

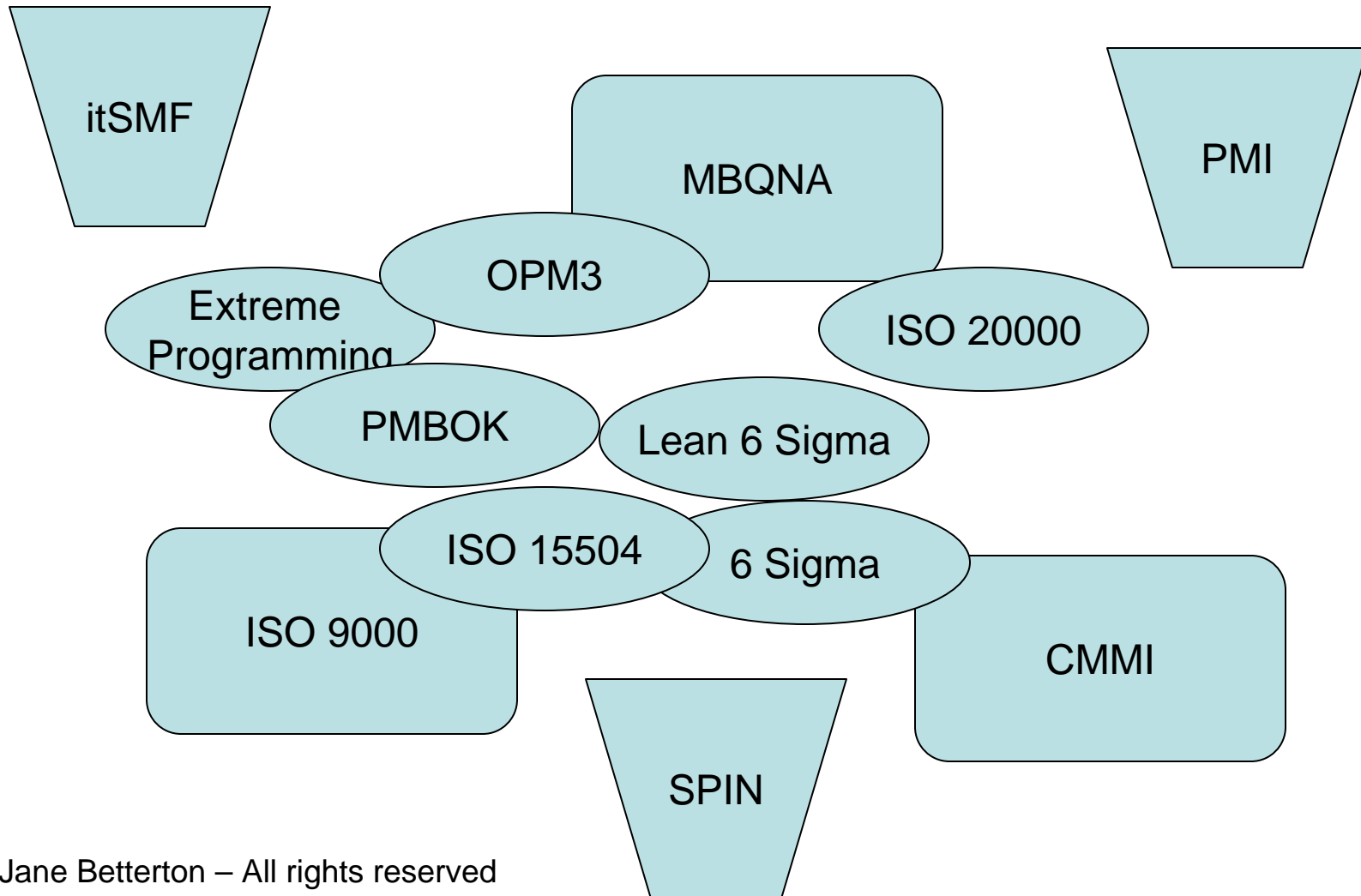
How Does Project Management Fit With Other Models?

Jane Betterton

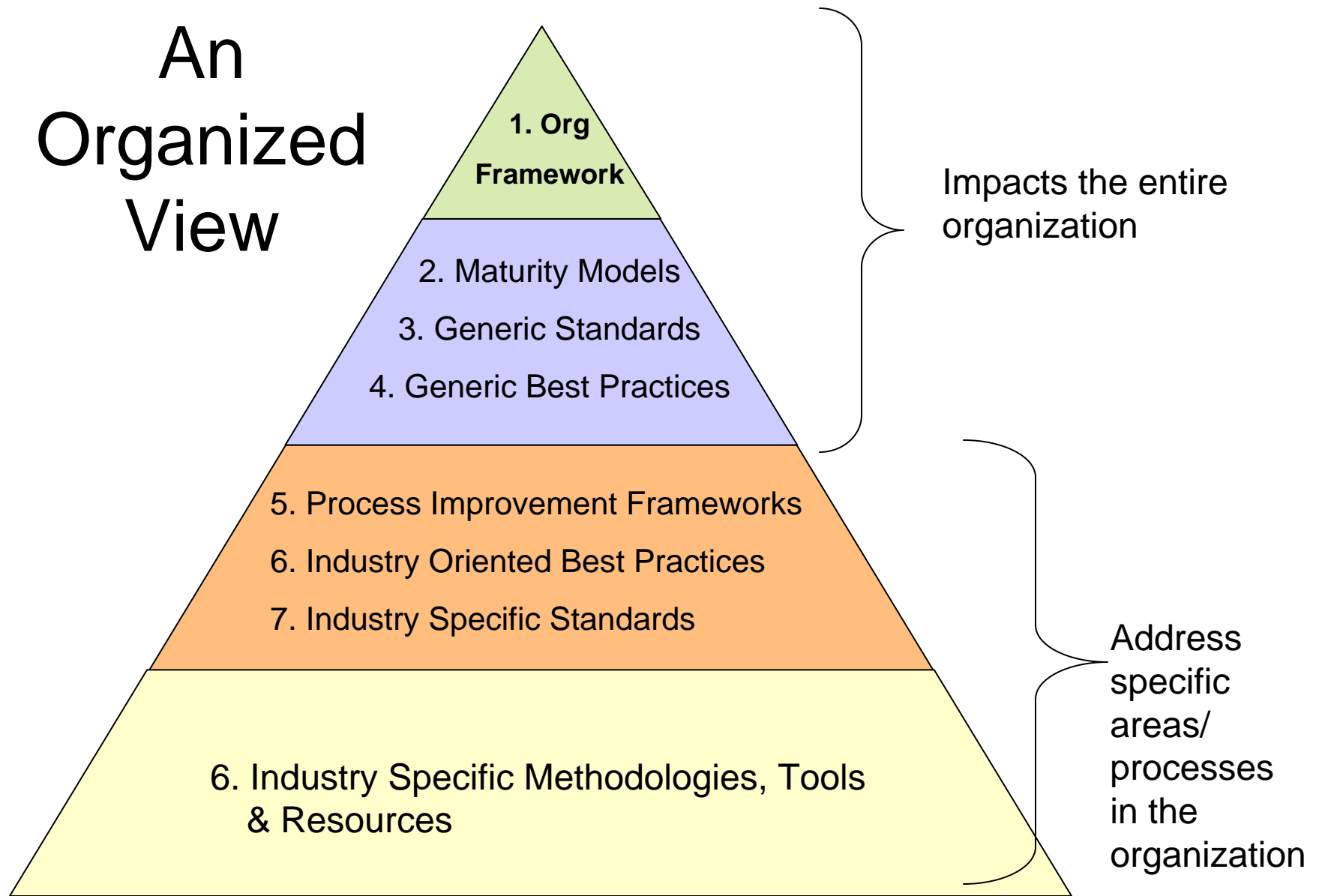
BTS

505-292-4262, betersw@swcp.com

Current State For Improving Organizations



An Organized View



Note: Not all current models/ approaches will have an exact fit in this view

1.0 Organizational Frameworks

- Malcolm Baldrige National Quality Award (MBNQA)
 - Comprehensive view of an organization through 7 categories
 - Quality New Mexico Process is based on MBNQA
 - Other countries have similar approaches
1. Leadership
 2. Strategic Planning
 3. Customer & Market Focus
 4. Measurement Analysis & Knowledge Management
 5. Workforce Focus
 6. Process Management
 7. Results

2.0 Maturity Models

- Capability Maturity Model Integrated (CMMI)
 - Originally used for software development, but now considered generic
- Trillium
 - Telecom & IT specific
 - Approach copyrighted by Bell Canada
- ISO 15504 Software Process Improvement (and) Capability dEtermination (SPICE)
 - Provides the customer an ability to compare organizations that use different software process improvement models (CMMI, Trillium, Bootstrap etc)
- Organizational Project Management Maturity Model (OPM3)
 - Not industry specific
 - Focus on improving outcomes of projects, thus improving the bottom line of the organization

3.0 Generic Industry Standards & 4.0 Best Practices

- ISO 9000
 - A family of standards for quality management systems
 - Intention to make sure the produce is produced in the most efficient and effective manner possible
 - Industry specific versions of ISO are available
- Project Management Body of Knowledge
 - Best practices approach for initiating, planning, executing, controlling and closing projects
 - Provides a basis for evaluating the processes that are used to execute work (projects) in an organization

5.0 Process Improvement Framework

- Six Sigma
 - An improvement methodology originally developed by Motorola to systematically improve processes by eliminating defects
 - It has now grown beyond defect control and is applied to obtain detailed information regarding customer, employee and shareholder demands and then using this information to improve process and product design
- Lean Six Sigma
 - Combines concepts of six sigma with lean manufacturing to deliver quality with maximum speed and efficiency

6.0 Industry Specific Best Practices & 7.0 Standards

- IT Infrastructure Library (ITIL)
 - Framework outlining world wide accepted best practices for IT Service management
- ISO 20000
 - First International standard for IT Service Management
- ISO 12207
 - Standard for software life cycle processes
 - 23 processes, 95 activities, 325 tasks & 224 outcomes
- System Development Life Cycle (SDLC)
 - Standard approach to software development process

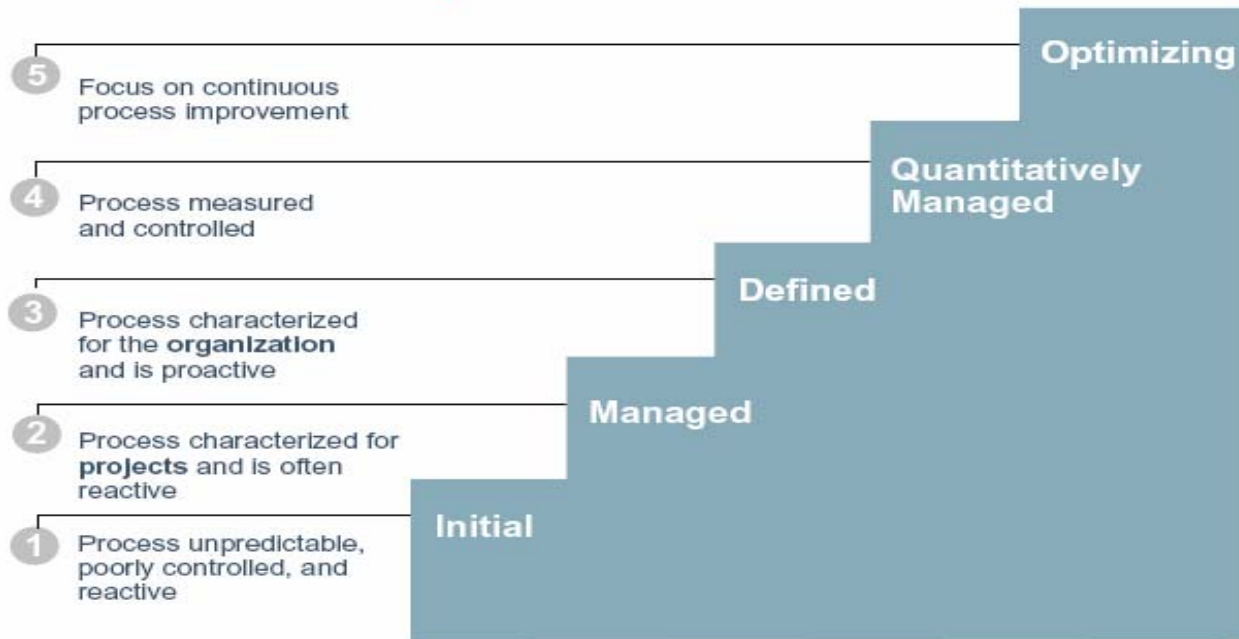
8.0 Methodologies/ Tools/ Resources

- **Balanced Scorecard (BSC)**
 - An approach to measuring a company's activities in terms of its visions and strategies to give managers a comprehensive view of the performance of an organization
- **Strategy Maps**
 - Tool to implement balance scorecard approach successfully. Addresses the areas of focus and alignment
- **Extreme Programming**
 - Deliberate disciplined approach to software development used with risky projects with dynamic requirements
- **Project Management Institute (PMI)**
- **IT Service Management Forum (itSMF)**

Classic CMMI



The Maturity Levels

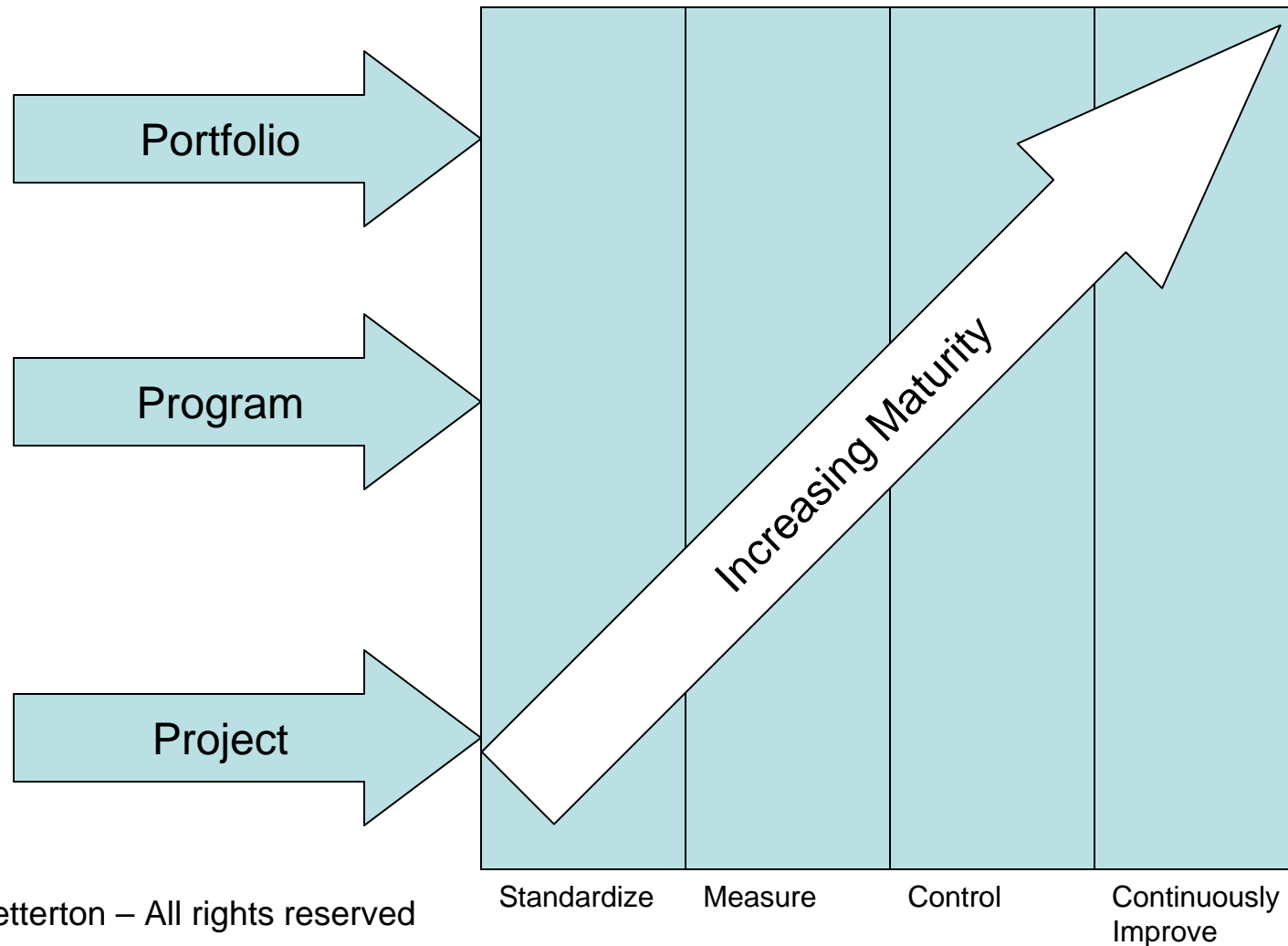


© 2005 by Carnegie Mellon University

CMMI Overview Page 41

How Does OPM3 Fit?

OPM3 adds an additional layer of project management

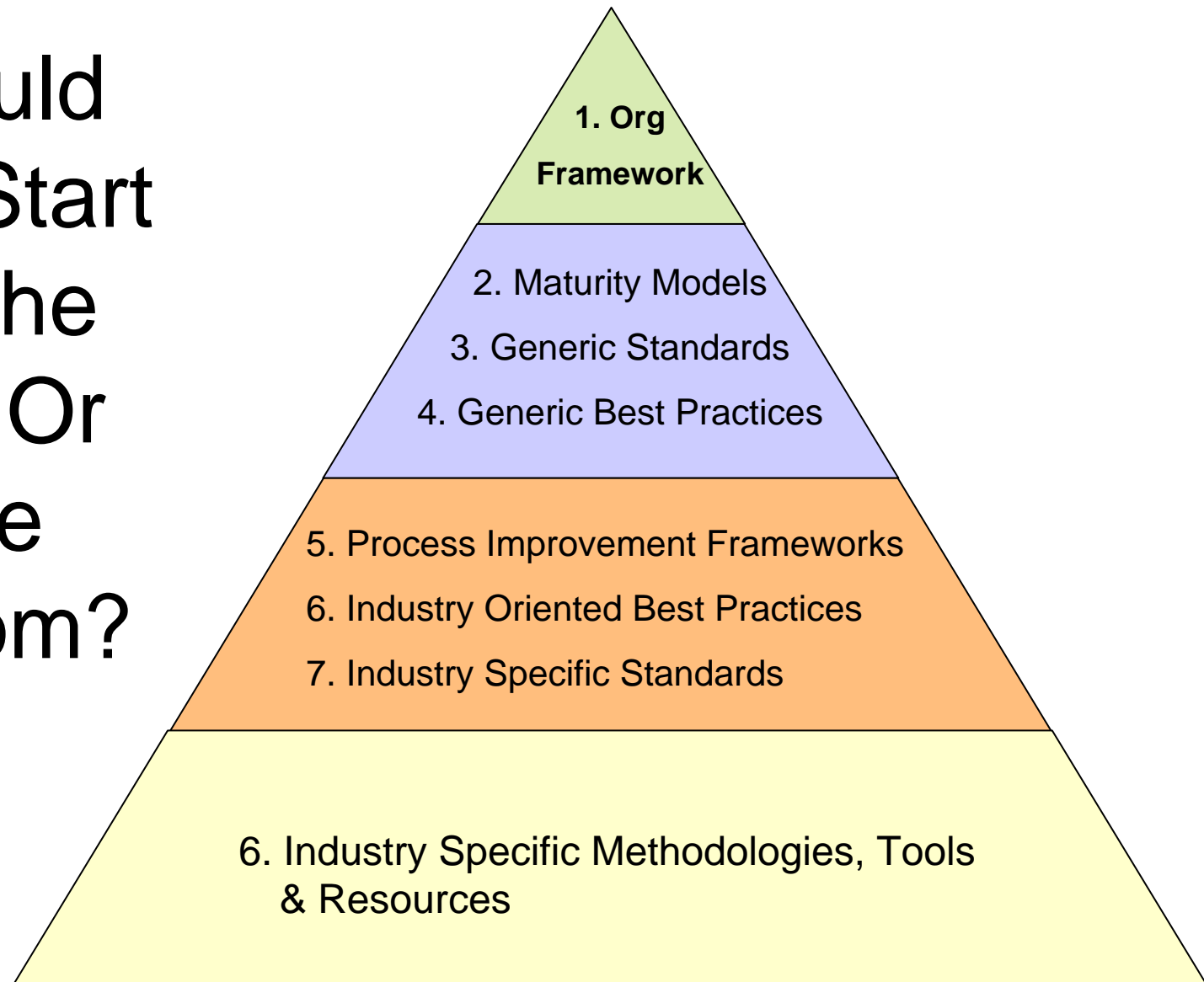


Projects, Programs & Portfolios

- **Project Management**
 - Involves processes for individual projects and competencies for project management practitioners
 - PMBOK Guide details these processes
 - Project Manager Competency Development Framework addresses individual competency
- **Program Management**
 - A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually
- **Portfolio Management**
 - A collection of projects and/or programs and other work grouped together to facilitate effective management of that work to meet strategic objectives

In OPM3 Maturity level is “assessed” in each layer

Should You Start At The Top Or The Bottom?



Steps To Develop An Effective Approach To Improvement

- Evaluate any initiatives underway in your organization
- Evaluate benefits of bottom up approach versus a top down approach
- Evaluate where your model/ tool/ approach is in the overall “hierarchy” of models
- Understand the acceptance of your model in your industry
- Assess the long range acceptance of your approach
- Develop a way to map previous work to the approach or model

Questions???