OPM3® Portugal Project

Information Systems and Technologies Organizations

Outcome Analysis

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Figure 1: Increasing maturity.
Figure 2: OPM3® third edition.
• Domains

Figure 3: OPM3® Domains.
OPM3®

- OPM3® Best Practices

   - Standardize
   - Measure
   - Control
   - Improve

Organizational Enablers
OMM3®

- OMM3® Construct

Figure 4: Relations between Best Practices, Capabilities and Outcomes.
Figure 5: OPM3® Construct (Example).
OPM3® Portugal Project

- Started in 2011 and closed in December 2014;
- Financed by European Union research founding;
- Designed and led by Ambithus;
- Partners of the scientific and technological system, including Portuguese Universities;
- Intended to carry out an analysis of the sectorial results.
OPM3® Portugal Project

- How is OPM3® applied in organizations?

1. Prepare for Assessment;
2. Perform Assessment;
3. Plan for Improvements;
4. Implement Improvements;
5. Repeat the Process.

Figure 6: OPM3® Cycle.
OPM3® Portugal Project

- Benefits for Organizations
  - Assessment of the current state of project, program and portfolio management of the organization;
  - Construction and validation of organizational improvement plans that may be adopted by organizations;
  - Sectorial results will be used as a benchmark.
Results Analysis

- 18 IST organizations results are the focus of the paper;
- Organizations distributed throughout the country;
- 45% Medium, 33% Small, 22% Large.
## Top 5 PM Processes per size

<table>
<thead>
<tr>
<th>Small</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Process Ownership</td>
<td>80</td>
</tr>
<tr>
<td>Monitor and Control Project Work</td>
<td>60</td>
</tr>
<tr>
<td>Define Scope</td>
<td>40</td>
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<tr>
<td>Develop Project Management Plan</td>
<td>40</td>
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<tr>
<td>Conduct Procurements</td>
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</table>

<table>
<thead>
<tr>
<th>Medium</th>
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</thead>
<tbody>
<tr>
<td>Define Activities</td>
<td>80</td>
</tr>
<tr>
<td>Process Ownership</td>
<td>60</td>
</tr>
<tr>
<td>Control Schedule</td>
<td>60</td>
</tr>
<tr>
<td>Monitor and Control Project Work</td>
<td>40</td>
</tr>
<tr>
<td>Distribute Information</td>
<td>40</td>
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</table>

<table>
<thead>
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</tr>
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<td>Process Ownership</td>
<td>80</td>
</tr>
<tr>
<td>Monitor and Control Project Work</td>
<td>80</td>
</tr>
<tr>
<td>Collect Requirements</td>
<td>80</td>
</tr>
<tr>
<td>Perform Integrated Change Control</td>
<td>80</td>
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<tr>
<td>Report Performance</td>
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</tbody>
</table>
Portfolio Management Processes

- Monitor and Control Portfolio Risks
- Monitor Business Strategy Changes
- Review and Report Portfolio Performance
- Develop Portfolio Risk Responses
- Analyse Portfolio Risks
- Identify Portfolio Risks
- Authorize Components
- Communicate Portfolio Adjustment
- Balance Portfolio
- Prioritize Components
- Select Components
- Evaluate Components
- Categorize Components
- Identify Components
- Process Ownership
Top 5 Portfolio Processes per size

**Small**
- Process Ownership
- Balance Portfolio
- Monitor Business Strategy Changes
- Identify Components
- Communicate Portfolio Adjustment

**Medium**
- Process Ownership
- Authorize Components
- Review and Report Portfolio Performance
- Prioritize Components
- Evaluate Components

**Large**
- Process Ownership
- Authorize Components
- Identify Components
- Categorize Components
- Review and Report Portfolio Performance

0% 10% 20% 30% 40% 50% 60% 70% 80%
Organizational Enablers Area

- Knowledge Management and PMIS
- Benchmarking
- Project Success Criteria
- Project Management Metrics
- Organizational Project Management Techniques
- Organizational Project Management Methodology
- Organizational Project Management Practices
- Organizational Project Management Communities
- Project Management Training
- Individual Performance Appraisals
- Competency Management
- Organizational Structures
- Sponsorship
- Management Systems
- Resource Allocation
- Strategic Alignment
- Organizational Project Management Policy & Vision
### Top 5 Organizational Enablers Area per size

<table>
<thead>
<tr>
<th>Size</th>
<th>Enablers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>Sponsorship, Organizational Project Management Techniques, Strategic Alignment, Resource Allocation, Organizational Project Management Policy &amp; Vision</td>
</tr>
<tr>
<td>Medium</td>
<td>Sponsorship, Project Management Training, Strategic Alignment, Organizational Project Management Policy &amp; Vision, Organizational Project Management Practices</td>
</tr>
<tr>
<td>Large</td>
<td>Strategic Alignment, Project Management Training, Organizational Structures, Organizational Project Management Policy &amp; Vision, Sponsorship</td>
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<tr>
<td>Project Management Processes</td>
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<tr>
<td>Create Work Breakdown Structure</td>
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<tr>
<td>Develop Schedule</td>
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<tr>
<td>Direct and Manage Project Execution</td>
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<tr>
<td>Perform Integrated Change Control</td>
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<tr>
<td>Control Schedule</td>
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<tr>
<td>Control Costs</td>
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<tr>
<td>Report Performance</td>
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<tr>
<th>Portfolio Management Processes</th>
<th>Large</th>
<th>Medium</th>
<th>Small</th>
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</thead>
<tbody>
<tr>
<td>Categorize Components</td>
<td>Large</td>
<td>Medium</td>
<td>Small</td>
</tr>
<tr>
<td>Communicate Portfolio Adjustment</td>
<td>Large</td>
<td>Medium</td>
<td>Small</td>
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<th>Organizational Enablers Areas</th>
<th>Large</th>
<th>Medium</th>
<th>Small</th>
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<tbody>
<tr>
<td>Organizational Project Management Policy &amp; Vision</td>
<td>Large</td>
<td>Medium</td>
<td>Small</td>
</tr>
<tr>
<td>Strategic Alignment</td>
<td>Large</td>
<td>Medium</td>
<td>Small</td>
</tr>
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<td>Organizational Structures</td>
<td>Large</td>
<td>Medium</td>
<td>Small</td>
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<tr>
<td>Competency Management</td>
<td>Large</td>
<td>Medium</td>
<td>Small</td>
</tr>
<tr>
<td>Organizational Project Management Methodology</td>
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<td>Medium</td>
<td>Small</td>
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Conclusions

- Large IST organizations stand out from Medium and Small organizations, since they globally presented the best results.
- Large IST organizations present positive differences for Small organizations in 7 PM and 2 Portfolio Management processes, and 5 OE areas;
- Large IST organizations present positive differences for Medium organizations in 3 PM and 2 Portfolio Management processes.
Future Work

- Use a larger sample, to create a model that would simplify the selection of priority PM practices to be implemented by the different types of organization, serving as a benchmarking tool.
THANK YOU FOR YOUR ATTENTION!