Project Management Center of Excellence

Project Management Maturity Study

DUKE ENERGY®

- The Organizational Project Management Maturity Model or OPM3® is a globally recognized best-practice standard for assessing and developing capabilities in executing strategy through projects via Portfolio Management, Program Management, and Project Management. It is published by the Project Management Institute (PMI).

- OPM3 provides a method for organizations to understand their Organizational Project Management processes and practices, and to make these processes capable of performing successfully, consistently, and predictably.

- OPM3 helps organizations develop a roadmap that the company will follow to improve performance.

- The Second Edition (2008) was recognized by the American National Standards Institute (ANSI) as an American National Standard (ANSI/PMI 08-004-2008). The Third Edition was published in 2013.

Purpose

- OPM3 covers the domains of Organizational Project Management, the systematic management of projects, programs, and portfolios in alignment with the achievement of strategic goals.

- Organizational Project Management: The domains are Project Management, Program Management and Portfolio Management. OPM3 uniquely integrates into one maturity model these three domains and over one hundred organizational enablers that are assigned to 17 categories.

- As with other PMI standards, OPM3's intent is not to be prescriptive by telling the user what improvements to make or how to make them. Rather, OPM3 provides guidelines regarding the kinds of things an organization may do in order to achieve excellence in Organizational Project Management.

Purpose

OPM3 offers the key to making Organizational Project Management (OPM) capable with three interlocking elements:

- Knowledge - Learn about hundreds of Organizational Project Management (OPM) Best Practices.
- Assessment - Evaluate an organization's current capabilities and identify areas in need of improvement.
- Improvement - Use the completed assessment to map out the steps needed to achieve performance improvement goals.

Purpose

OPM3 has been adopted by leading organizations in outsourcing, foreign relations, telecommunications, municipalities, applied science laboratories, NGO's, hospitals, cable television providers, American military intelligence, crisis response, financial services, terrestrial and space born electronics, mega-infrastructure operations, regional governments, rapid transit, risk retention, mobile technology manufacturers, enterprise application giants, and many others across North and South America, Europe, the Middle East, and Asia.

Purpose

OPM3 is designed to provide a wide range of benefits to organizations, senior management, and those engaged in project management activities. Some of the benefits derived from using OPM3 are as follows:

- Strengthens the link between strategic planning and execution, so project outcomes are predictable, reliable, consistent, and correlate with organizational success.

- Identifies the best practices which support the implementation of organizational strategy through successful projects.

- Identifies the specific capabilities which make up the Best Practices, and the dependencies among those Capabilities and Best Practices.

- The first OPM3 survey was conducted at August 2013 as project specific Enterprise Policies, Standards and Guidelines were introduced across the enterprise.
  - The corporation had recently consummated a merger with Progress Energy.
  - Prior to this date, there were no enterprise standards in the legacy Duke Energy environment though they were in existence within the legacy Progress Energy company.
  - Standards training was deployed to more than 2400 employees and contract staff.
- The second OPM3 survey was conducted in August of 2015.

- Each question was put into a category and then responses were calculated at the enterprise, divisional and job title level.

	Year	
Focus Area	**2013**	**2015**
ALIGNMENT	1.86	2.45
DEVELOPMENT	2.55	4.44
FINANCIAL	2.08	2.32
REPORTING	1.98	2.33
RISK	1.77	2.41
SCHEDULE	2.02	2.25
SCOPE	1.99	2.43
Grand Total	**2.01**	**2.49**

	Year / Focus Area							
	2015							
Job Family	ALIGNMENT	DEVELOPMENT	FINANCIAL	REPORTING	RISK	SCHEDULE	SCOPE	Grand Total
BA	3.05	4.58	3.03	3.25	2.91	2.70	2.96	3.07
None	2.65	4.51	2.66	2.79	2.58	2.45	2.61	2.72
PC	2.52	4.52	2.58	2.69	2.63	2.42	2.71	2.74
PM	2.42	4.60	2.50	2.64	2.54	2.38	2.45	2.60
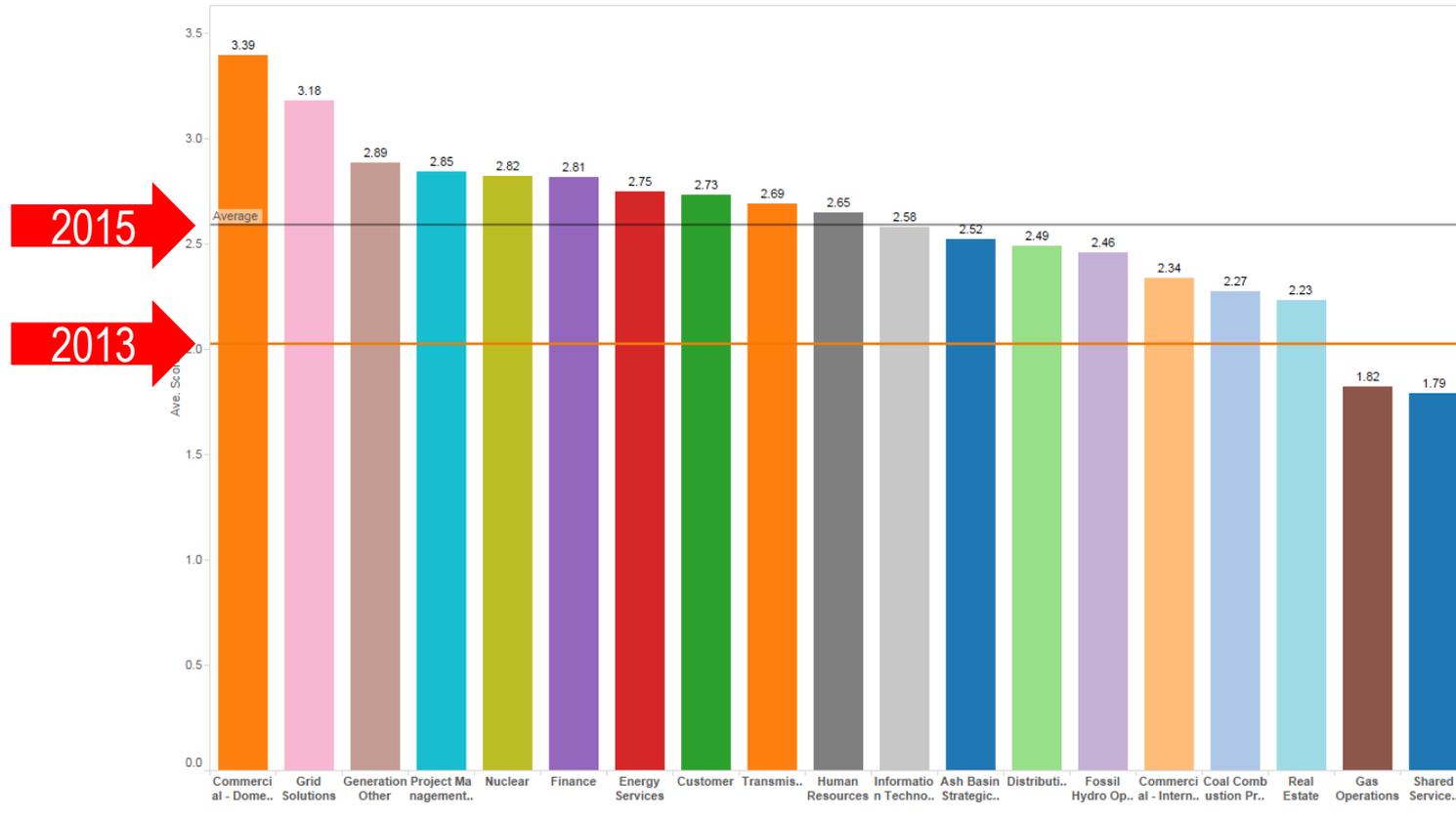
Lessons Learned

- The focus on training across the enterprise paid huge dividends across the company and allowed a focus on employee development and project management best practices.
- The weakest areas we have seen within the projects overall are in schedule, cost and reporting. There are the three lowest scores within the study.
- The business groups with the weakest internal controls are the least mature.

Best Practices

- Business organizations which execute the same types of projects over and over again scored highest due to the ability to implement best practices on every project.
- The business groups with the most internal controls are the most mature.