The Acquaintance with Organizational Maturity Model of Project Management

Asqar Hemmati, Mojtaba Hemmati and Mohammad Ahmadifard

Abhar Branch, Islamic Azad University, Abhar, Iran

Abstract: Project management institute of America (PMI), prepared maturity model of organizational project management in 2003. OPM3 focus on comprehensive pattern of project management in organization is toward its goals and responsibilities. Because each project must be finished by successful execution of science, skills and tools of project management, its final value must be seen as a component of all values in manual values of the organization and this option must be regarded during project execution. PMI firm also prepared analyzing methodology based on this standard by complete programs of analyzers and consoultants. The aim of this paper is representation of organizational project management importance for OPM3 values understanding. Meaning of organizational project management which OPM3 is founded based on is new. This paper tries to introduce this document and explain how this model is used and what profits are obtained by the organizations.

Key words: Project Management · Standard · OPM3

INTRODUCTION

Successful management of organization projects isn't at all guarantor for, successful management of the organization and its systems.

A comprehensive view in industrial and intraindustrial developed countries represent us to surprising speed which is very much compared to developing countries and by this reason, differences not only won't be decreased, but also will be increased minute to minute and even second to second. Thus we have to try to receive a desired position for reaching to industrial and intraindustrial developed countries, not by equal progress speed, but, by an speed more than it for planning execution and complete required projects and for having a developed country [1].

Now by respect to above descriptions, for effective using of resources and reaching to a developing speed more than past we use a term "project management".

Project Management: Project management is the discipline of planning, organizing, securing and managing resources to bring about the successful completion of specific engineering project goals and objectives. It is sometimes conflated with program management, however technically that is actually a higher level construction: a group of related and somehow interdependent engineering projects. A project is a temporary endeavor, having a defined beginning and end (usually constrained by date, but can be by funding or deliverables),

undertaken to meet unique goals and objectives, usually to bring about beneficial change or added value. The temporary nature of projects stands in contrast to business as usual (or operations), which are repetitive, permanent or semi-permanent functional work to produce products or services. In practice, the management of these two systems is often found to be quite different and as such requires the development of distinct technical skills and the adoption of separate management [2].

The primary challenge of project management is to achieve all of the engineering project goals and objectives while honoring the preconceived project constraints. Typical constraints are scope, time and budget. The secondary-and more ambitious-challenge is to optimize the allocation and integration of inputs necessary to meet pre-defined objectives [3].

Total Introducing OPM3 Standard: OPM3 is begin of a trip and moves beyond selective and quick decisions. For future plans, it prepared an strong foundation.

History: OPM3 or organizational maturity model of project management is an standard which was introduced in December 2003 in America by project management institute (PMI). This model has been published in sequence of published standards by project management institute (PMI). Information which are available in organizational maturity model of project management (OPM3) are based on extended entries of consultants and experts of project management and are corresponded by

Corresponding Author: Asgar Hemmati, Abhar Branch, Islamic Azad University, Abhar, Iran.
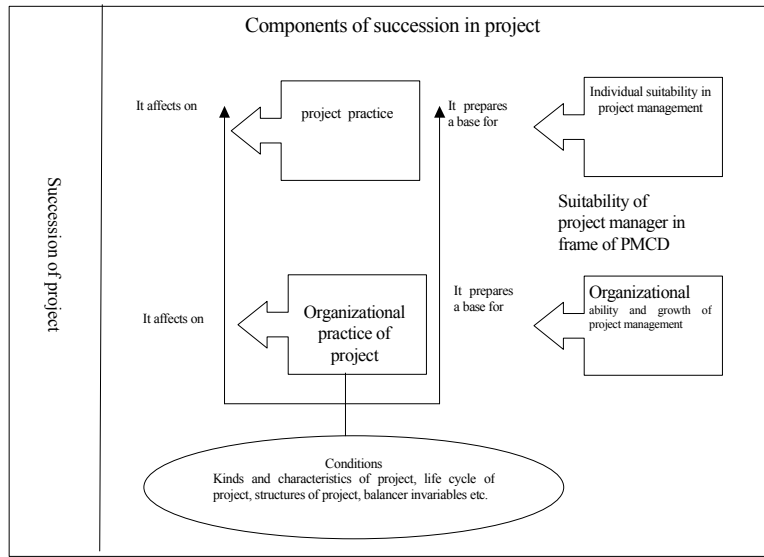
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Fig. 1: PMI view point about succession

concepts and processes of "guidance of science body and project management " book. Organizational maturity model of project management has been developed in ultimately 6 years period and during this period, 27 maturity models have been investigated [4].

More than 800 volunteers and experts in project management from all industries and from 35 countries have involved actively to this project.

OPM3 will help them for retesting strategic goals of organizations by the best patterns of organizational project management. OPM3 document considerable and accepted and proved patterns in project management and prepared some tools for ability analyzing in the organization by the best patterns. We can use from analyzing this model for decision making, planning and execution of organization revolution [5].

OPM3 is a recorded commercial sign by American project management institute (PMI).

PMI View Point about Succession:

Why OPM3?: OPM3 was created as a result of needing to an standard which involves project management for meeting an organization goals compared to a single project [6].

Furthermore, volunteers for OPM3 standard creation, founded it based on careful estimate and analyze of the market in PMI. Several important points of this research are:

- Some of available models about evolution of project management were studied.

- Study and analyze involved available cracks in models based on concepts and structures.
- This models, specially about kind of reactions with organizational evolution is true as a developing process for abilities and the best patterns.

Key Benefits of OPM3:

- It prepares base for evolutional progress, so project execution lead to successful receive to organizational goals.
- It's a new insight to project management revolution in which projects aren't just considered in project position but, they are considered in plan position as a product.
- It's an stracture in which an organization can select the best given patterns and abilities related to them and analyze and selection of suitable patterns about resources, priority and time.
- Referring to valid standard.
- Serious attention to manual.
- Continues solution.
- Suitable descriptive level of the model.
- This model is prepared in 2003.
- Validity of institute which prepared this model.
- Analyze and improvement the model.
- Attention to standard, calibration, control and continues improvement.
- Enough support.
- Available supplementaries.
- Easy understanding.
- just not to an special industry.

Stracture of OPM3: This model is formed of 3 elements. Science, analyze and improvement.

Base of science of OPM3 is in the first part and it's as entry for two other parts. Analyze need to tools which corresponded by base of the science.

The main art of organizational maturity model of project management is a unique relation among science, analyze and improvement [7].

Base of the science include a list of the best patterns. It also include a list of questions about analyze. A list of abilities and a list of improvements are also available in a tool which guides the model.

OPM 3 understanding, concept of the model and usage of it?

What is OPM3 evolution?
Where are we?
Where we want to reach?
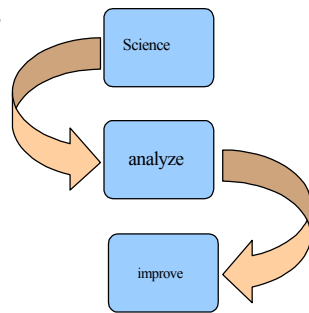
This point must be understood that for better using of OPM3, we need to primary science which is enough for organizational project management and tool is only a guideline. There may be a trend for starting all processes by a tool as a first step which must be avoided.

The Best Patterns and Abilities: Base of the science for OPM3 has following definitions:

• The best pattern: it's the best way which is created for reaching to the goals in industry [8].
• Ability: it is an special competency which must be available in organization for project management processes execution and product and services delivering [9].

More that 600 cases of the best patterns of this model are documented. These are related to organizational project management (a bout project management, plans and product or PPP).

First by first improvement considered abilities as four steps include standard making, metric, control and improvement or SMCI [10].

This model was extended in a line with PMBOK which is an accepted standard of project management, so it is in a frame of begin, planning, execution, control and finish group or LPECC [11].

Execution Steps of OPM3: OPM3 cycle followed the famous improvement way, means PDCA. The first step is a readiness step and include learning the viewpoint of organizational project management and understanding concepts of OPM3 and using them. This step can cooperate with PMI by participation in seminars, terms and work shops and by networking relation by volunteers who prepared this model [12].

Second step include two parts; the first is analyzing which include several questions and we can reach to a correct understanding of position of organization based on it about revolution level (as a percent of the chain mark), scope and improvement step [13].

Organizational analyzing by OPM3

• A questionnaire by 151 questions (yes or no).
• Analyze by an special software of the model.
• Questions were asked from aware persons about organizational position and about knowledge of project management.
• Questionnaire was distributed among project managers and a group of experts, in different sections [14].

Second part is a comprehensive analyze which include study of the best patterns and selected abilities and details of them which are available in organization or not [8].

The third step is planning for improvement in which priority of the best patterns and abilities are considered which are needed in an organization for development. It depends on resources, available time and strategic programs. OPM3 help user by logical and continues steps for priorities determining which include the best patterns. The final step is execution. OPM3 didn't prepare information for this step and for organizational improvement, it needs to execution as a project. An organization, as a result of execution will, need to investigation, if given goal is received. Thus, after execution, all steps of the cycle, from analyze to execution are repeated for cracks and shortage meeting which aren't met in previous steps [10].

Your Organization on OPM3 Continuum
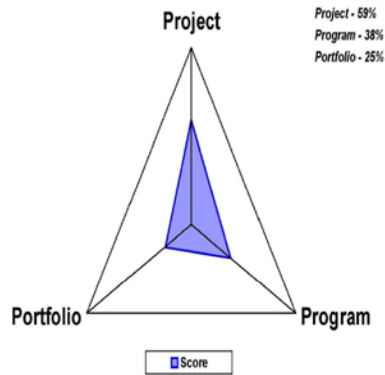

40%
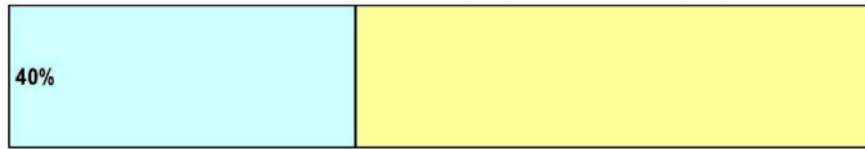
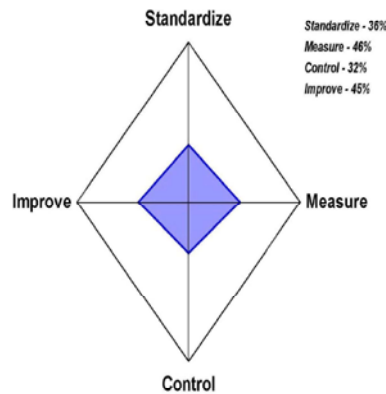☐ Organization's Relative Maturity Percentage

Your organization seems to have (124) OPM3 Best Practices.

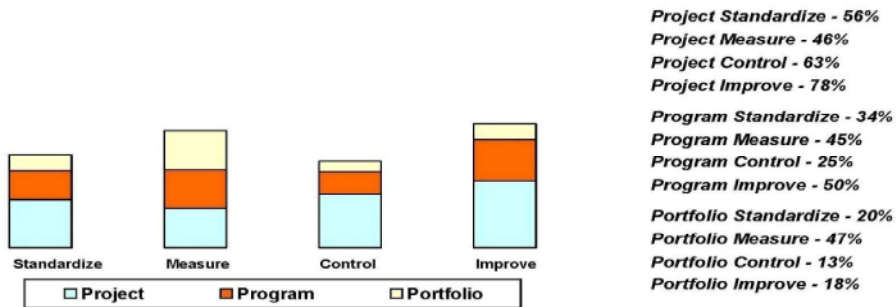Your organization does not seem to have (462) OPM3 Best Practices.

Your Organization on OPM3 Continuum
Project / Program / Portfolio (PPP)

Project - 59%
Program - 38%
Portfolio - 25%

☐ Score

Your Organization on OPM3 Continuum
Standardize / Measure / Control / Improve (SMCI)

Standardize - 36%
Measure - 46%
Control - 32%
Improve - 45%

Your Organization on OPM3 Continuum
PPP/SMCI

☐ Project   ■ Program   ☐ Portfolio

Project Standardize - 56%
Project Measure - 46%
Project Control - 63%
Project Improve - 78%

Program Standardize - 34%
Program Measure - 45%
Program Control - 25%
Program Improve - 50%

Portfolio Standardize - 20%
Portfolio Measure - 47%
Portfolio Control - 13%
Portfolio Improve - 18%

CONCLUSION

Organizations which use maturity models, are interested to reach more maturity and to move toward a complete position. Maturity models prepare reference points for organizational which analyze them (or external analyzers) about better solutions by an special manual. These models ordinarily represent skills of the organizations in a lower level of maturity and help them to characteristics improvement and to reach upper maturity. There fore, if an organization obtain more skills, it can be more mature. Some of maturity models prepared limited guidelines for reaching to more maturity and many of them are ones that users must find movement way toward upper maturity. It is possible that many of maturity models (not all of them) (from more than 300 available models) didn't attend to the tools and methodologies which buyers could start execution after these models buying. Each of them need to carefully investigation which are understood their helping to organizations for more maturity.

OPM3 is a model of organizational frame, which is used for required skills introduce, keeping and this maturing model must include:

- Tools and manners for easy analyzing.
- Manners for shortages determining.
- Improvement preparing.

Improvement element in OPM3 is difference between it and other models, because by information preparing it opens a way to more maturity.

By OPM3, correct project can execute correctly and more toward organizational solutions.

OPM3 can be used in different organizational by different industries, sizes geographic positions.

The main base of this model is a series of better solutions which were previously confirmed by the experts. In fact, improvement which has special position in the model, detects OPM3 of other available products in the market. PMI by preparing it's first standard, completed a collection of 3 standards: one for organization one for the persons and the other for project which are related to them and lead to comprehensive solution for successful project management.

OPM3 is another vital step in PMI for standard making which lead to progress in project management.

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