

PMI® Global Assembly



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Agenda

- **PMI Standards**
 - Program Maturity
- ***PMBOK® Guide***
 - Project Execution Maturity
- ***Project Manager Competency Development Framework***
 - Personnel Maturity
- ***Organizational Project Management Maturity Model OPM3™***
 - Organizational Maturity



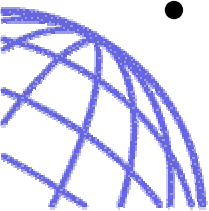
The Maturation of PMI's Standards Program

- 1969 - PMI founded
- 1983 - PMI Ethic, Standards, and Accreditation Report - Standards portion was *The Project Management Body of Knowledge*
- 1987 - *The Revised PMBOK* was approved



The Maturation of PMI's Standards Program (continued)

- 1996 - *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* published
- 1998 - PMI accredited as Standards Developer
- 1999 - *PMBOK® Guide* - 1996 Edition as ANS
- 2000 - *PMBOK® Guide* - 2000 Edition published
- 2001 - *PMBOK® Guide* - 2000 Edition an ANS
- 2001 - PMI publishes its second standard

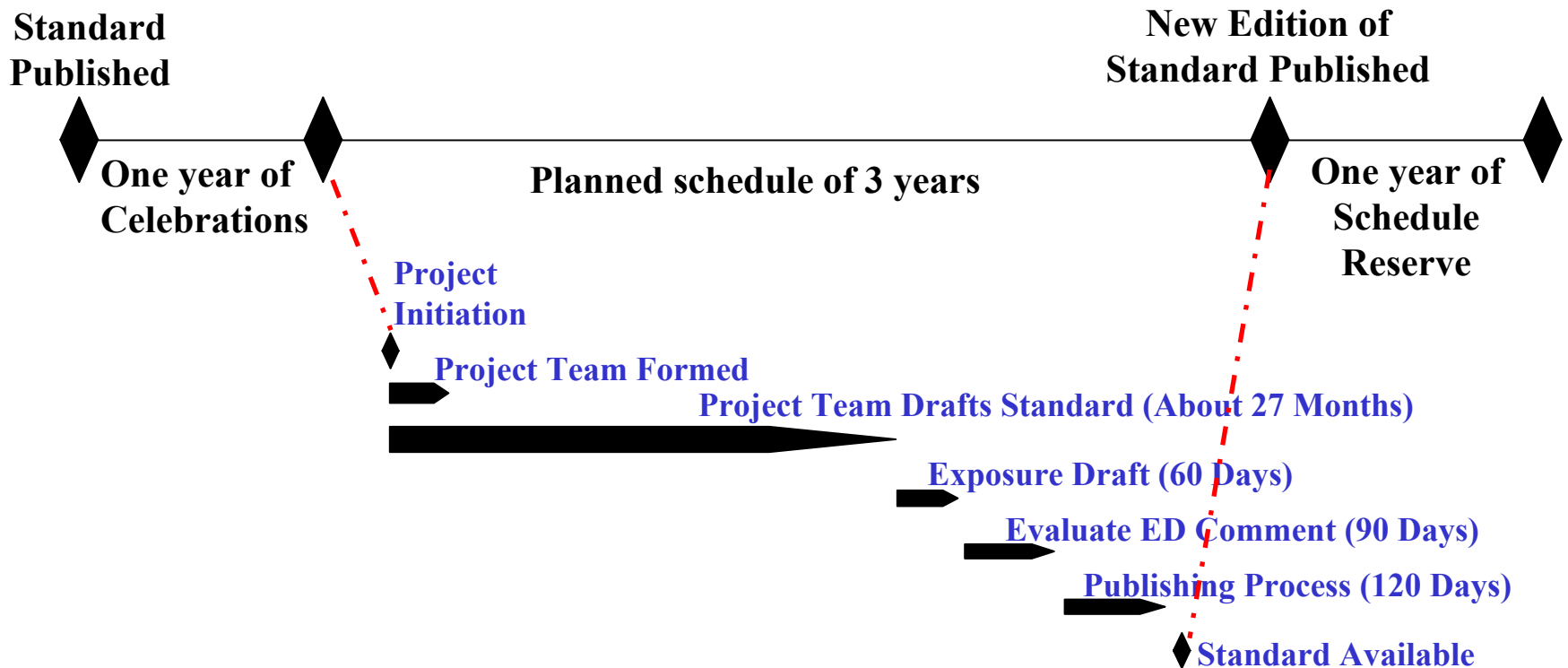


What is a PMI Standard?

- **A document consistent with the PMI Ends Policies & PMI Standards Program Vision, Mission, Purpose and Standards Setting Process**
- **A document created by an appropriate diverse group through an open consensus-building process**
- **A document covering commonly accepted knowledge and/or practices and dealing with core concepts for the practice of the profession**

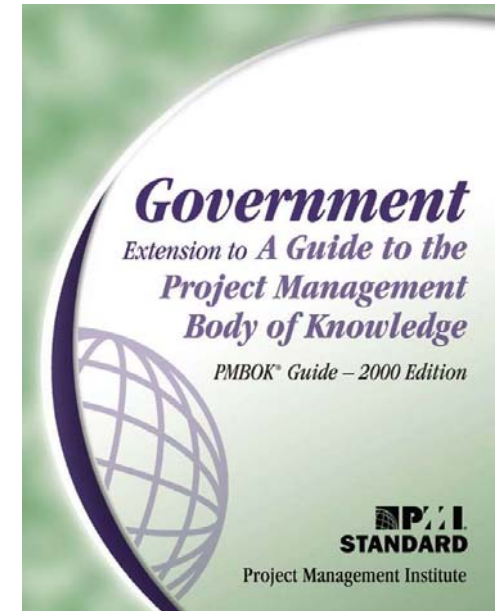
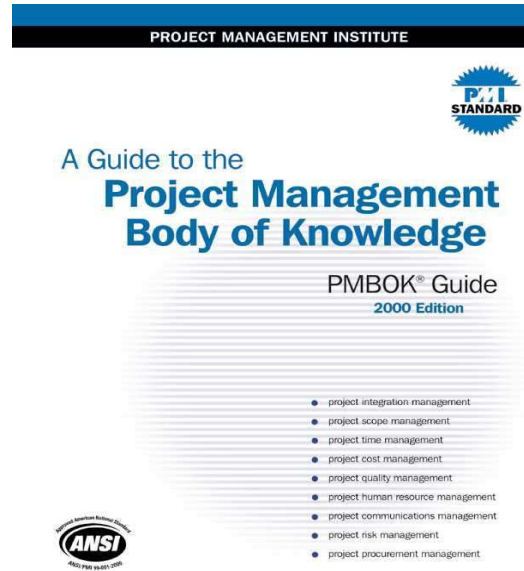
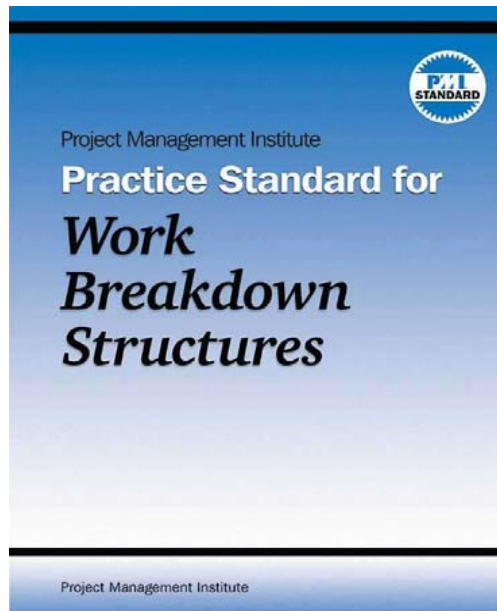


PMI Life Cycle Plan for Standards



PMI Plans for a five year refresh cycle for all Standards





PMI Standards In Print

PMI Standards In Development

THEME	TITLE
-Projects	<i>PMBOK® Guide</i> 2004 Update Project
	<i>PMBOK® Guide</i> Extension – Construction
	<i>PMBOK® Guide</i> Extension - Automotive
	<i>PMBOK® Guide</i> Extension – US DoD*
	Practice Standard for Earned Value Management
	Practice Standard for Configuration Mgmt.
	Practice Standard for Schedules (2003)
-Programs	Practice Standard for WBS Update Project (2003)
	Program/Portfolio Management (2003)
-People	Project Manager Competency Development Framework
-Organizations	Organizational PM Maturity Model (OPM3™)
-Professions	None at this time

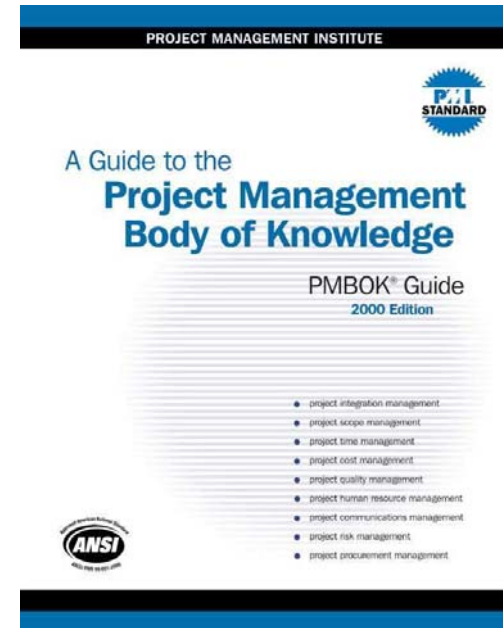
Improve:



PMI Project Management Standards

PMBOK® Guide – 2000 Edition

- Update completed in December 2000
- The 2000 Edition supercedes the 1996 Edition as an American National Standard [so designated by the American National Standard Institute (ANSI)]
ANSI/PMI 99-001-2000



PMBOK® Guide 2004 Update

Key Elements of the Charter

- **Maintain Single project focus**
- **Maintain current size**
- **“Generally Accepted” to “Generally Recognized as Good Practice”**
- **Expand on Integration**
- **Expand focus on Processes Groups versus Knowledge Areas**
- **Improve content consistency**



PMBOK® Guide 2004 Update Charter

Proposed Structure

- **Section I - Introduction & Context**
 - Current Chapters 1 & 2
- **Section II - Process Groups**
 - Current Chapter 3
 - Expanded treatment
- **Section III - Knowledge Areas**
 - Current Chapters 4 - 12
- **Appendices**



PMBOK® Guide 2004 Update Project

Key Co-ordinations to Improve

- Cooperation with Publishing
- Rollout activity with Marketing
- PMP and other exam product transitions
- Speed Translations to market
- Speed & improve education products update
- Allow R.E.P. more preparation time for transitioning their related products
- Provide trainers & consultants more timely information on upcoming changes



PMI Project Selection Criteria

- **Suggestions from individuals**
- **Survey results**
- **Recommendations from other departments**
- **Activity by PMI Colleges/SIGs**
- **Expert judgement of the MAG**



Project Manager Competency Development Framework

- Project Manager Maturity
- Maturity of the Project Manager
Competency Development
Framework





Project Manager Competency Development Framework



**PMI's first standard for a
specific member of the
project management team.**

Published September 2002

**Guide the professional
development of project
managers & those aspiring to
be one**

**Not for organizational
assessment of personnel**

Why Project Manager Competency

- Addresses theme:
“Improving the performance of people”
- Describe competencies likely to lead to effective project manager performance



Key Concepts of *PMCD* *Framework*

- Focuses on competencies associated with single project execution
- Aligns with *PMBOK*® *Guide*, Role Delineation Study, and current literature
- Identifies competencies in 3 dimensions – Knowledge, Performance, and Personal Behavior
- Intent is to help guide the development of Project Manager competence



Unresolved Questions

- How do you determine a competent Project Manager?
- Is Project Manager competence the sum of all individual elements of competence?
- Can a Project Manager be competent in only one PMI Process Group or a couple/few PMI Process Groups?



Structure of *PMCD Framework*

- **Section I – Introduction & Context**
- **Section II – Knowledge & Performance Competencies**
- **Section III – Personal Behavior**
- **Section IV – Developing Competence as a Project Manager**

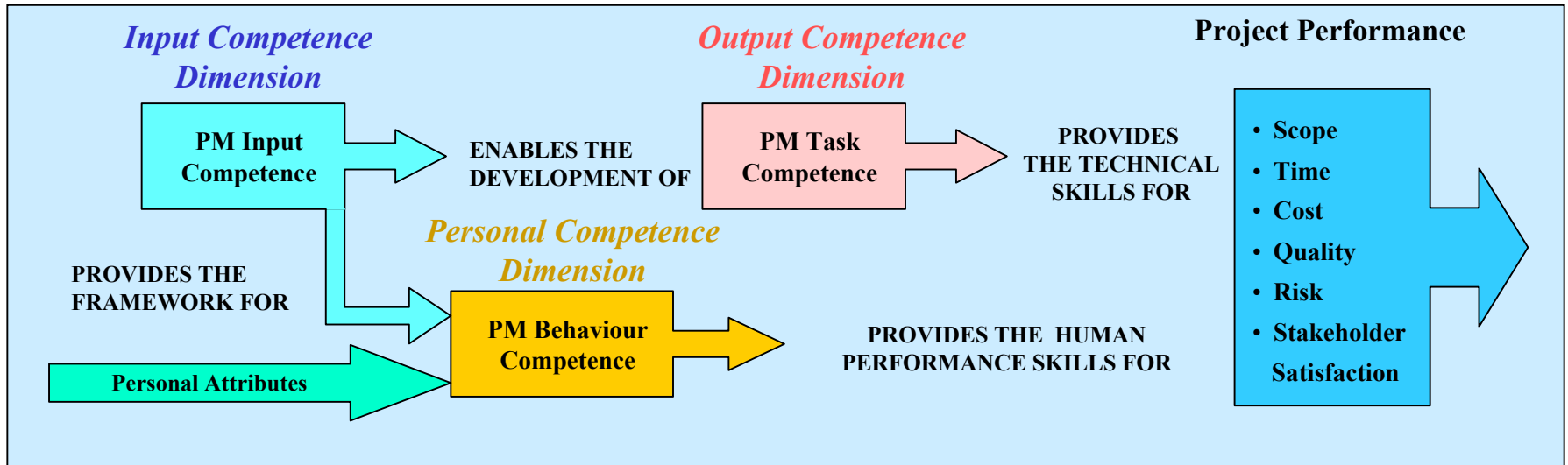


Key Elements of *PMCD* *Framework*

- Inputs – dimension outlining the knowledge & understanding, skills & abilities a Project Manager should bring to the project
- Personal – core personality characteristics that underlie a person's capability
- Outputs – ability to perform the activities within an occupational area to the levels of performance expected



PMCD Framework



_.1 Unit of Competence—Project Integration Management

_.1.5 COMPETENCY CLUSTER: Closing

Elements	Performance Criteria
_.1.5.1 Conduct Project Closure with Regard to Integration	.1 Document lessons learned from project integration, including causes of activities requiring corrective action, types of activities requiring corrective action, reasons for selecting certain corrective actions, and classification of changes for subsequent analysis.

Examples of Assessment Guidelines

KNOWLEDGE COMPETENCIES

Demonstrate a knowledge and understanding of:

- The inputs to project closure with regard to project integration processes.
- The tools and techniques utilized for project closure.
- The outputs of project closure with regard to project integration processes.

PERFORMANCE COMPETENCIES

Demonstrate an ability to develop:

- Lessons Learned.

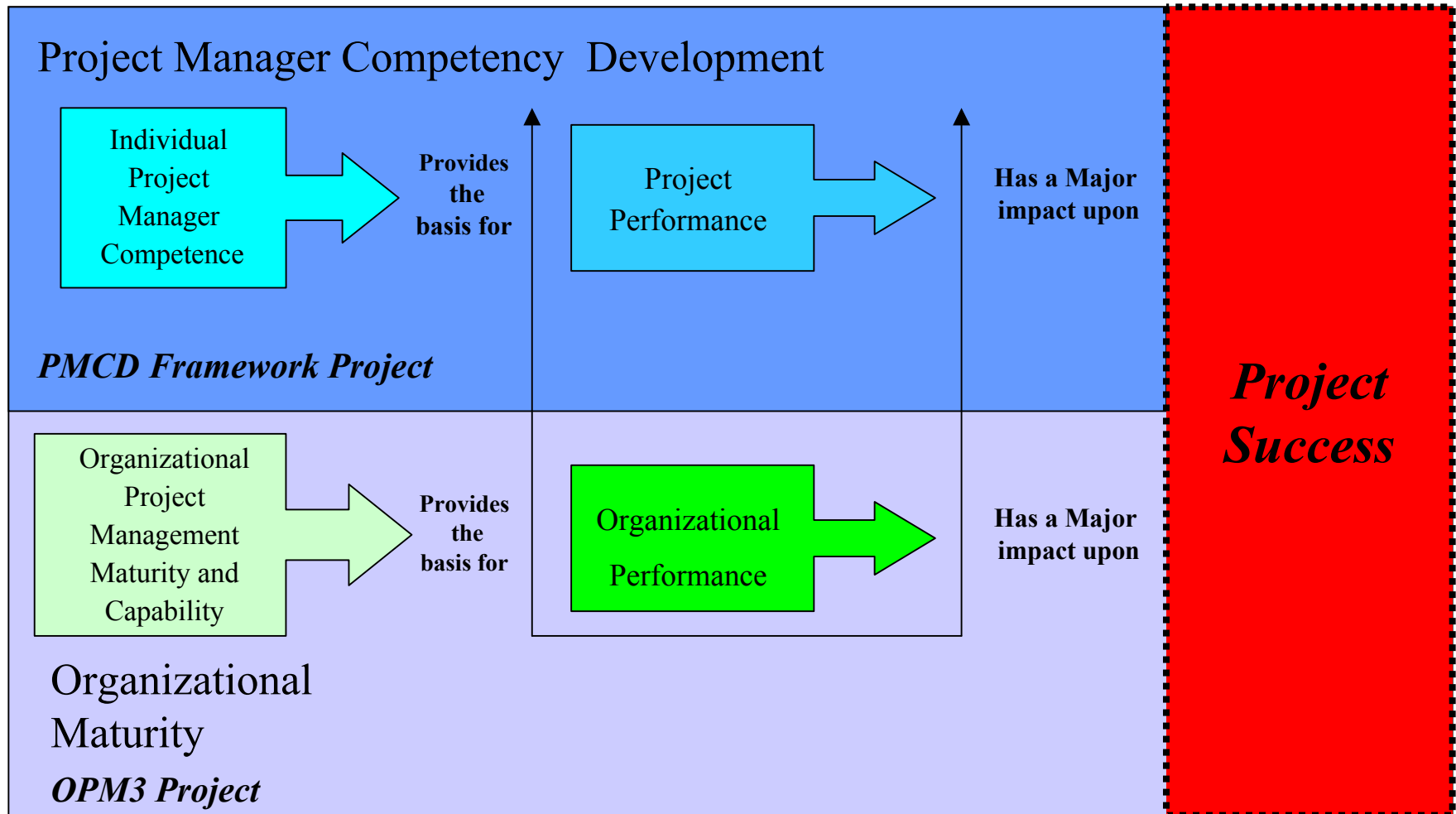
Table 2-5. Project Integration Management: Closing

Unresolved Questions

- Does a Project Manager who possessed the *right* competencies ensured project success regardless of the organization's performance?
- Does a Competent Project Manager lead to project success regardless of the organization's project management maturity?



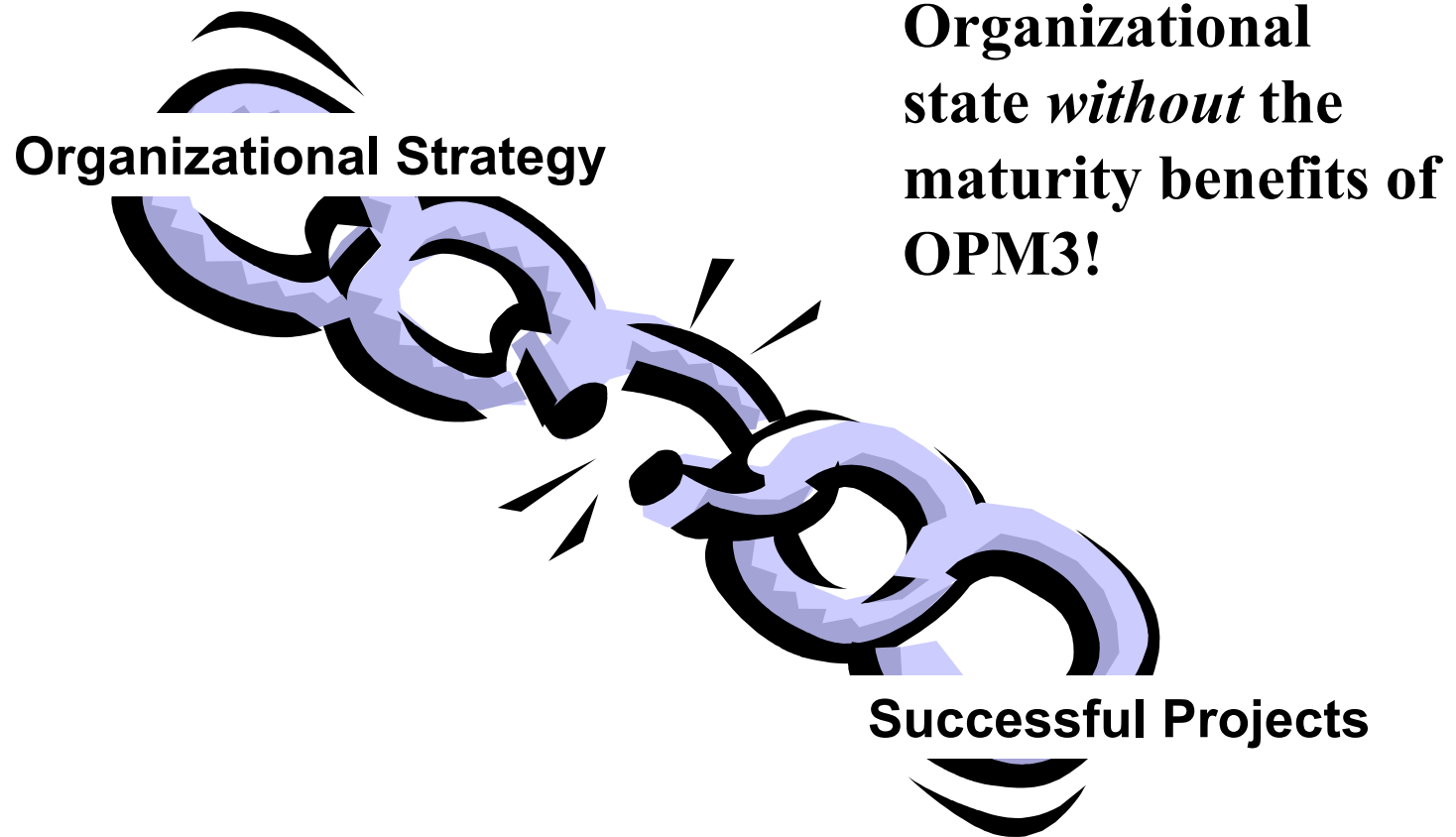
Linkage



Organizational Project Management Maturity Model (OPM3™)

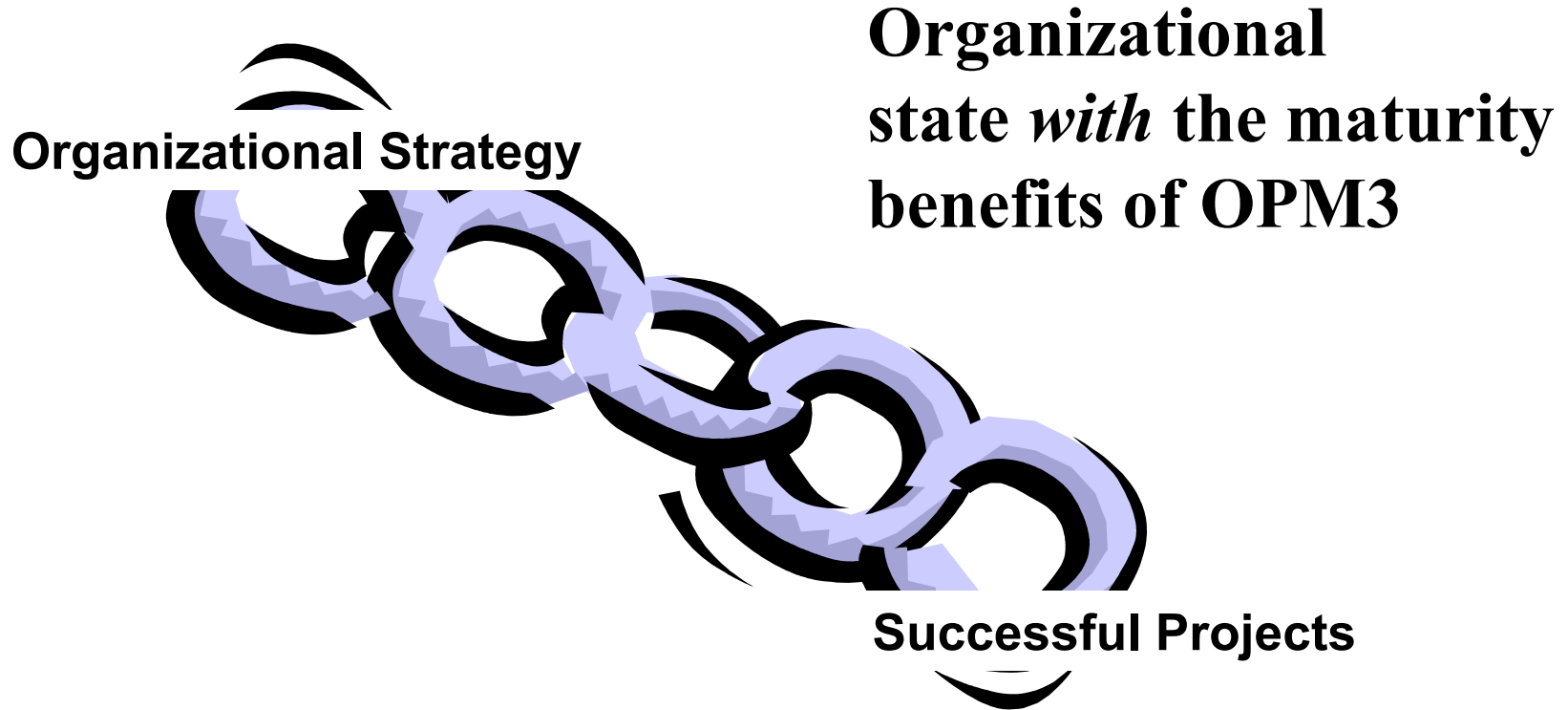


Why Organizational Project Management Maturity?



The challenge is to link organizational strategy to successful, consistent, predictable project completion...

Why Organizational Project Management Maturity?



Organizations that will thrive in the future will require the ability to reinvent themselves through new strategies and the ability to implement those strategies successfully...

Definitions

- Definitions according to the Cambridge International Dictionary of English:
 - “Mature means fully grown physically”
 - “Maturity is the state of being completely grown physically”
 - “Maturation is the process of becoming completely grown physically”



What is a Model?

One definition might be:

- Provides a visual representation of a growth path
 - Enhances knowledge
 - Facilitates improvement
 - Allows for comparable assessment
- Provides the mechanism to develop capabilities over time

An organizational project management maturity model that guides development of such competencies could be a singular source of market place advantage!

What is Organizational Project Management Maturity?

- Organizational Project Management
 - “The application of knowledge, skills, tools, and techniques to organizational and project activities to achieve the aims of an organization through projects”

Organizational Project Management is a holistic system!



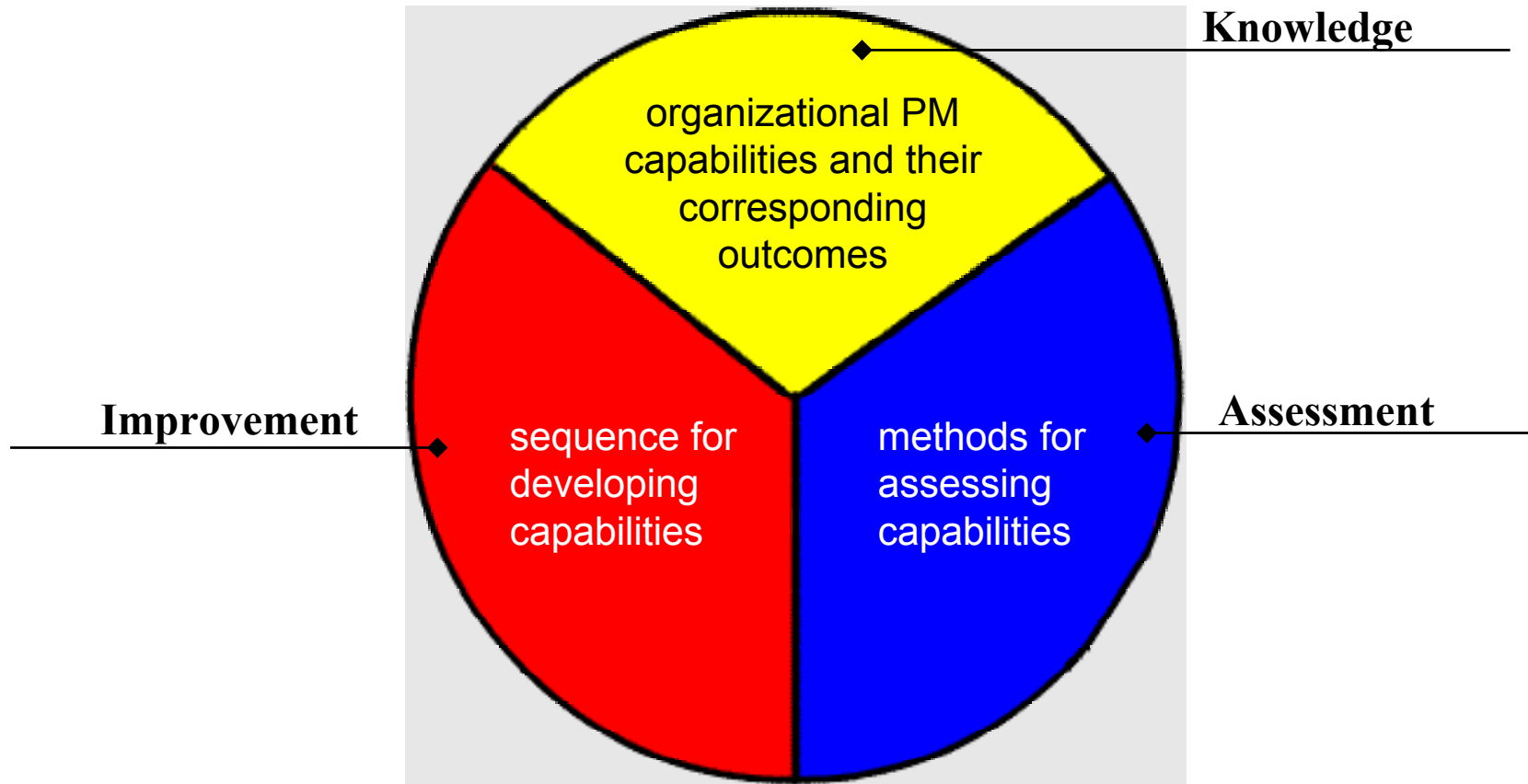
How is Organizational Project Management Demonstrated?

- It is demonstrated through...
 - measurable organizational strategies
 - organizational strategies driving projects
 - project charter based on business priorities
 - project success linked to organizational strategies

No Standards exist to guide organizations in their development of requisite organizational capabilities

OPM3 Maturity Model

Dimensions of the OPM3 Model



The essence for OPM3 is the blending of knowledge, Improvement, and assessment.

OPM3

- Purpose
 - “To develop a global standard for organizational project management...to guide the development of capabilities necessary to execute organizational strategy through successful projects.”
- Vision
 - “To create a widely and enthusiastically endorsed maturity model that is recognized worldwide as a standard for developing and assessing project management capabilities within any organization.”



OPM3 Possibilities

- The “Organizational Project Management Maturity” concept will expand the lexicon of management science
- OPM3 will create new opportunities for dialog among:
 - Executives
 - Functional managers
 - Program/Project Management professionals



Research Base



The Research

- Significant research conducted
- Over 30,000 professionals surveyed
- Involvement of larger project management community
- Dozens of existing maturity models analyzed



Respondents Claimed...

- They have a strong selection process
- Projects are generally aligned to organizational strategy
- Processes for resource allocation based on project value were deemed important

However....

- Desired project results are seldomly achieved
- Project evaluation not linked to business value



Respondents Claimed...

- The top three reasons cited for the failure of “the use of selection criteria” and “the aligning of projects to strategy” were:
 - Process discrepancies
 - Erroneous methods
 - Organizational issues



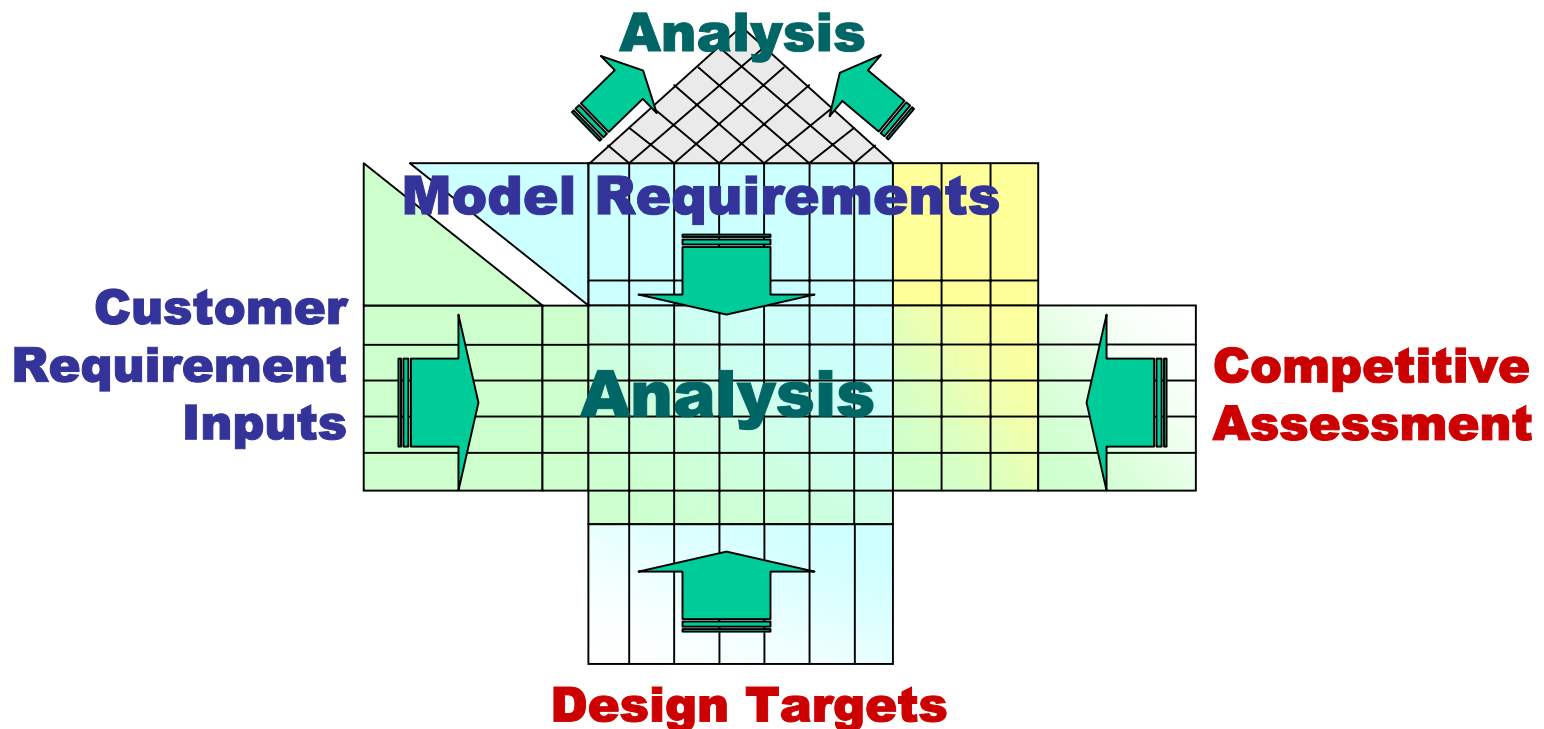
Customer Requirements

- Research indicated the following model requirements:
 - Realistic & credible
 - Practical
 - Easy to use
 - Consistent & verifiable
 - Accurate
 - Focused on improvement



Quality Assurance of OPM3

- House of Quality (HoQ) is a technique used to:
 - Examine customer needs
 - Define design characteristics
 - Identify market demand



The OPM3

- The OPM3 will direct your steps to:
 - Convert strategy into project outcomes
 - Establish processes that align to strategic priorities
 - Maintain the flow of a multi-project system
 - Define project success
 - Gauge project performance
 - Transform strategies into successful, consistent and predictable project outcomes



The Bottom Line

- No existing maturity model:
 - satisfies the requirements identified for OPM3
 - is designed to help organizations develop the capabilities needed to achieve their strategies through projects
 - addresses all of the best practices identified by OPM3 research

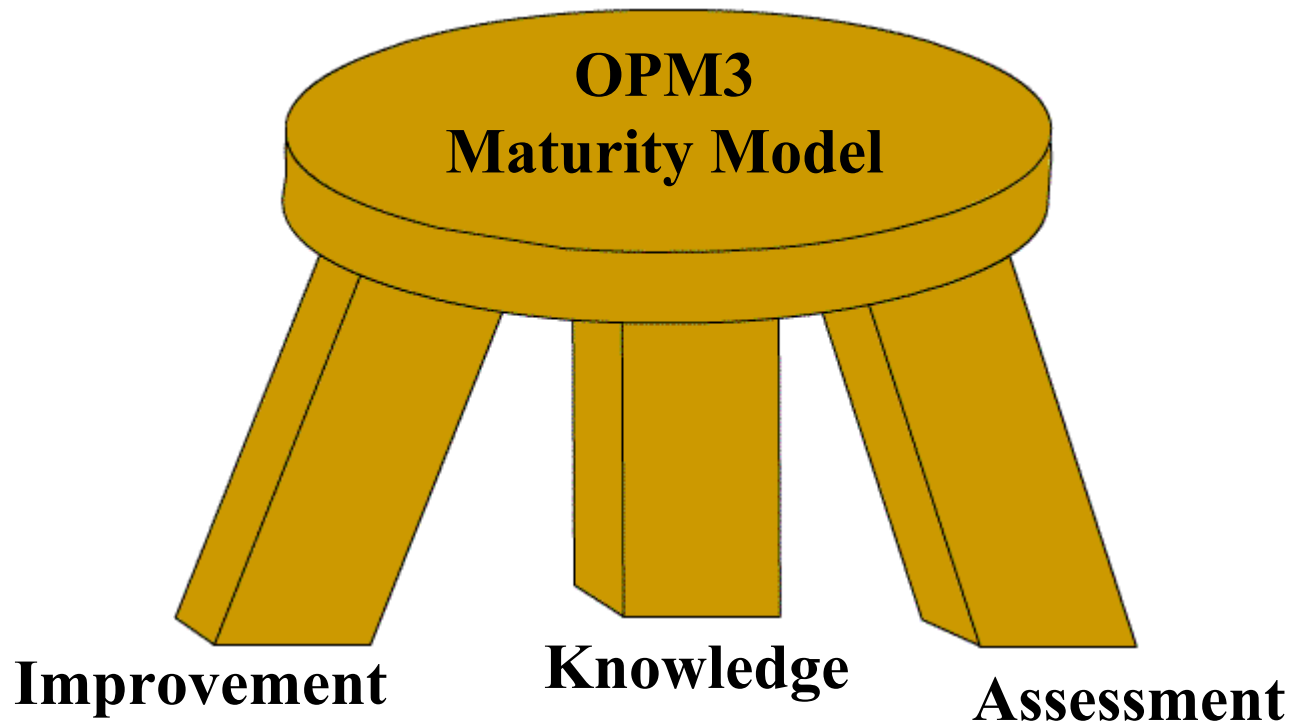


Emerging Thoughts



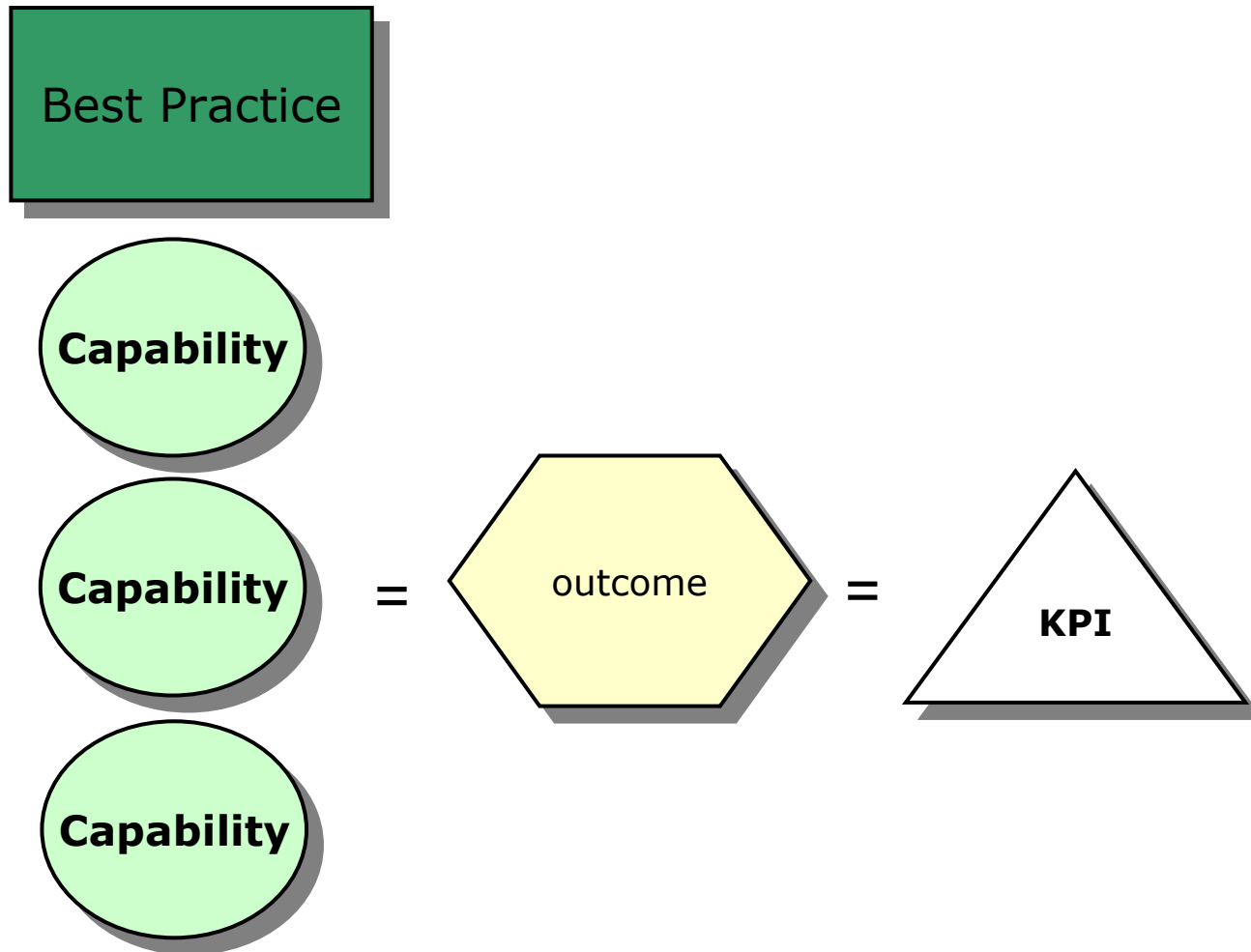
OPM3 Maturity Model

Dimensions of the OPM3 Model

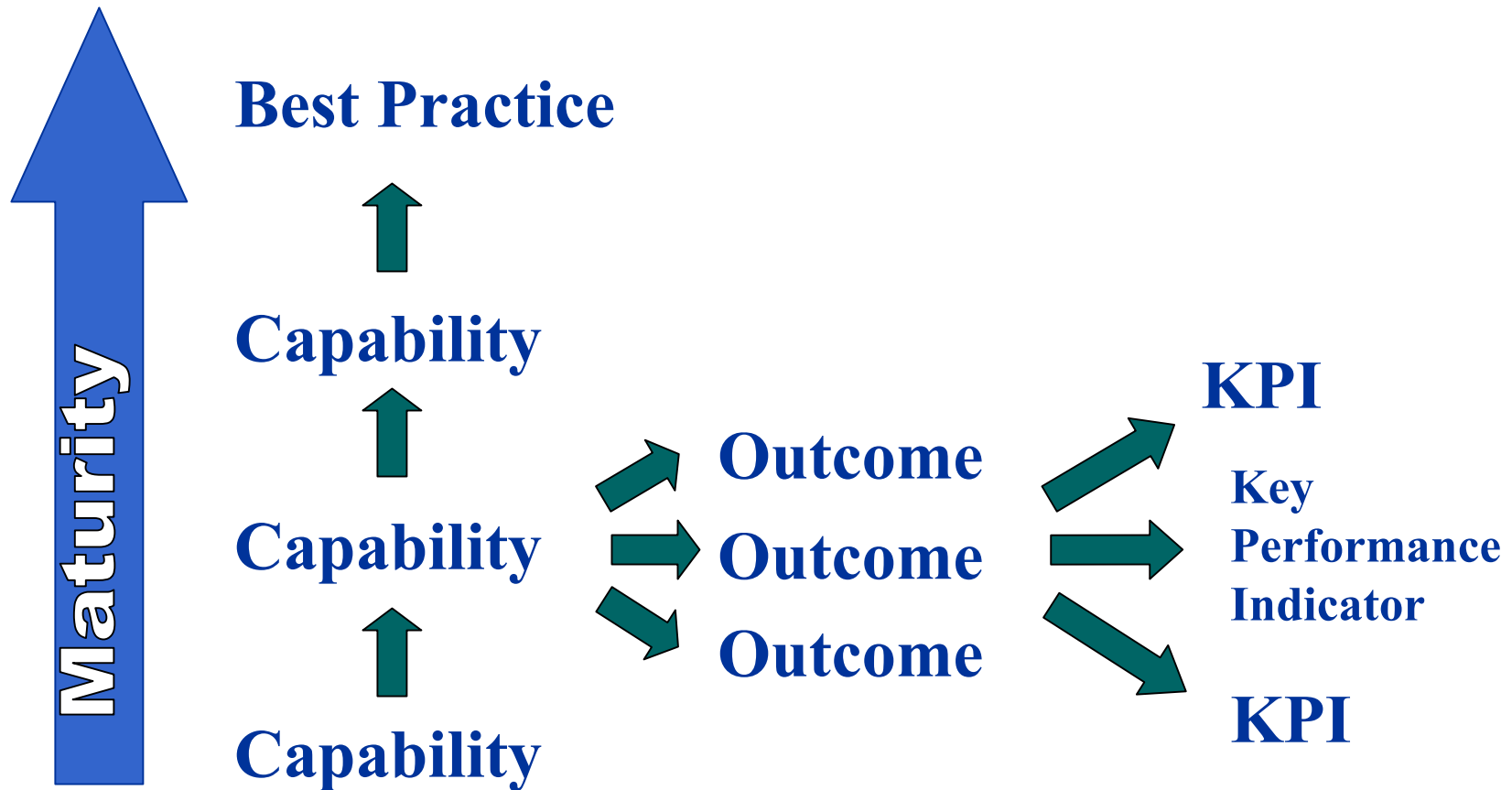


To navigate the journey of performance improvement, you must know where you are and how to get where you want to be!

Model Components



OPM3 Model Components

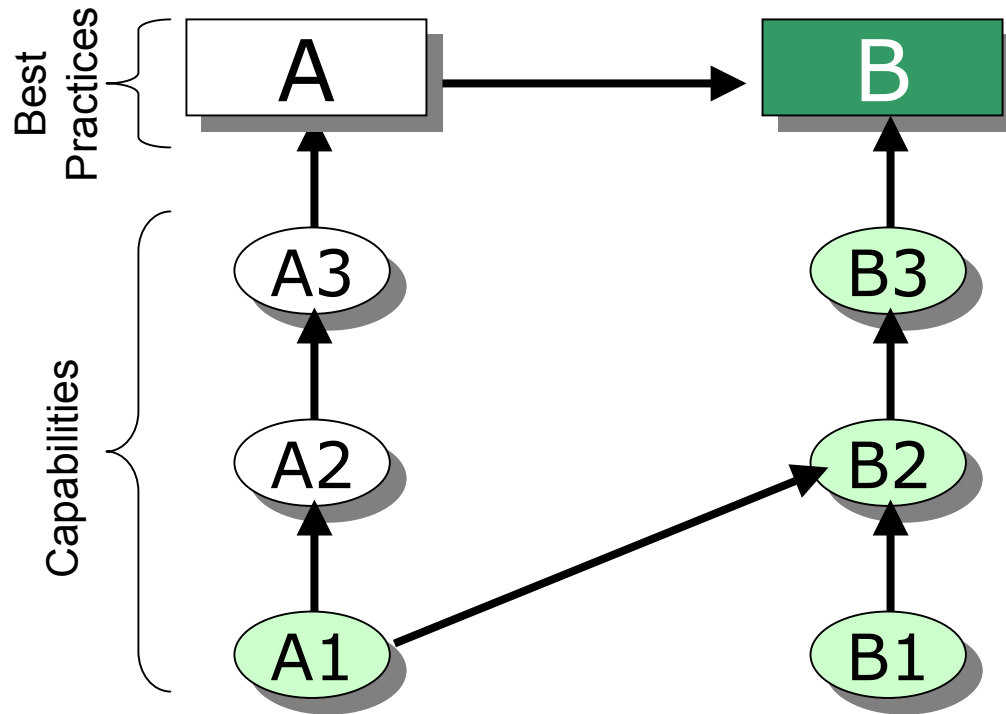


An organization may develop specific capabilities without having to develop all capabilities defined within the OPM3...

The relationship between capabilities is the key!

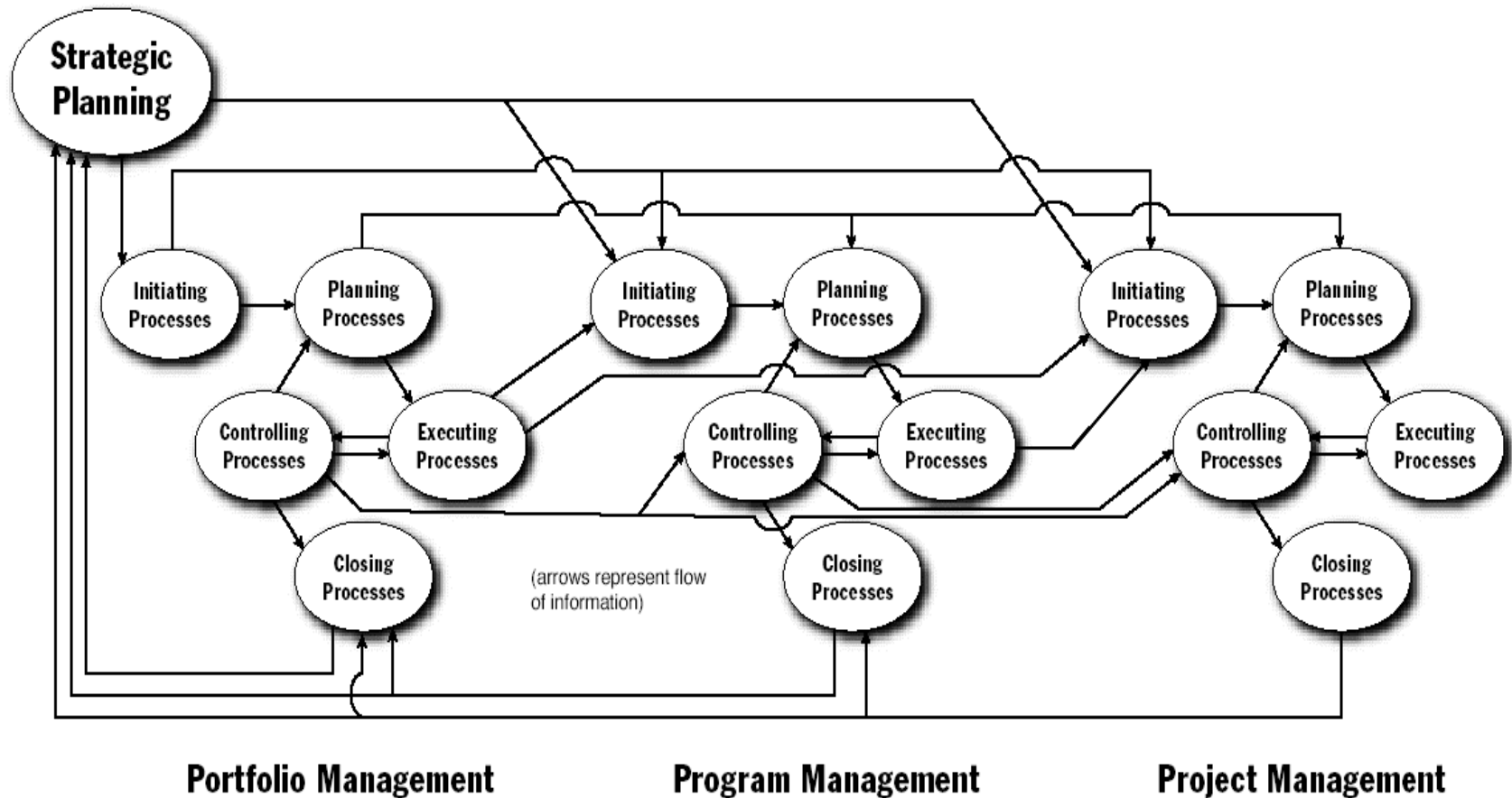


Relationship Example



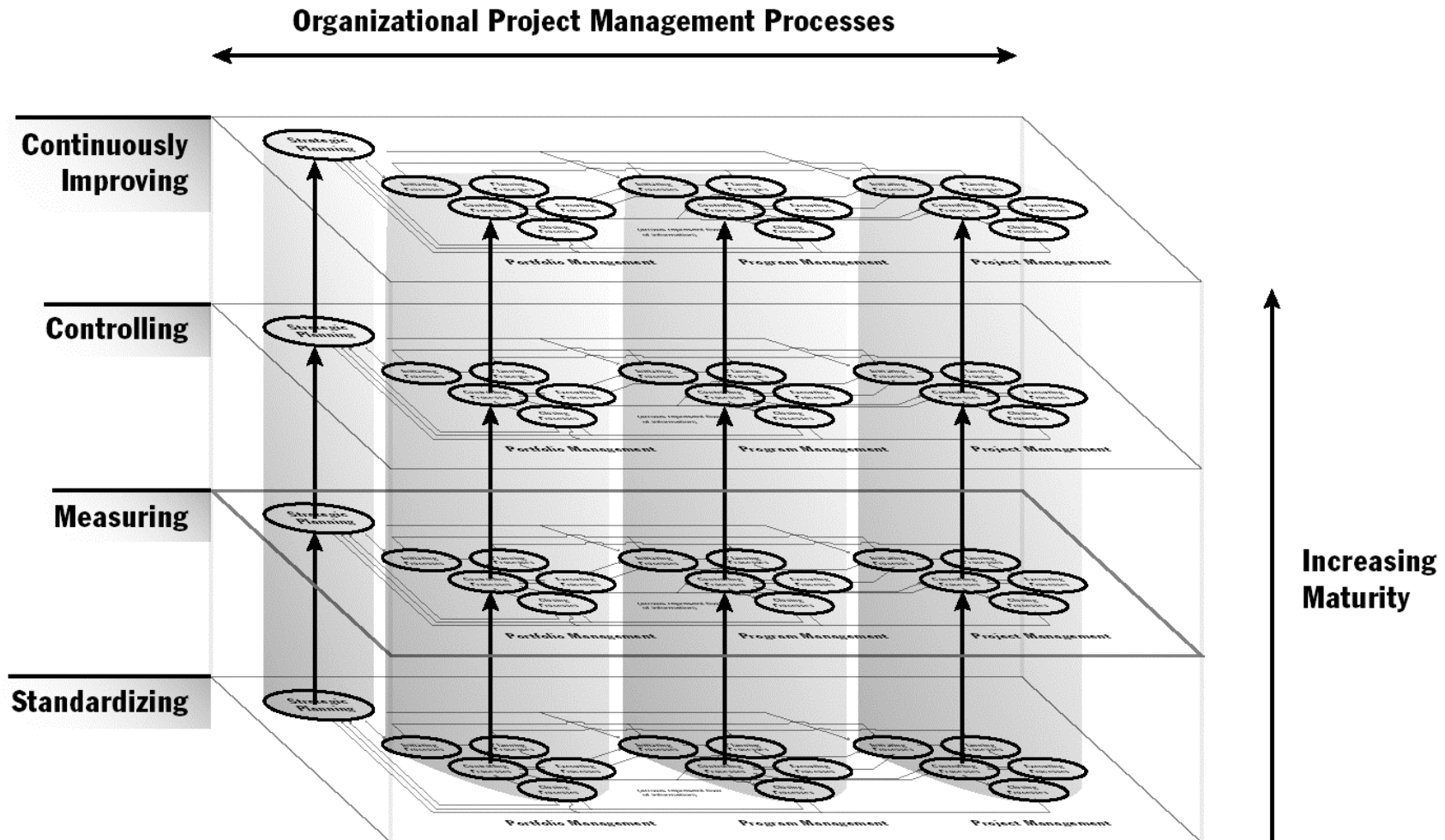
No other maturity model addresses the organizational change that dictates how best practices are achieved incrementally!

Organizational PM Processes



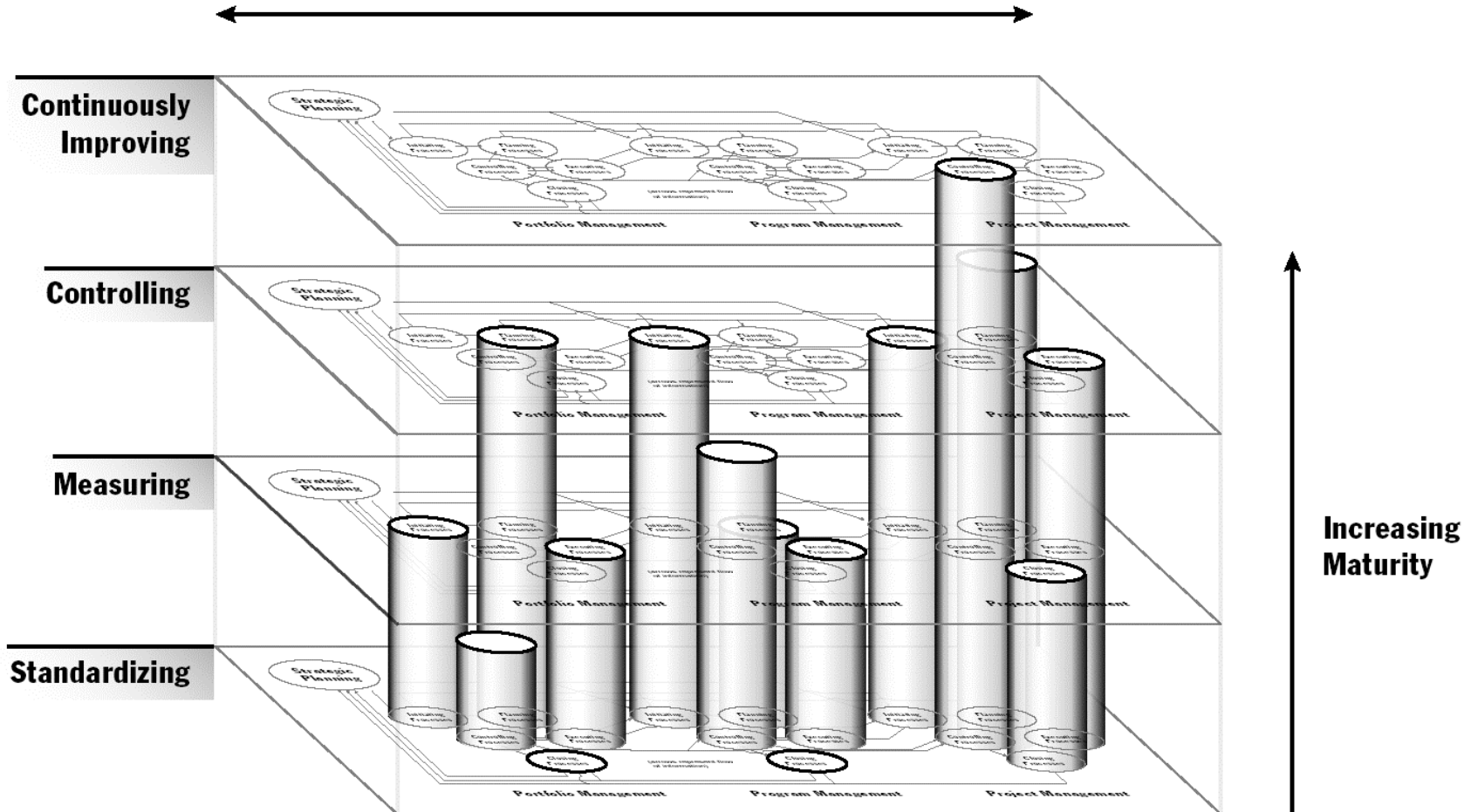
OPM3 is linked to the PMBOK® Guide

Organizational PM Processes

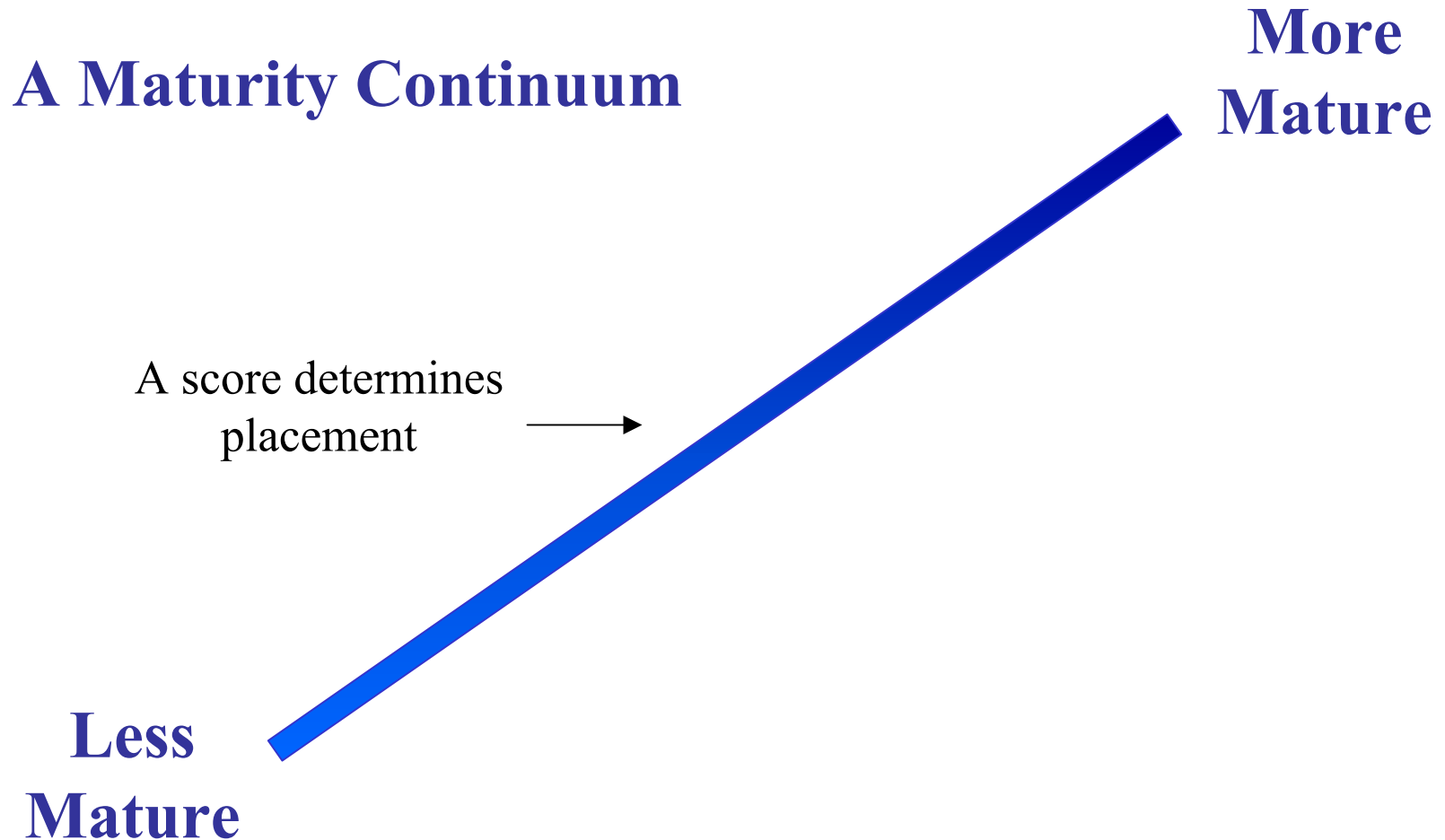


Varying Levels of Capability

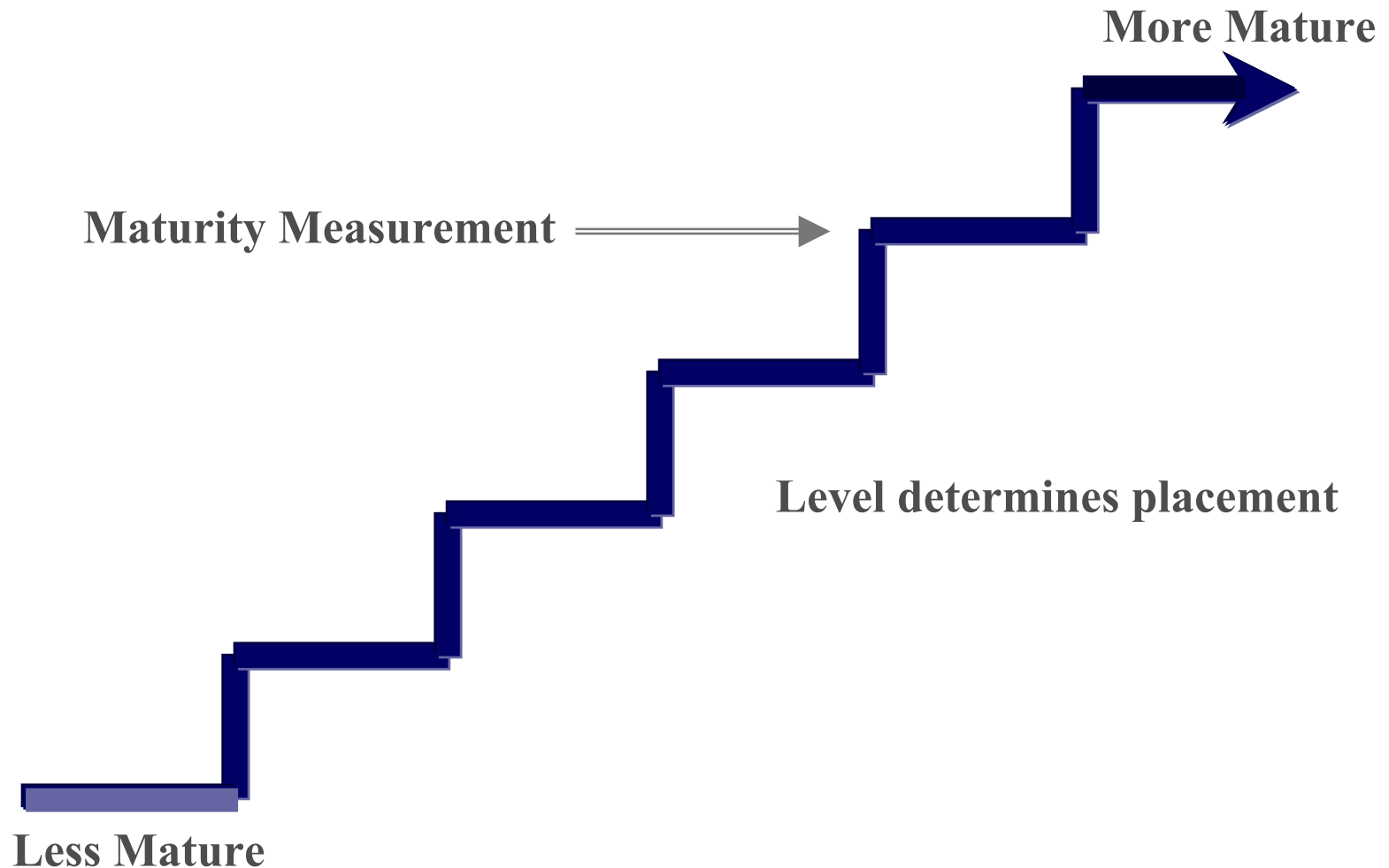
Organizational Project Management Processes



Possible OPM3 Scales

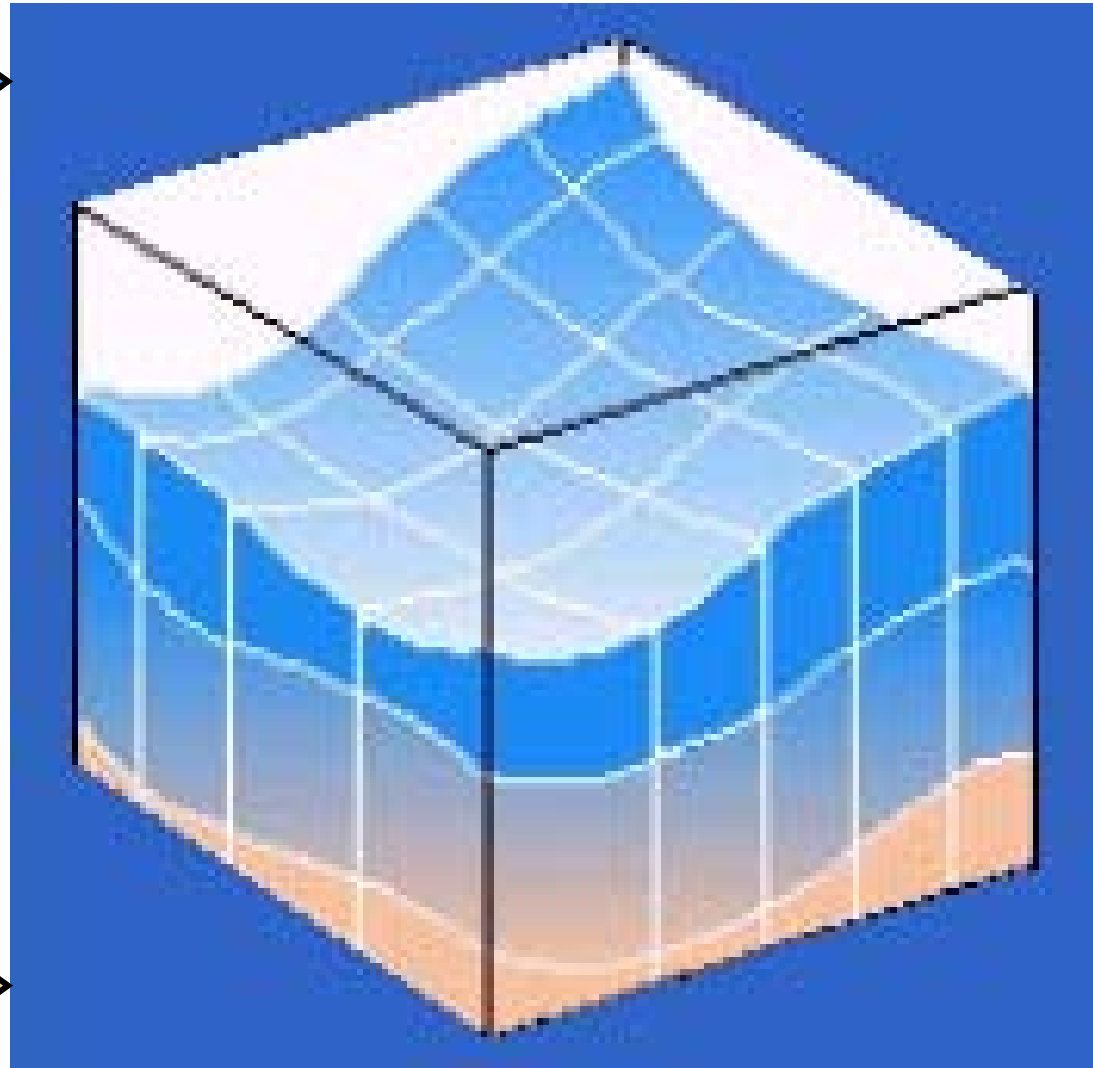


Possible OPM3 Scales

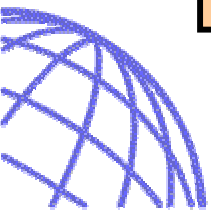


Possible OPM3 Scales

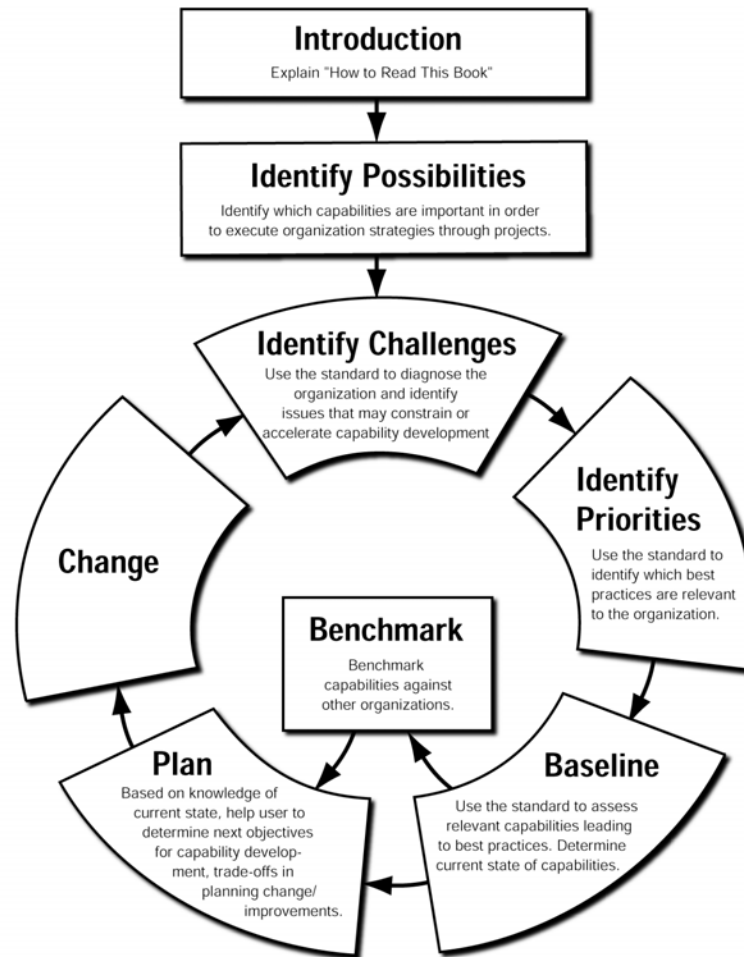
More Mature



Less Mature



Concept of Model Operation



OPM3 will facilitate the development of capabilities that will help users and their organizations navigate the process of performance improvement over time

OPM3 Testing

- Alpha
 - Three test organizations
 - Testing of quality assurance on model components
- Beta 1
 - Multiple organizations
 - Functional testing of the first draft of OPM3 standard
- Beta 2
 - Multiple organizations
 - Verify second draft of standard

Test organizations vary in size and type of industry

Coming December 2003....

OPM3 Standards





A Global Standard!

- Over 300 volunteers from throughout the world
- Australia, Brazil, Canada, Chile, China, England, France, Germany, India, Japan, Luxembourg, Netherlands, New Zealand, Pakistan, Portugal, Spain, Sweden, United States, Venezuela.



OPM3 Opportunities

- OPM3 may advance Project Management Practices through:
 - Providing a standard for benchmarking
 - Driving self assessment or third party assessment
 - Allow third-party qualification for outsourcing decisions
 - Possible accreditation/certification of OPM3 professionals

The OPM3 program is creating remarkable possibilities in the field of Project Management!



Thank You



Questions?

