

PROJECT MANAGEMENT INSTITUTE



OPTIMIZED STRATEGY

The Benefits of Combining *OPM3*[®] and CMMI to Support Organizational Performance Improvements

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BASED ON A REPORT BY TOM KUETEN, PMP AND TIM MACFADYEN, PMP

Many organizations encounter problems when they try to align and mobilize their resources to execute their strategic objectives. There are a number of tools available to provide guidance in making sustainable performance improvements. Many organizations have found maturity models particularly useful.

Maturity models provide a mechanism to assess organizations against best practices, identify gaps and create improvement plans. The *Organizational Project Management Maturity Model (OPM3*[®]) from the Project Management Institute (PMI) and the Capability Maturity Model[®] Integration (CMMI) from the Software Engineering Institute (SEI) are two well-established maturity models that address sustainable performance improvements.

The objective of this article is to show how organizations can achieve greater performance improvements in less time by combining the methodologies of *OPM3* and CMMI.

Comparison of the Two Models

OPM3 is the standard for organizations that are looking to improve their capability to execute their strategies through *projects*. By applying organizational project management best practices to manage all of their initiatives at multiple levels, organizations can achieve their objectives by aligning their resources to work on the projects that matter the most.

CMMI is a model which includes best practices from software and systems engineering, supplier management and product and process development. Users of CMMI have seen significant cost reductions and quality improvements in these areas.

OPM3 and CMMI address project management and process improvement in ways that do not conflict, and their application methods align well with each other. Consequently, using both models provides collaborative opportunities for joint activities that can result in additional value.

Organizations can apply the methodologies of these two models simultaneously to achieve greater results.

Assessments

Organizations can learn about the state of their current maturity and the results of their performance improvement efforts, by conducting assessments. Both models include an assessment component.

The results of an *OPM3* assessment show how well an organization manages its projects, programs and portfolios. Assessment results from CMMI will tell an organization how well it performs system engineering, software engineering, integrated product and project team development, and supplier sourcing.

*Because these models provide different perspectives on an organization, users of both *OPM3* and CMMI gain increased insight into exactly where they need to improve.*

The following chart shows a comparison of the assessment offerings for *OPM3* and CMMI:

Assessment Type	<i>OPM3</i>	CMMI
Entry Level <ul style="list-style-type: none"> • Short duration • Minimal resources • Low level of rigor 	Self Assessment (SAM) <ul style="list-style-type: none"> • Comes with <i>OPM3</i> standard • Shows approximate organizational maturity on overall continuum • 151 binary (yes/no) questions • Can be performed by anyone • No specific requirements 	SCAMPI C (or ARC Compliant Gap Analysis) <ul style="list-style-type: none"> • Organizations can assess whatever areas of risk are most important to them • Outputs show which model areas are most at risk • Conducted by as few as one appraiser • Only one piece of evidence (artifact or verbal affirmation through interview) is required
Mid-range <ul style="list-style-type: none"> • More effort • More rigor 	<i>OPM3</i>® ProductSuite Desk Assessment <ul style="list-style-type: none"> • Requires assessor to look at capabilities and outcomes with process owners • Shows approximate organizational maturity if rest of organization is following process • Must be performed by a PMI Certified <i>OPM3</i> Assessor • Requires evidence or testimony to demonstrate capabilities and outcomes 	SCAMPI B <ul style="list-style-type: none"> • Organizations can assess whatever areas of risk are most important to them but often focus on full coverage of a maturity level • Outputs show which areas are most at risk • Must be conducted by a minimum of 2 team members and an authorized team leader • Multiple pieces of evidence (artifact or verbal affirmation through interview) are required
SEI or PMI authorized rating <ul style="list-style-type: none"> • Significant effort • Significant rigor 	<i>OPM3</i>® ProductSuite Rigorous Assessment <ul style="list-style-type: none"> • Requires assessor to look at capabilities and outcomes with process owners and practitioners • Results in a benchmark of organizational project management maturity • Must be performed by a PMI Certified <i>OPM3</i> Assessor • Requires multiple pieces of evidence and testimony to demonstrate capabilities and outcomes 	SCAMPI A <ul style="list-style-type: none"> • Organizations coverage of a maturity or capability-level • Outputs include a maturity of capability level • Must be conducted by a minimum of 4 team members and an authorized lead appraiser • Multiple pieces of evidence (artifact or verbal affirmation through interview) are required

Improvements

If an organization decides to use their assessment results to guide performance improvements, they can prioritize potential improvements based on the business’s objectives, and mobilize a team to pursue those activities which make the most sense for them. Project management has been proven to be a powerful way to manage these types of initiatives.

Both OPM3 and CMMI suggest that organizations use projects to implement improvements.

Training and Resources

The project teams and stakeholders involved in implementing a maturity model generally need some form of training. This training is an opportunity for organizations to leverage *OPM3* and CMMI simultaneously.

Both PMI and SEI administer programs to certify individuals such as assessors, trainers and improvement specialists. These programs involve extensive application, education, and examination processes. Both organizations have processes in place to ensure that qualified resources are available to provide assessment and training support to organizations as needed.

Individuals certified in both models can help an organization achieve a broader range of performance improvements.

Summary of Benefits

Users of *OPM3* and CMMI have reported improvements in many categories, ranging from customer satisfaction and cost reduction to schedule improvement and higher quality. Either of these maturity models may be a viable option on its own, but there will be many situations where organizations will realize greater benefits by using both. The unique strengths of each model result in a valuable range of ideas that translate into additional benefits for the organization.

The following examples highlight opportunities to maximize results:

- Use *OPM3* to direct resources to those projects most likely to lead to innovation—while using the best practices from CMMI to execute the projects more successfully and predictably.
- Combine the project and program management data from *OPM3* with the process improvement guidance from CMMI to implement improvements at multiple levels in the organization.
- Use the unique perspectives of both models to achieve stated objectives (e.g. cost, quality, schedule improvements) faster than would be possible using just one model.
- Use *OPM3*'s portfolio management capabilities to (a) apply CMMI's quality and supplier management data more broadly in the organization; and (b) optimize resources to meet CMMI objectives, or other strategic objectives (e.g. sales growth, ISO certification, quality improvements).

When applied appropriately, *OPM3* and CMMI are two maturity models that can work together to help organizations make sustainable performance improvements and achieve their strategic objectives more consistently.

“OPTIMIZED STRATEGY” IS BASED ON *COLLABORATIVE OPPORTUNITIES FOR USING OPM3[®] AND CMMI* BY TOM KEUTEN, PMP AND TIM MACFADYEN, PMP. TO REQUEST A COPY OF THE FULL REPORT PLEASE SEND AN EMAIL TO OPM3INFO@PMI.ORG.