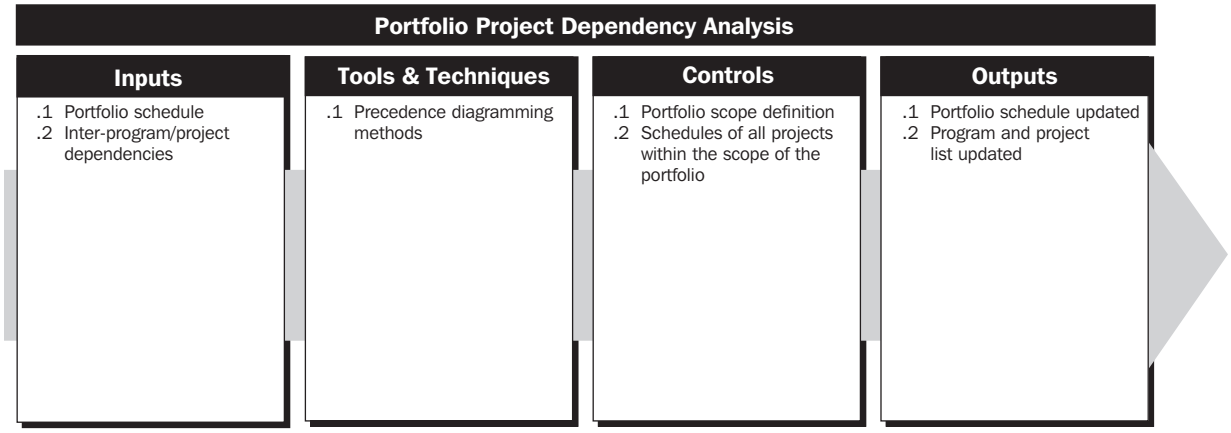
Portfolio Project Activity Definition

Identifying the specific activities that must be performed to produce the various Portfolio products.



Portfolio Project Dependency Analysis

Identifying and documenting schedule dependencies across Programs/Projects within the Portfolio.



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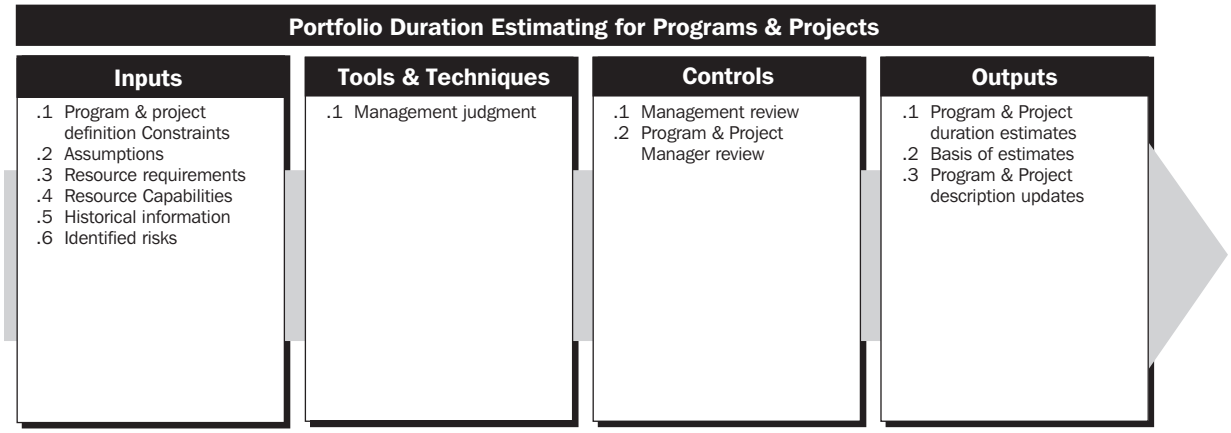
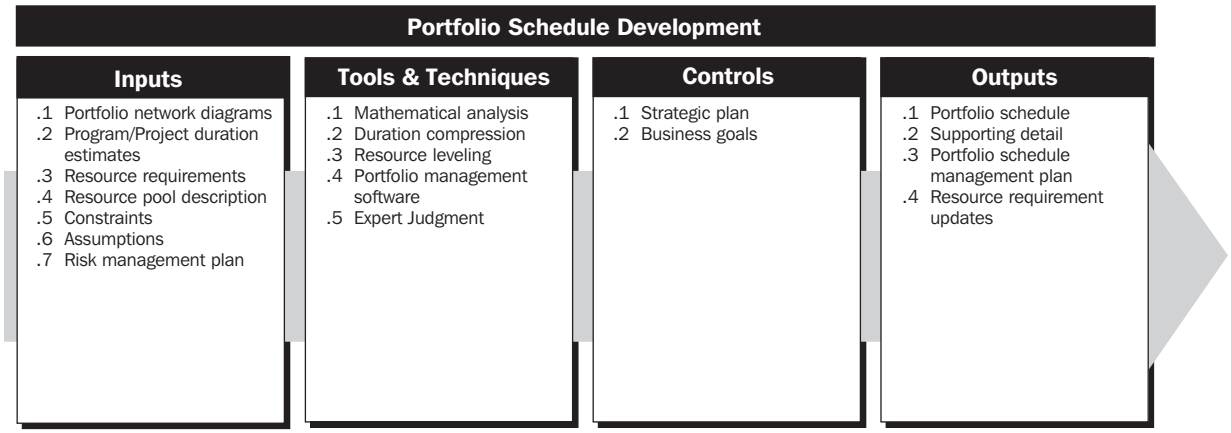
Portfolio Duration Estimating for Programs & Projects

Estimating the number of work periods that will be needed to complete Programs/Projects in the Portfolio.



Portfolio Schedule Development

Analyzing program/project sequences, durations, and resource requirements to create the Portfolio schedule.



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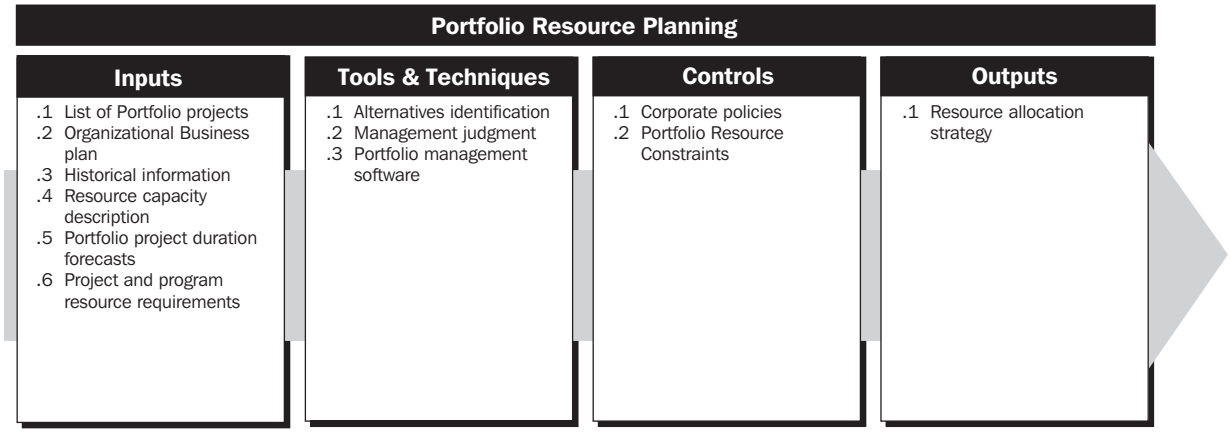
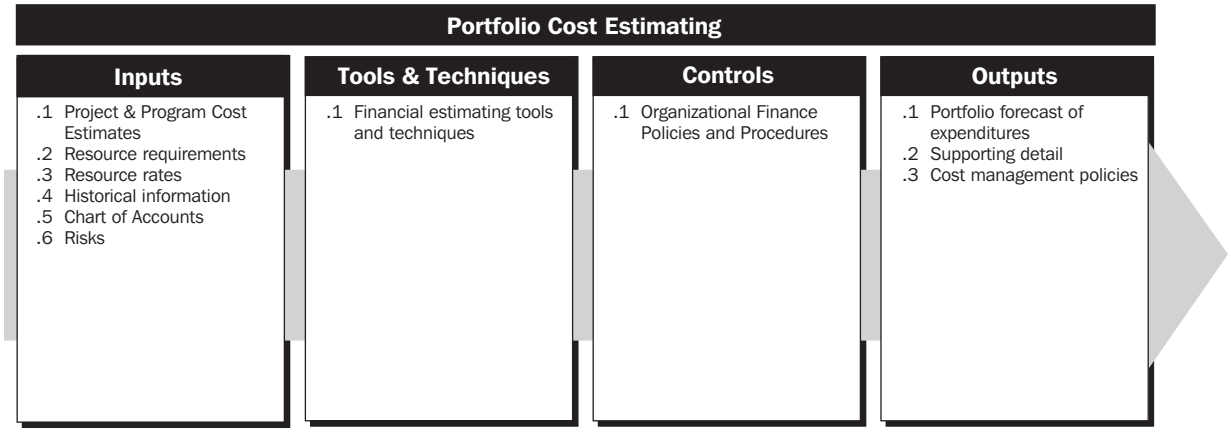
Portfolio Resource Planning

Define resource options and best fit of resources to proposed programs/projects and initiatives, with constraints and tolerances to maximize results.



Portfolio Cost Estimating

Developing an approximation [estimate] of the costs of the resources needed to complete Portfolio activities.



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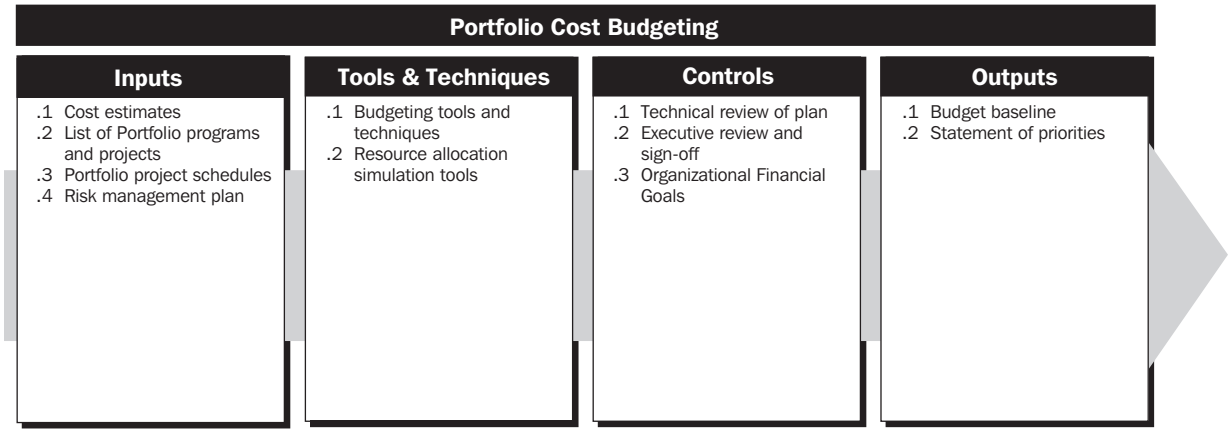
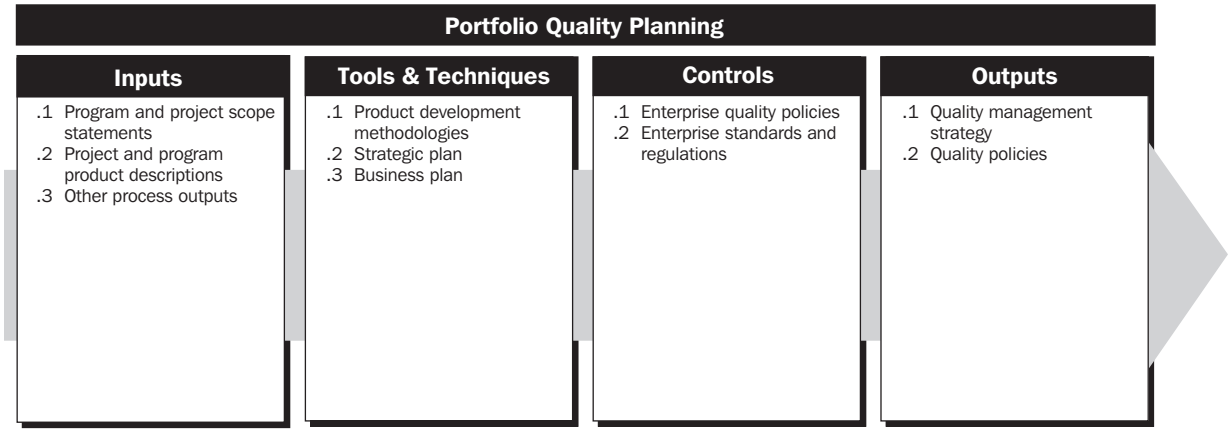
Portfolio Cost Budgeting

Establish priorities and make preliminary budget allocations among existing and proposed programs/projects.



Portfolio Quality Planning

Identifying which standards are relevant to the Portfolio, and determining how to satisfy them.



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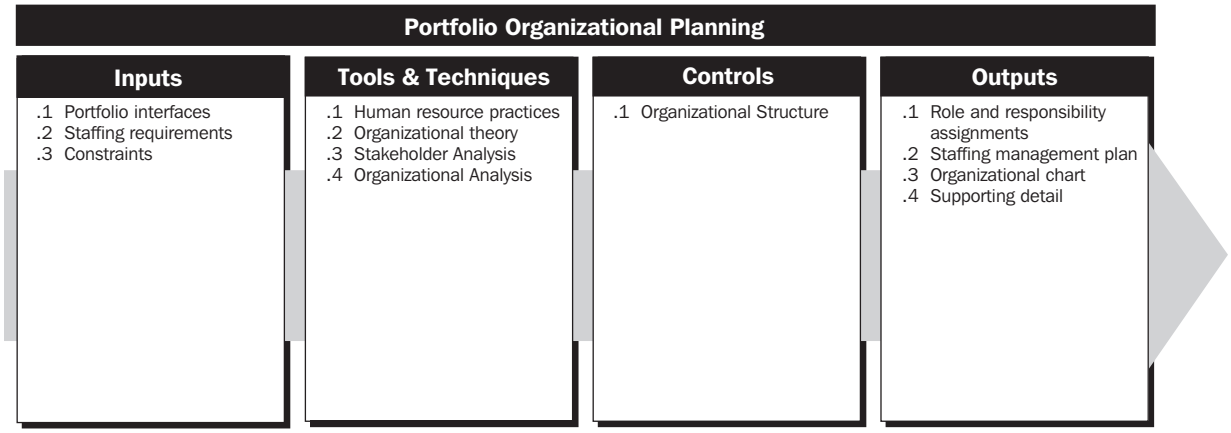
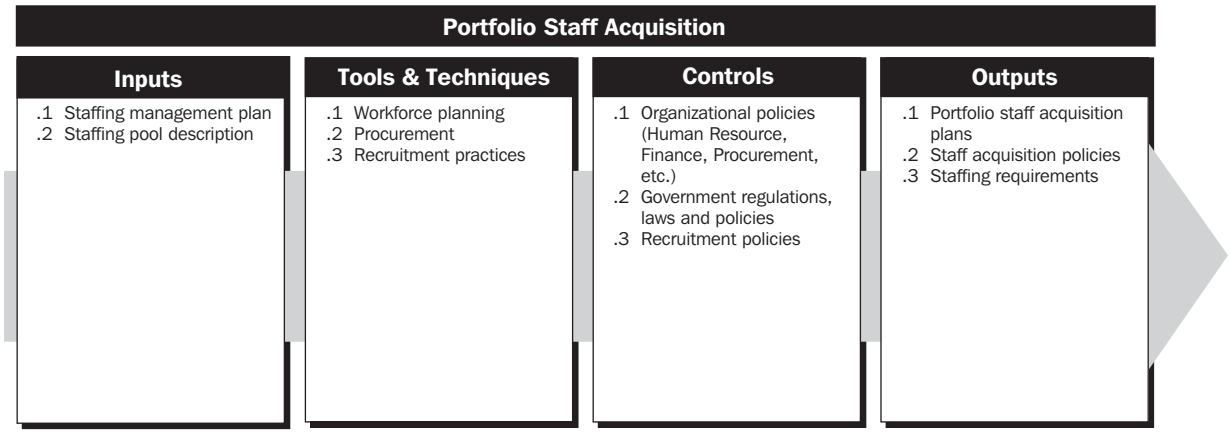
Portfolio Organizational Planning

Identifying, documenting, and assigning Portfolio roles, responsibilities, and reporting relationships.



Portfolio Staff Acquisition

Planning for the continued availability of appropriate human resources needed to support the Portfolio.



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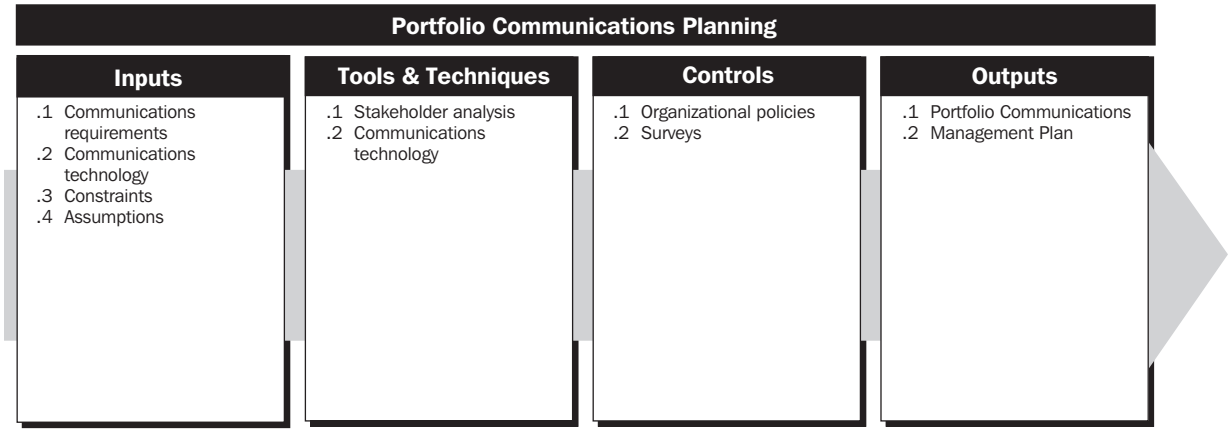
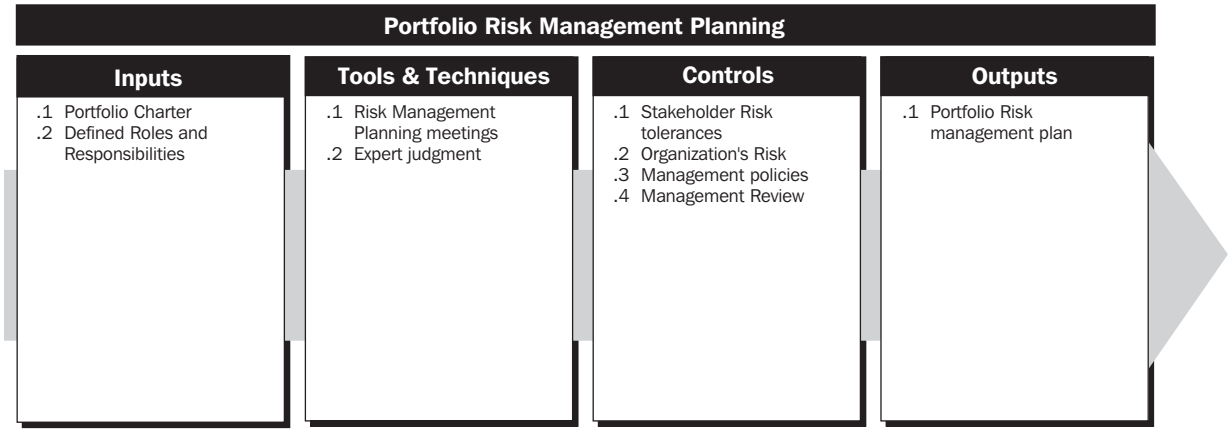
Portfolio Communications Planning

Determining the information and communication needs of the Portfolio stakeholders: who needs what information, when they need it, and how it will be given to them.



Portfolio Risk Management Planning

Evaluating and planning risk management activities across the Portfolio.



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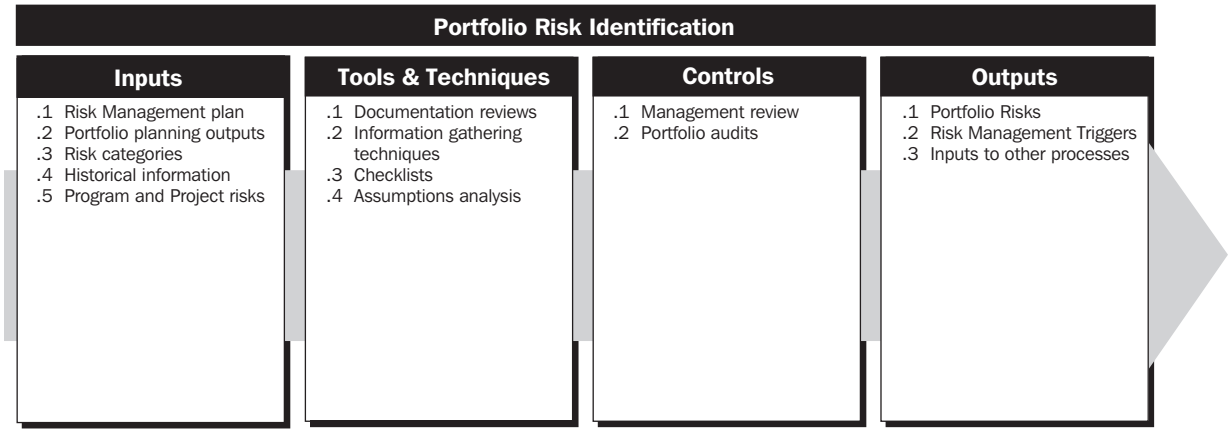
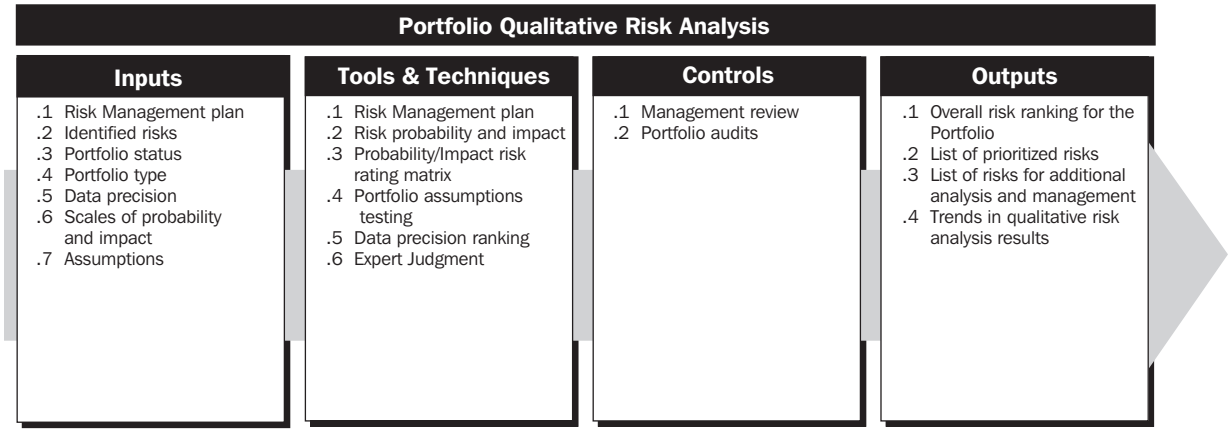
Portfolio Risk Identification

Determining which risks might affect the Portfolio and documenting their characteristics.



Portfolio Qualitative Risk Analysis

Performing a qualitative analysis of risks and conditions to prioritize their effects on Portfolio objectives.



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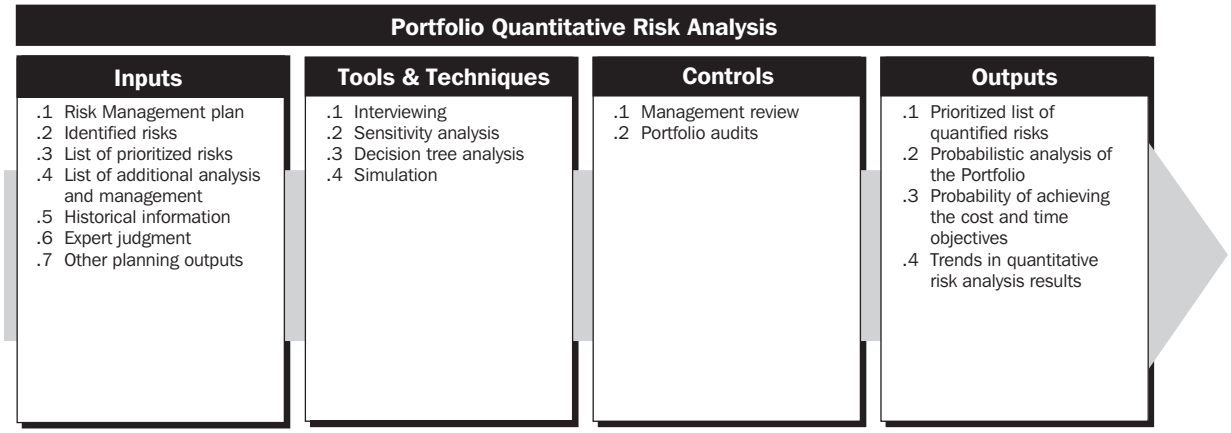
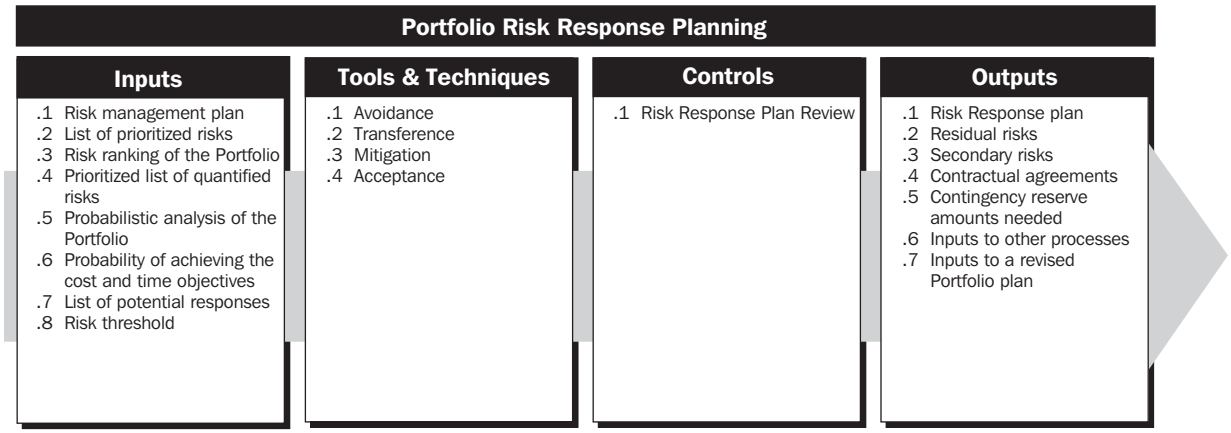
Portfolio Quantitative Risk Analysis

Measuring the probability and consequences of Portfolio risks and estimating their implications for Portfolio objectives.



Portfolio Risk Response Planning

Developing procedures and techniques to enhance opportunities and reduce threats to the Portfolio's objectives.



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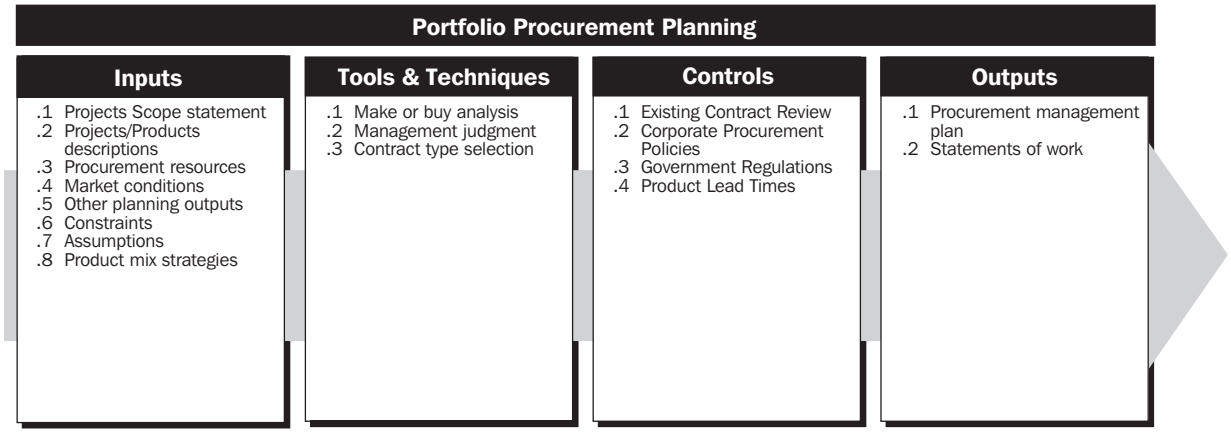
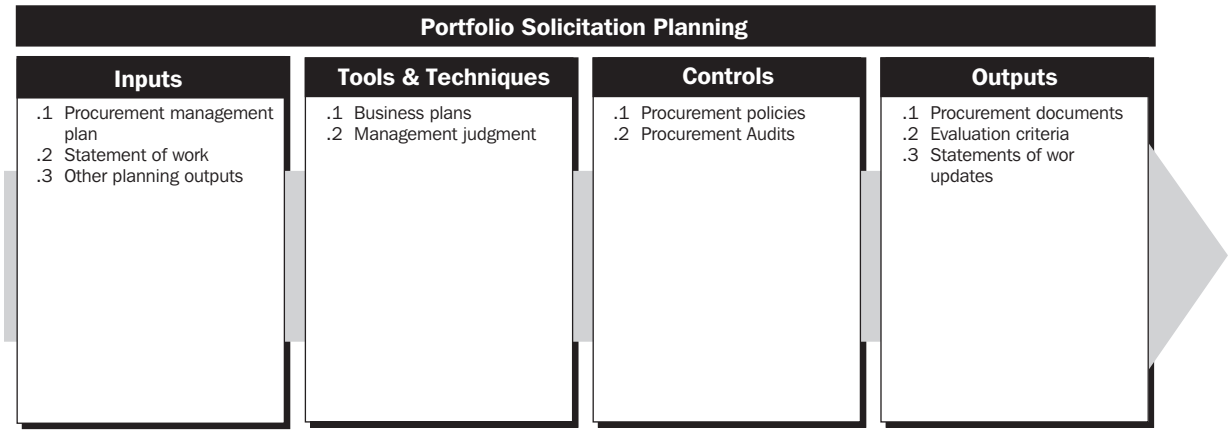
Portfolio Procurement Planning

Determining what to procure and when. Identifying economic opportunities across the portfolio.



Portfolio Solicitation Planning

Documenting organizational requirements and identifying potential sources to meet procurement needs.



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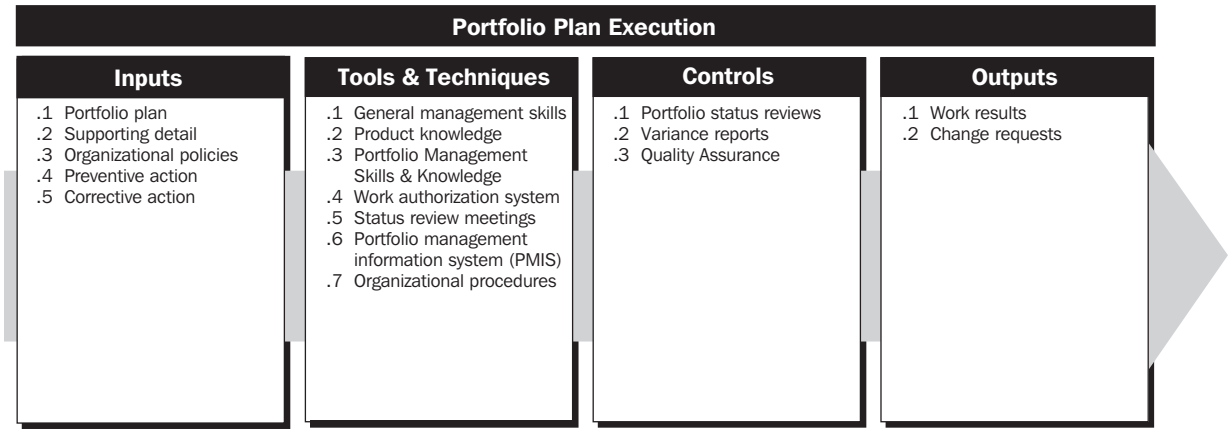
.3 PORTFOLIO EXECUTING PROCESSES

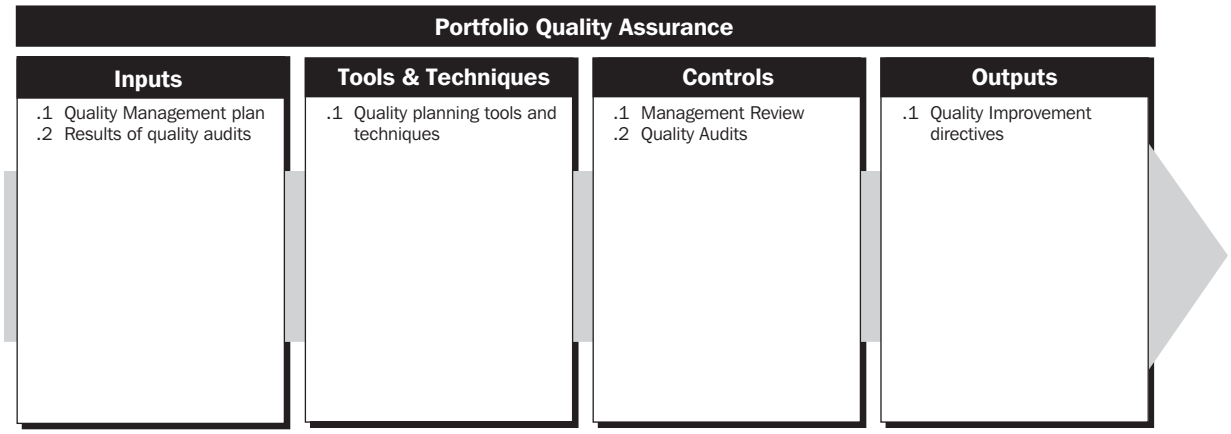
Portfolio Plan Execution

Implementing the Portfolio plan through the execution of program, project, and other on-going operational activities. The vast majority of the Portfolio's budget will be expended in performing this process.



Portfolio Quality Assurance

The process of evaluating overall Portfolio performance on a regular basis to provide confidence that the Portfolio will satisfy the relevant quality standards.



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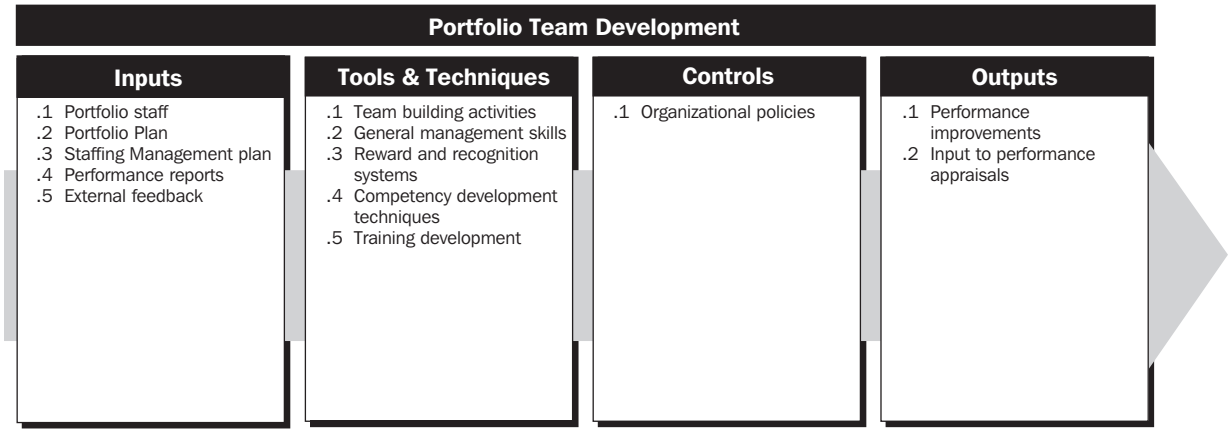
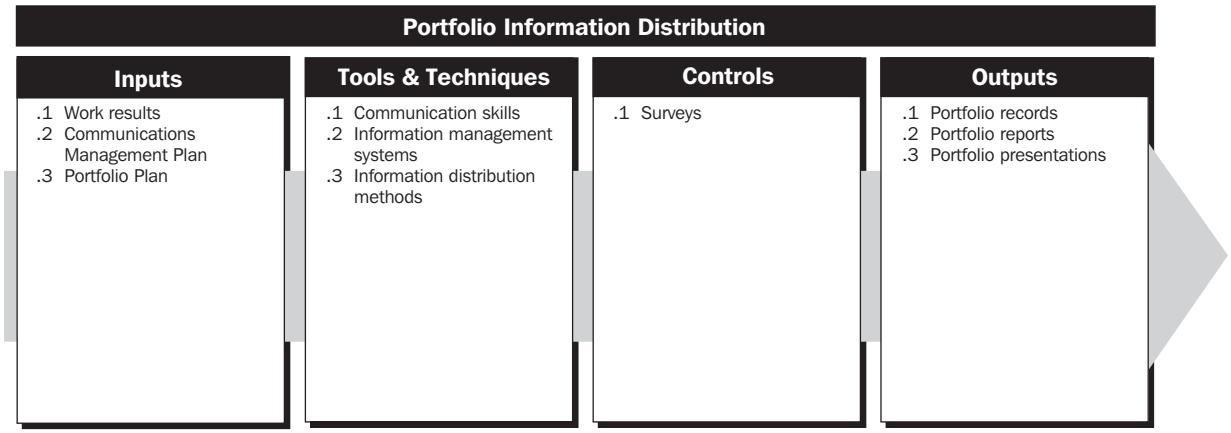
Portfolio Team Development

Developing individual and group competencies to enhance Portfolio performance



Portfolio Information Distribution

Making needed information available to Portfolio stakeholders in a timely fashion.



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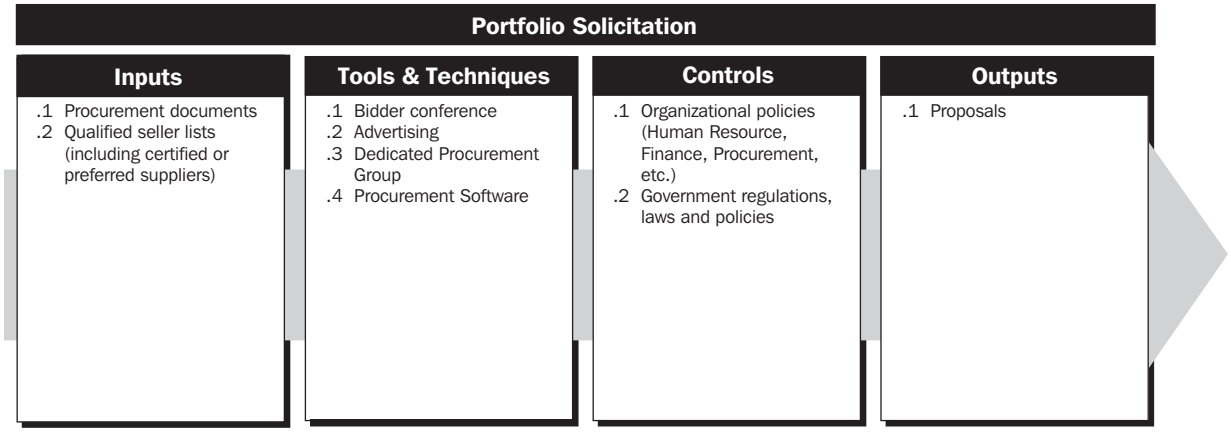
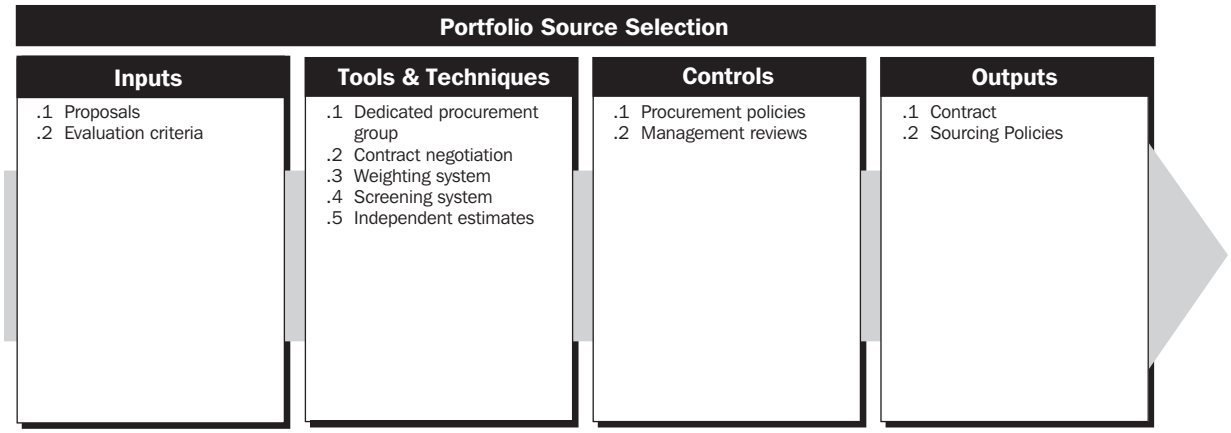
Portfolio Solicitation

Obtaining quotations, bids, offers, or proposals as appropriate.



Portfolio Source Selection

Choosing among potential sellers.



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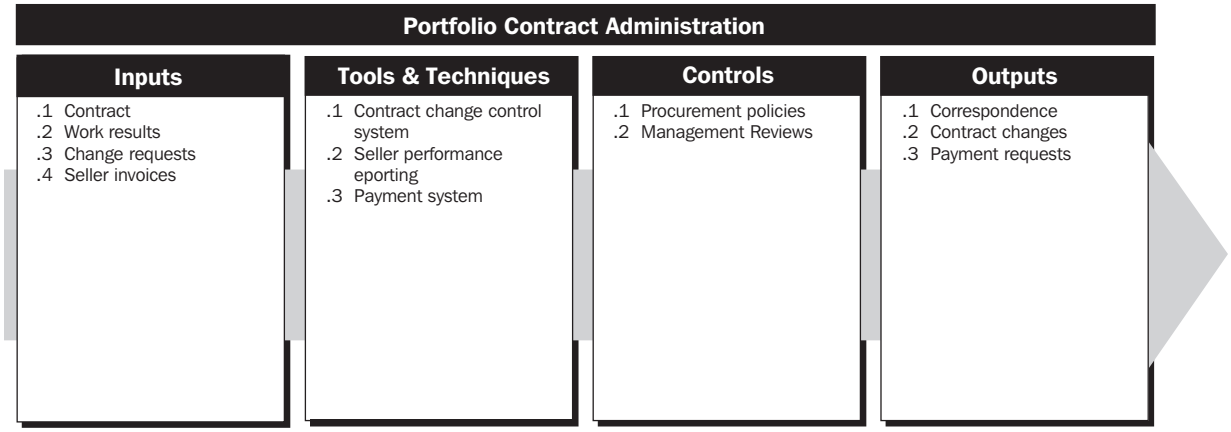
Portfolio Contract Administration

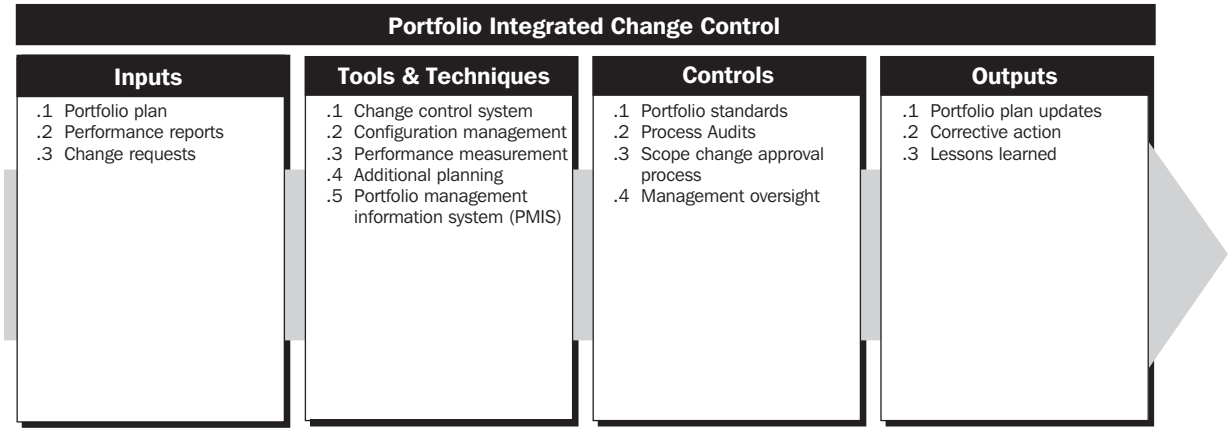
Managing the relationship with the seller.



.4 PORTFOLIO CONTROLLING PROCESSES

Portfolio Integrated Change Control

Influencing the factors that create changes to the Portfolio to ensure that changes are agreed upon, determining that a change has occurred, and managing the actual changes when and as they occur.



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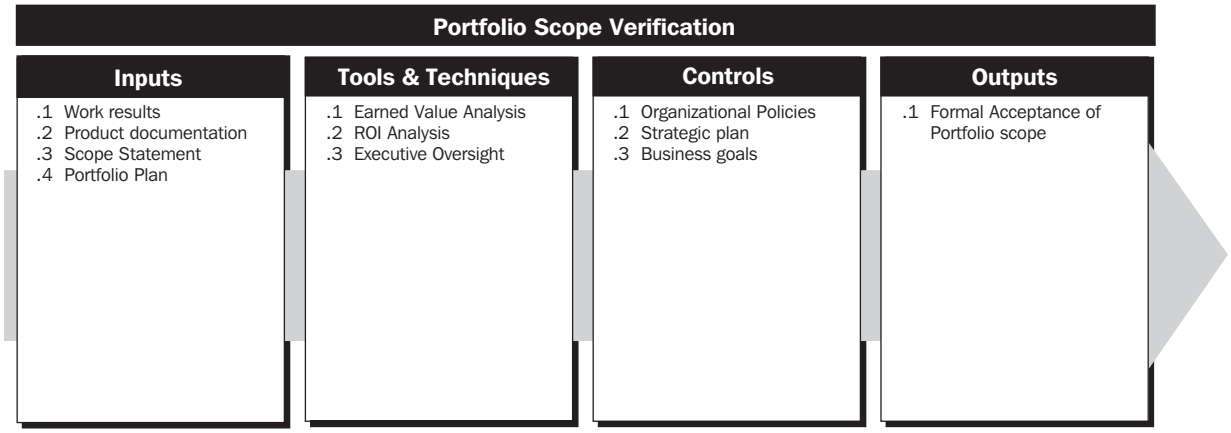
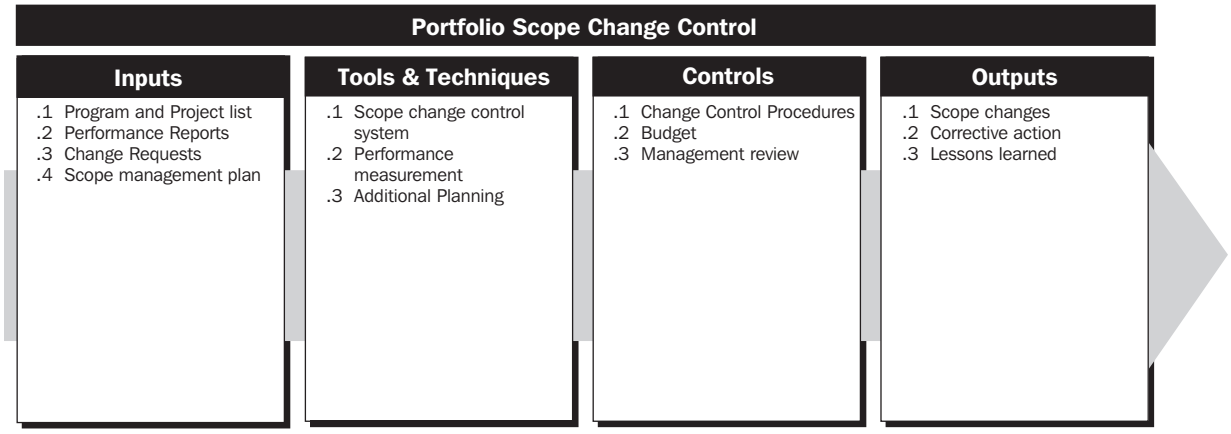
Portfolio Scope Verification

Obtaining formal acceptance of the Portfolio's scope by the stakeholders (sponsor, client, customer, Executive Management, etc.).



Portfolio Scope Change Control

Is concerned with influencing the factors that create changes to Portfolio scope to ensure that changes are agreed upon, determining that a scope change has occurred, and managing the actual changes when and as they occur.



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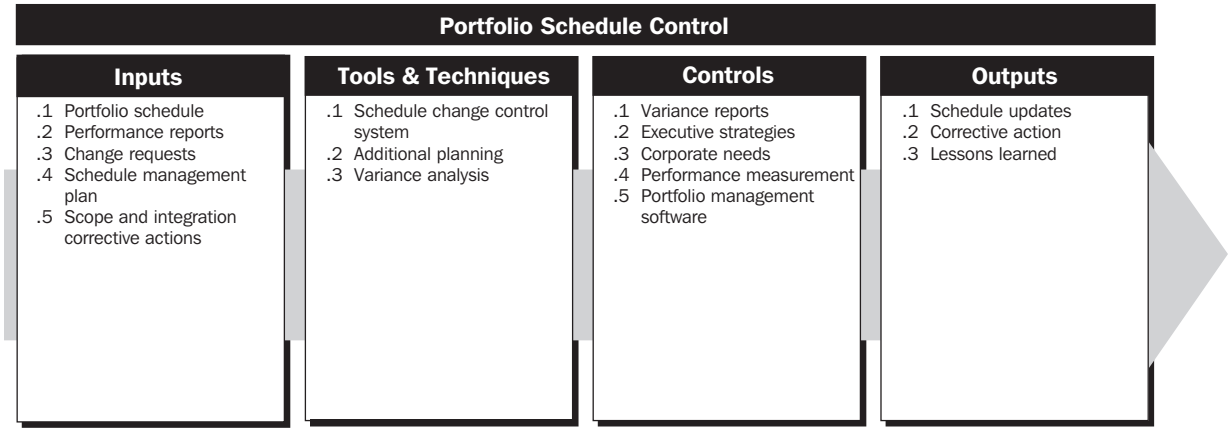
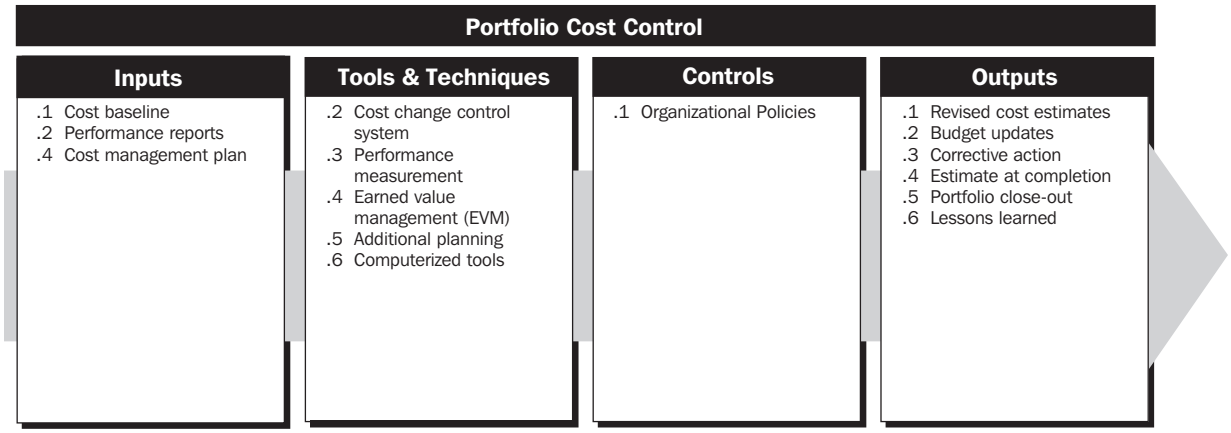
Portfolio Schedule Control

Controlling changes to the Portfolio schedule.



Portfolio Cost Control

Controlling changes to the Portfolio budget.



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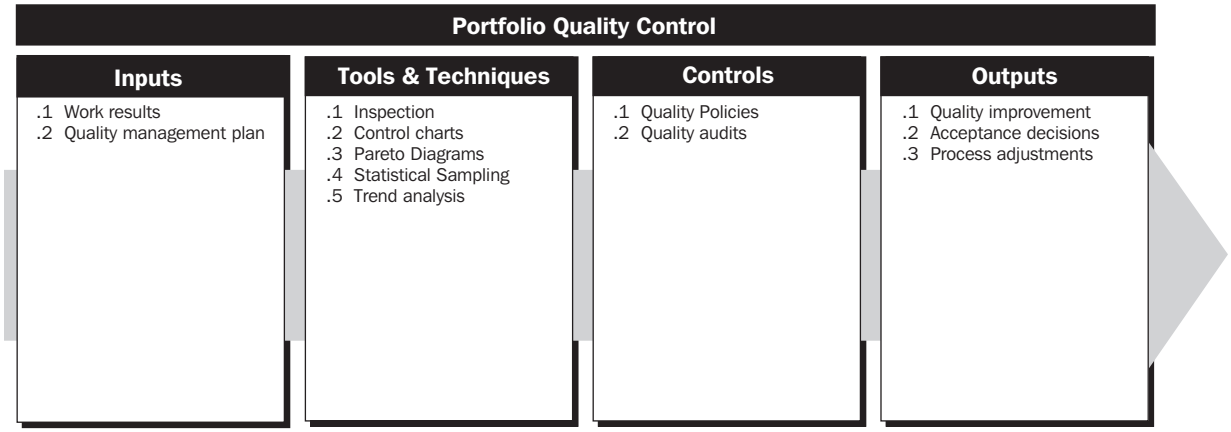
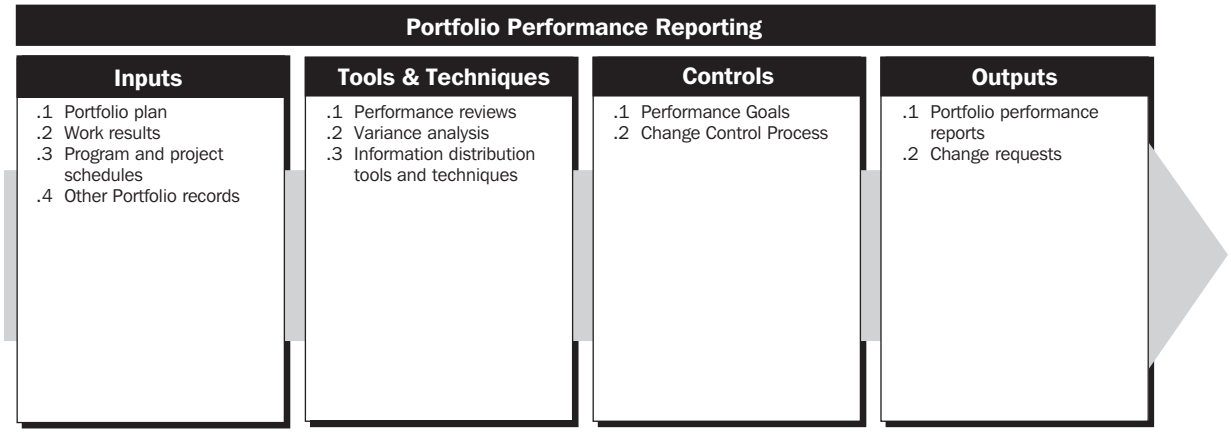
Portfolio Quality Control

The process of monitoring specific Portfolio results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.



Portfolio Performance Reporting

Collecting and disseminating performance information to provide stakeholders with information about how resources are being used to achieve Portfolio objectives.



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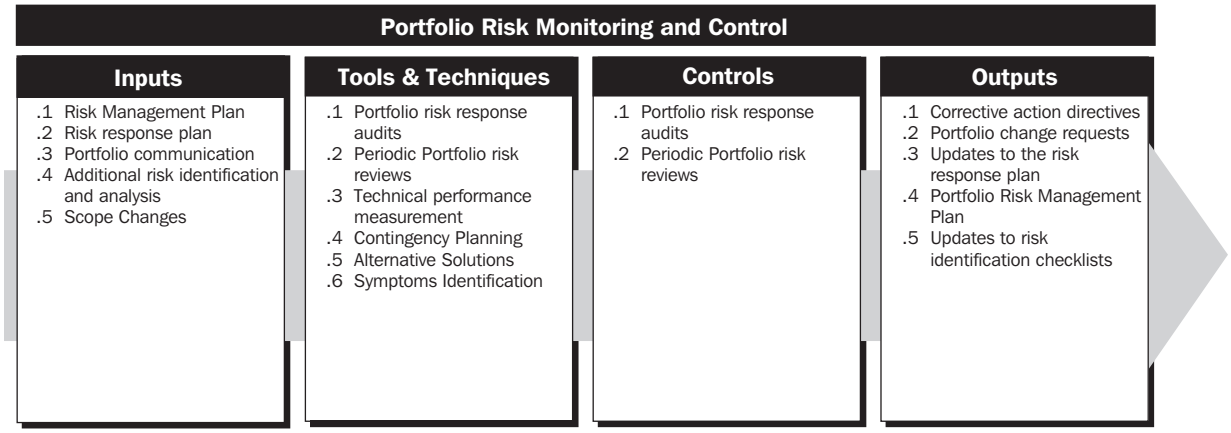
Portfolio Risk Monitoring and Control

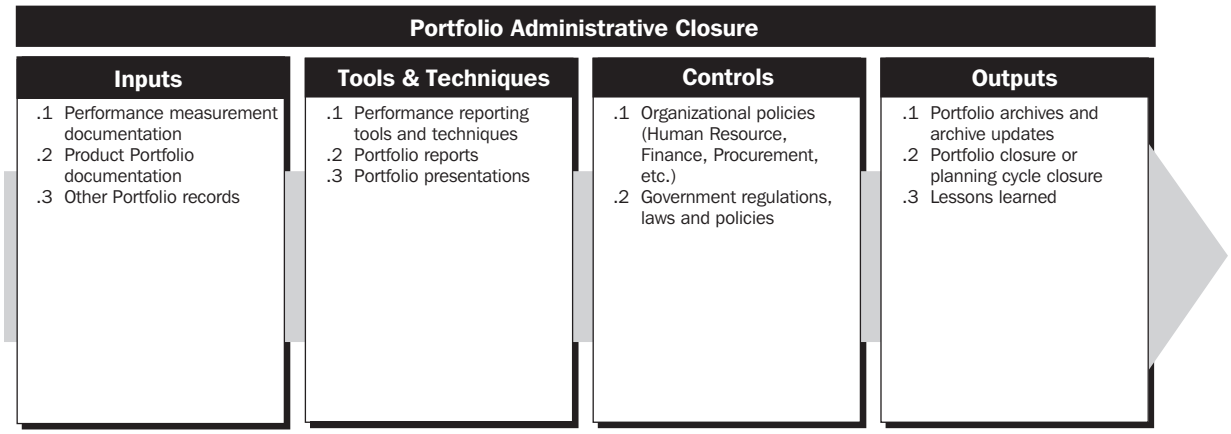
Monitoring residual risks, identifying new risks, executing risk reduction plans, and evaluating their effectiveness throughout the Portfolio life cycle.



.5 PORTFOLIO CLOSING PROCESSES

Portfolio Administrative Closure

Documenting Portfolio planning cycle results to communicate the value that the organization's project Portfolio has provided during that planning cycle or upon the termination of the portfolio.



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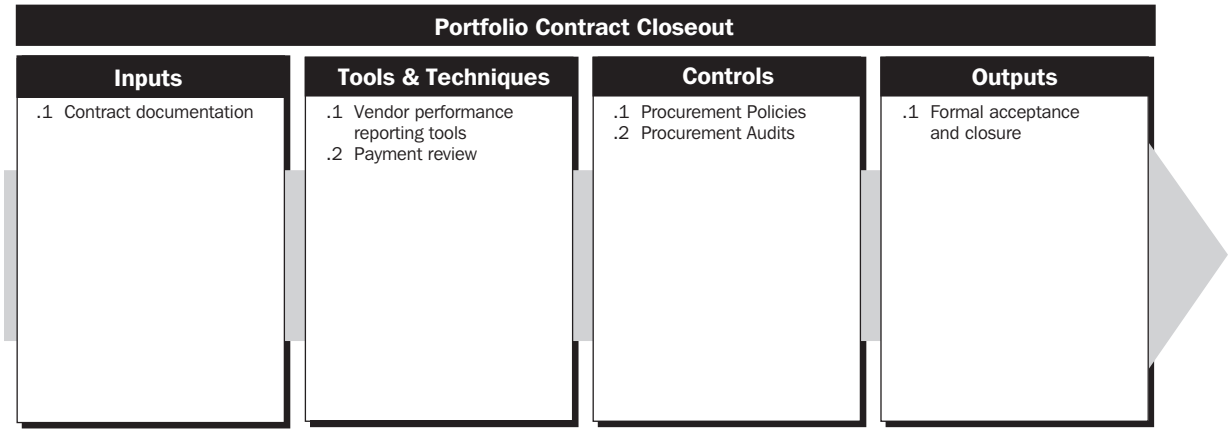
Portfolio Contract Closeout

Closing out contracts with vendors, according to contract specifications, upon conclusion of the contract's lifespan.



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Glossary

Best Practice. A Best Practice is an optimal way currently recognized by industry to achieve a stated goal or objective. For organizational project management, this includes the ability to deliver projects successfully, consistently, and predictably to implement organization strategies.

Best Practices Directory. The Best Practices Directory lists the nearly 600 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 Module to identify Best Practices for any potential improvement effort.

The Best Practices Directory appears in an appendix to this document. It identifies each Best Practice, to which of the three Domains the Best Practice applies (Project, Program or Portfolio), as well as to which of the four stages of process improvement the Best Practice applies (Standardize, Measure, Control, Improve).

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

The Capabilities Directory appears in an appendix to this document. For each Best Practice, it includes a list of its constituent Capabilities, including their associated Outcomes, Key Performance Indicators and Metrics that should be confirmed to claim the existence of this Capability.

Each Capability contains an ID number, the Domain(s) (Project, Program, or Portfolio), Process Improvement Stage(s) (Standardize, Measure, Control, or Improve) and the *PMBOK® Guide* Process Group(s) (Initiate, Plan, Execute, Control, or Closeout) to which the Capability applies.

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

Categorization/mapping. Categorizations are groupings to provide structure and a framework for the OPM3 model so that the relationship between Best Practices and Capabilities could be better understood. It also allows organizations to focus on alternative approaches to maturity.

The three categorizations in the model are PPP (Portfolio, Program, or Project), SMCI (Standardize, Measure, Control, or Continuously Improve), and IPECC (Initiate, Plan, Execute, Control, and Close). These categorizations can be used to approach OPM3 from a project management domain, an improvement process, or a *PMBOK®* process area, respectively. As such, each Best Practice and Capability is mapped to one category in each of the above three categorizations. See Domain, PPP, and SMCI in the Glossary for more details.

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

One type of Dependency in OPM3 is represented by the series of Capabilities that aggregate to a Best Practice. In general, each Capability builds upon preceding Capabilities (see Intra-Dependency).

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 Inter-Dependency).

Dependency relationship. See Dependencies.

Domain. A Domain refers to the three distinct disciplines of Portfolio Management, Program Management, and Project Management (also referred to as PPP). For more details, see Portfolio, Program, Project, and PPP in the glossary.

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

For each Best Practice, the checklist includes the Capability ID Numbers and Names defined within the Best Practice (Intra-Dependencies), as well as any ID Numbers and Names of Capabilities that are prerequisites to achieving the Best Practice but have been defined within and are primarily associated with other Best Practices (Inter-Dependencies). The Inter-Dependencies are identified by having both a different Capability ID Number that starts with the Best Practice Number within which it can be found, and a different font color).

These Capabilities/Outcomes are in the recommended sequence by which the various Capabilities aggregate to the Best Practice. The Improvement Planning Directory thus serves as a suggested path by which an organization can approach improvements in maturity by achieving Outcomes associated with Capabilities, in priority order, to attain Best Practices. The Improvement Planning Directory appears in an appendix to this document.

Input. A document or documentable item that will be acted upon by a process.

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

Interrelationships. Interrelationships are logical relationships that define the normal flow of information between Project Management Processes.

KPI. A Key Performance Indicator (KPI) is a criterion by which an organization can determine, quantitatively or qualitatively, whether the Outcome associated with a Capability exists or the degree to which it exists. A Key Performance Indicator can be a direct measurement or an expert assessment.

When a Key Performance Indicator is quantitative, involving direct measurement, a form of metric is required. A metric is a measurement of something. Something tangible, such as an error count, can be measured directly and objectively. Something intangible, such as customer satisfaction, must first be made tangible—for example, through a survey resulting in ratings on a scale—before it can be measured. A metric can be binary (something exists or does not exist), it can be more complex (such as a scaled rating), or it can be monetary (such as financial return).

Maturity State. An organization's degree of maturity in organizational project management.

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OPM3 Process Construct. The OPM3 Process Construct consists of all the components of the OPM3 model, their dependencies and interrelationships, and how they are related to the three domains of organizational project management and to the four stages of process improvement.

Organization. Any company, agency, association, society, business unit, functional group, department, or sub-agency intending to make use of the OPM3 Standard.

Organizational project management. The application of knowledge, skills, tools, and techniques to organizational activities and project, program, and Portfolio activities to achieve the aims of an organization through projects.

Organizational project management maturity. The degree to which an organization practices organizational project management. In the OPM3 maturity model, this is reflected by the combination of Best Practices achieved within the Project, Program, and Portfolio domains.

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

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

PPP. One of a group of categorizations in the OPM3 model to provide structure. It is used as a field in the Directories to indicate the three domains of project, program, and Portfolio Management.

Process Groups. Same as the IPECC categorization as used in the *PMBOK® Guide.*

The Project Management process groups are as follows:

- Initiating Processes
- Planning Processes
- Executing Processes
- Controlling Processes
- Closing Processes

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

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

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

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

Portfolio Management. Project Portfolio Management refers to the selection and support of projects or program investments. These investments in projects and programs are guided by the organization's strategic plan and available resources.

SMCI. One of three categorizations used to provide a framework for the OPM3 (PPP, SMCI, IPECC). SMCI is an acronym for the four Process Improvement Stages: Standardize, Measure, Control, and Improve.

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