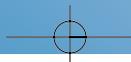
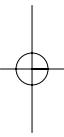
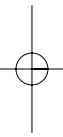


OPM3 *FAQs*



Frequently Asked Questions



What is *OPM3* and how can it be used?

What is *OPM3*?

OPM3[®] is an acronym for the *Organizational Project Management Maturity Model*. It is published by the Project Management Institute (PMI), and comprised of three, interlocking elements: Knowledge, Assessment and Improvement.

The **Knowledge** element illustrates organizational project management and organizational project management maturity, and explains their importance. It identifies 586 organizational project management Best Practices that should exist within an organization to demonstrate maturity.

OPM3 breaks Best Practices down into a number of Capabilities that need to be achieved, and the Outcomes that should occur to prove the existence of Capabilities. Best Practices are obtained through developing and consistently demonstrating supporting Capabilities, as observed through measurable Outcomes.

A Best Practice is currently recognized by industry as an optimal way to achieve a stated goal or objective. With regard to organizational project

management, this includes the ability to deliver projects successfully, consistently, and predictably to implement organizational strategies.

A Capability is a specific competency that must exist within an organization for it to execute project management processes and deliver project management services and products. Capabilities are incremental steps that culminate in one or more Best Practices.

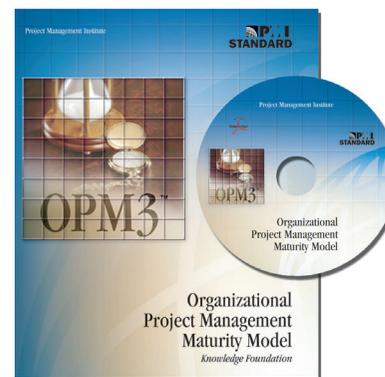
An Outcome is a tangible or intangible result of applying a Capability. In the *OPM3* framework, a Capability may have multiple outcomes. The degree to which an Outcome is achieved is measured by a Key Performance Indicator (KPI).

The **Assessment** element is a procedure an organization uses to measure itself against the description of maturity in the Knowledge element, to gauge its organizational project management maturity. *OPM3* provides an *OPM3* Self-Assessment that helps an organization identify Best Practices they may currently exhibit and those upon which they may need to improve.

The **Improvement** element helps organizations wanting to improve their current organizational project management maturity, determine which



Knowledge drives Assessment, which, in turn, drives Improvement.



OPM3 is a CD-ROM and book combination, offering a comprehensive approach to understanding and applying *OPM3*.

Best Practices and Capabilities should be improved, and to select paths to navigate from their current to their desired state of maturity.

What does the *OPM3* Single-User Version contain?

The buyer receives a CD-ROM with the purchase of the *OPM3* Single-User Version. It contains an electronic file of the *OPM3 Knowledge Foundation*, the *OPM3* Self-Assessment and Best Practices, Capabilities, Outcomes, and KPI databases, which illustrate the relationships among and across Best Practices. The buyer also receives the *OPM3 Knowledge Foundation* book and a downloadable electronic file of *OPM3 Knowledge Foundation* in a PDA compatible format. Finally, the buyer receives an “invite ID” to access a Web-based community where individuals and/or organizations can go to find, and share information about *OPM3*.

OPM3 is licensed to one member of an organization. The CD-ROM is copy protected, and must be seated in the user’s CD-ROM drive for execution.

The Adobe® Acrobat®, electronic version of the *OPM3 Knowledge Foundation* book is ‘Read Only’, in that the cut/paste/print capabilities are disabled.

The **Assessment** element is an interactive database that allows the user to conduct evaluations against *OPM3* Best Practices.

The **Improvement** element is available as another interactive database, and contains Best Practices, Capabilities, Outcomes and KPIs.

How will *OPM3* benefit my organization?

OPM3 helps an organization develop and improve required competencies so they can bridge the gap between strategies and the successful implementation of projects. In other words, *OPM3* enables organizations to choose the right projects, and to execute them predictably, consistently and successfully.

OPM3 specific benefits include:

- It facilitates the advancement of an organization’s strategic goals through the application of project management principles and practices. It bridges the gap between organizational strategy and individual projects;
- *OPM3* provides a comprehensive body of knowledge pertaining to Best Practices in organizational project management; and

“ ***OPM3*** is comprised of **three interlocking elements: Knowledge, Assessment and Improvement.** ”



OPM3 bridges the gap between organizational strategy and successful projects.

- It enables a company to determine the Best Practices and Capabilities it has achieved, and those it needs to improve upon, and measures their organizational project management maturity. If the organization decides to pursue improvements, *OPM3* provides guidance on identifying problem areas, prioritizing and planning.

How can I apply *OPM3* in my organization?

OPM3 is the authoritative maturity model for helping organizations achieve their strategic goals through the development of Project Management, Program Management, and Portfolio Management capabilities.

OPM3 caters to these domains, by enabling organizations to assess their current state of maturity in each category, and providing guidance on prioritizing and planning improvements in any or all of these domains.

Developed by a global team of hundreds of project management practitioners, *OPM3* cuts across boundaries of organizational size and type, is applicable throughout the world, and can be used effectively in virtually any industry.

How will *OPM3* help my organization achieve and/or impact its strategic direction?

OPM3 provides a means to advance an organization's strategic goals through the application of Project Management, Program Management and Portfolio Management principles and practices. It is designed to help organizations align diverse aspects of their operations with their overall business strategy.

An organization's successful achievement of strategies requires the harmonization of many operational factors. For example, customer, product, process, and people are all elements that can be considered when measuring strategic alignment. In addition, an organization should allocate its resources—financial and human—to directly support its strategic objectives. *OPM3* evaluates and addresses Best Practices related to all of these factors.

How does *OPM3* impact strategic planning?

The application of *OPM3* assists organizations by identifying areas for Improvement. This may lead to the provision of the policies and process standards necessary to support the organization's strategies. *OPM3* also helps organizations seeking increased maturity form the basis for an improvement plan.

How does *OPM3* link project success to organizational strategy?

Organizations are critically challenged in today's rapidly shifting and changing world to remain focused on their strategic objectives, while adapting to external forces often beyond their

control. Projects—as defined by *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, are temporary endeavours undertaken to create a unique product, service, or result. Project Management, by design, is a means for efficiently addressing unique challenges that are often born out of a tumultuous, unpredictable industry.

Organizations are goal-directed and constantly undertaking changes to accomplish their strategy. Projects are a natural means to manage the many dimensions of a strategic initiative—whether it is the development of a new software product, implementation of a new system, or the design and development of a bridge. Successful project delivery will support achievement of the overall organizational strategy.

How does *OPM3* scale to organizations of differing sizes?

In chartering *OPM3*, PMI envisioned a standard applicable to organizations of any size, from any industry, regardless of profit or nonprofit status,

and irrespective of culture or geographical location. *OPM3* fulfills its objectives in this regard. It is not prescriptive, but designed to provide an organization with enough information about the *OPM3* Best Practices it has and has not achieved to devise an informed plan for improvement. Responsibility lies with the organization to decide which *OPM3* Best Practices to focus on, and the route they will take to enhance maturity.

To what extent does *OPM3* focus on the separate disciplines of Project Management, Program Management and Portfolio Management?

OPM3 Self-Assessment results identify Capabilities that are lacking to help organizations achieve Best Practices in the domains of Project Management, Program Management, and Portfolio Management. In many cases, and depending upon the size and type of organization utilizing *OPM3*, companies establish a need for a select group of Best Practices, but do not have a need for all of them.

“*OPM3* cuts across boundaries of organizational size and type, is applicable throughout the world and can be used effectively in virtually any industry.”

Also, since *OPM3* identifies these Best Practices by domain (Project Management, Program Management, and Portfolio Management), as well as by stages of process improvement (Standardize, Measure, Control, and continuously Improve), an organization has the option to develop the group of Best Practices most critical to them while they proceed through an improvement cycle.

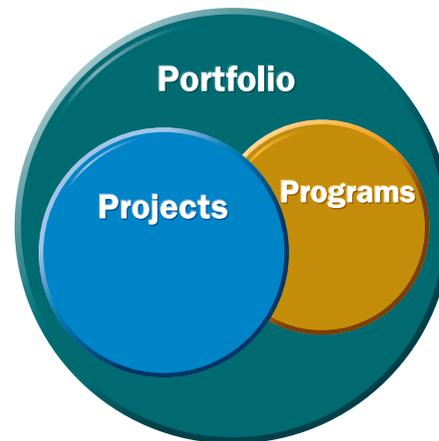
Who is using *OPM3*? Is there a formal user community sanctioned by PMI?

Purchasers of the *OPM3* Single-User Version receive a unique “invite ID” number, inviting them to access the *OPM3* User Community. Through this community, buyers can participate in discussions with other users, receive updated information, complete surveys, and post feedback pertaining to *OPM3*. Participants may remain anonymous if they wish. Information gathered from the site may assist PMI in the development of the Charter and Scope Definition for the *OPM3* 2007 Update Project Team.

How does *OPM3* compare with other maturity models, for example, SEI’s CMMI?

As the world leader in the development of project management standards, PMI developed *OPM3* to specifically address organizational project management. During its design, the Project Team analyzed 27 contemporary maturity models to identify points to emulate and issues to avoid.

Upon completion of the analysis, the Project Team determined that no other existing maturity model offered the depth and breadth of organizational project management Best Practices, or illustrated with such clarity, through an extensive list of organizational Capabilities, and the interrelationships between those Best Practices.



Projects and Programs are part of a Project Portfolio.

Whom shall I contact at PMI if I have more questions regarding *OPM3*?

If you have questions about *OPM3* as a project management standard, or with interpreting a portion of *OPM3*, please e-mail opm3info@pmi.org. For technical difficulties with installation or the viewing of any information contained on the *OPM3* CD-ROM, please e-mail cdsupport@ags.com, and reference *OPM3* in the subject line.

HOW WAS *OPM3* DEVELOPED?

How was *OPM3* developed?

The American National Standards Institute (ANSI) recognizes PMI as a Standards Development Organization. PMI develops all standards in accordance with commonly accepted standard development principles.

PMI chartered *OPM3* in 1998 to develop an “organizational project management maturity model.” *OPM3* was designed to help organizations

achieve their organizational strategies through successful, consistent, and predictable project outcomes. It complements both the *PMBOK® Guide*, and *The Project Management Competency Development Framework*, which define project management standards and set the bar for training and developing project managers.

A team of over 800 project management practitioners from over 35 countries contributed to the development of *OPM3*, providing thousands of hours of expertise over nearly six years. During the research phase of the project, 27 contemporary maturity models were reviewed and analyzed, identifying points to emulate and issues to avoid within *OPM3*'s architecture.

Five global studies were completed, involving senior executives as well as over 30,000 project management practitioners, to glean what does and does not work in their respective business environments. Using that research, the *OPM3* project team developed Best Practices, Capabilities, Outcomes, and KPIs that comprise the most basic Components of *OPM3*.

In addition to internal project governance and Change Control, rigorous regression testing was used to validate *OPM3*'s Components. Quality was further enhanced during extensive testing with selected organizations.

Who developed *OPM3*? What expertise made them capable of developing it?

OPM3 was developed under the stewardship of PMI. Over 800 volunteers representing 35 countries participated in its development, which started in 1998. The *OPM3* volunteers were project management practitioners with varying levels of experience and expertise who were interested in advancing the project management discipline.

Thousands of additional practitioners, managers, and executives in the project management field participated in research to assist the *OPM3* Project Team with the design and development of *OPM3*.

Will there be additional versions of *OPM3*?

PMI strives to ensure its standards remain current and continue to reflect generally accepted practices. To this end, PMI Standards has employed a refresh cycle that occurs at least every five years. PMI will begin to charter the next iteration of *OPM3* in early 2005, which is scheduled for release in 2007.

Will *OPM3* be translated into languages other than English?

PMI's Publishing Department may consider translating *OPM3* following the completion of the translations associated with the release of the *PMBOK® Guide* - Third Edition. The translation languages have yet to be determined. The *OPM3* Translation Plan will be posted to the *OPM3* User Community Web site and also to the *OPM3* area of www.pmi.org as information becomes available.

To whom shall I send my comments on *OPM3* so that I can potentially support future versions?

PMI welcomes all constructive comments on its standards. Suggestions or comments regarding *OPM3* may be sent to opm3info@pmi.org.

Individuals that purchase the *OPM3* Single-User Version receive a unique "invite ID" to access the *OPM3* User Community. Through this community, buyers can participate in discussions with other users, receive updated information relevant to

OPM3, complete surveys, and post feedback pertaining to *OPM3*. Participants may remain anonymous if they wish.

Information gathered from the site may assist PMI in the development of the Charter and Scope Definition for the *OPM3* 2007 Update Project Team.

How were the *OPM3* Best Practices identified and chosen?

OPM3 defines a Best Practice as “an optimal way currently recognized by industry to achieve a stated goal or objective.” For organizational project management, this includes the ability to deliver projects successfully, consistently, and predictably to implement organizational strategies. By definition, a Best Practice is, therefore, dynamic.

The *OPM3* Project Team conducted global research among a large number of business executives and project management professionals and practitioners. The sample included organizations of varying size, from different industries, profitable and not-for-profit organizations. The team translated the research results into single statements of Best Practices.

The Best Practices were tested against various criteria, such as:

- Do they contribute to an organization’s project management maturity?
- Are they representative of criteria required to measure effective implementation?

The methods adopted ensured that input was based on extensive field research and that no individual could dominate the development of the Best Practices.

Additional Best Practices were added to *OPM3* when the project team agreed that they would be created for the achievement of each stage of process improvement, and for each process within each



Best Practices are dependent upon Capabilities and their associated Outcomes.

domain. This method provided complete coverage of the organizational project management process for Assessment and Improvement planning.

In subsequent months, through a series of quality review processes, PMI trimmed a number of *OPM3* Best Practices to eliminate ambiguous or overlapping items, resulting in the 586 Best Practices that exist today.

What percentage of Best Practices is mapped to each domain (Project Management, Program Management, and Portfolio Management)?

A Best Practice may be mapped to more than one domain. The current mappings are:

208 (35%) *OPM3* Best Practices are mapped to the Project domain.

167 (27%) *OPM3* Best Practices are mapped to the Program domain.

216 (37%) *OPM3* Best Practices are mapped to the Portfolio domain.

The Improvement element of *OPM3* allows users to filter Best Practices by domain.

What percentage of Best Practices is mapped to each stage of process Improvement (Standardize, Measure, Control, and continuously Improve)?

A Best Practice may be mapped to more than one process improvement stage. The current mappings are:

199 (34%) *OPM3* Best Practices are mapped to the Standardize stage.

143 (24%) *OPM3* Best Practices are mapped to the Measure stage.

120 (20%) *OPM3* Best Practices are mapped to the Control stage.

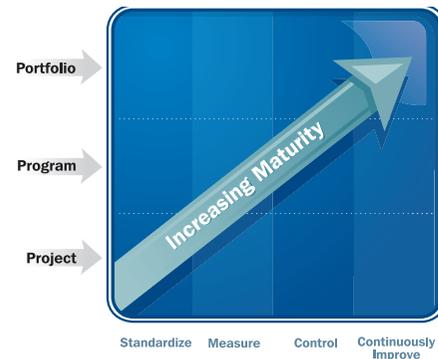
126 (22%) *OPM3* Best Practices are mapped to the continuously Improve stage.

The Improvement element of *OPM3* allows users to filter Best Practices by process improvement stage.

OPM3 SELF-ASSESSMENT

How much time and effort will we have to expend to complete the *OPM3* Self-Assessment?

The *OPM3* Self-Assessment contains 151 binary (yes/no) questions. The time and effort it takes to complete the assessment varies from organization to organization. Some organizations may choose to have an individual complete the *OPM3* Self-Assessment, while others may deploy a team of respondents. Still other organizations may discover additional methods for completing the *OPM3* Self-Assessment that are unique to their company. How an organization chooses to complete the *OPM3* Self-Assessment will determine the amount of time and quantity of resources required to complete the task.



Organizational project management maturity increases along a continuum.

All of the questions must be answered before the user reviews the analysis of the results. The questions do not have to be answered in one session; they may be completed at a later date.

Regardless of the method an organization selects to conduct their assessment, they must undertake it with a full understanding of *OPM3* and of the organization they are assessing.

Do I need external consultants to conduct the *OPM3* Self-Assessment or can our organization complete it internally?

The *OPM3* Self-Assessment contains 151 binary (yes/no) questions that relate directly to the 586 Best Practices contained in *OPM3*. It is meant to provide an organization with an indication of their overall maturity and areas of strength and weakness. With the help of the *OPM3* Self-Assessment results, an organization can determine whether to embark on an improvement plan.

PMI anticipates that external organizations may develop more comprehensive, detailed assessments in alignment with *OPM3*. If these other *OPM3* organizational assessments become available, the outside organization will need to determine

whether other assessment products, in addition to *OPM3* Self-Assessment, should be employed.

The *OPM3* Self-Assessment uses terminology described in the *OPM3 Knowledge Foundation* and the *PMBOK® Guide*. The quality of the assessment results is dependent upon the respondent's understanding of this terminology, as well as the depth of the organization's project management knowledge.

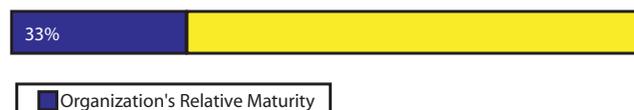
An organization should only employ resources that have a reasonable understanding of the terminology, and their company. If they cannot locate such a person, they may wish to consider using an external consultant.

Why didn't my *OPM3* Self-Assessment results give me a maturity score?

The results of the *OPM3* Self-Assessment provide four different charts and graphs that indicate an organization's overall maturity:

- A horizontal bar chart, or *OPM3* Continuum, provides organizations with a percentage score in relation to the body of *OPM3* Best Practices the organization appears to have achieved;
- A spider diagram depicts an organization's maturity relating to domain (Project Management, Program Management and Portfolio Management);

Your Organization on *OPM3* Continuum



Graphical representation of an organization's overall position on a continuum of organizational project management maturity.

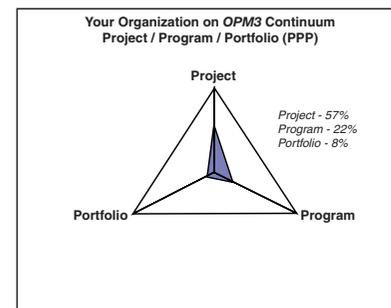
- Another spider diagram depicts an organization's maturity relating to Standardize, Measure, Control and continuously Improve stages; and
- A bar chart combining the spider diagrams aggregates the organization's maturity with respect to domain, as they apply to each of the stages of process improvement.

OPM3 differs from other maturity models in that it has multiple dimensions, for example, maturity relating to domain, process improvement stage and Capabilities. This multidimensional feature does not allow for the identification of a simple, linear maturity level that is found in other maturity models.

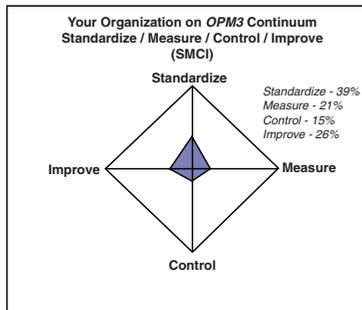
Is there another method of assessment beyond the *OPM3* Self-Assessment?

The *OPM3* Self-Assessment is included with *OPM3* to assist any organization—regardless of its size, geography, or industry—in performing a basic evaluation against the *OPM3* Best Practices. Its results indicate the Best Practices the organization appears to have, or has not achieved.

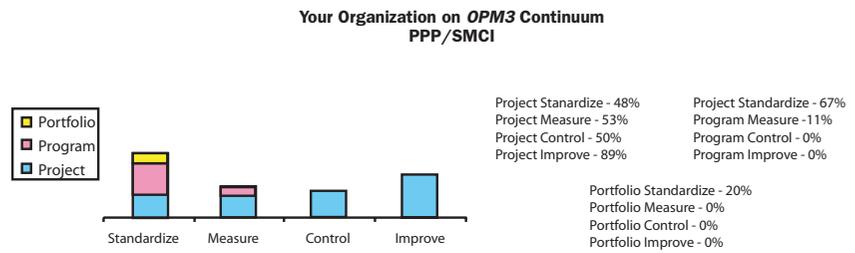
For some organizations, this basic assessment may be sufficient for determining whether to embark upon an improvement path. Other organizations



Spider diagram showing the organization's maturity in terms of each domain.



Spider diagram showing the organization's maturity in terms of each process improvement stage.



Bar chart representation of the organization's maturity by domain and process improvement stage.

may choose to perform a detailed Capability assessment of organizational project management maturity within their enterprise by using the complete list of OPM3 Best Practices, and their aggregating Capabilities, or via some other method, such as an assessment product external to OPM3.

I have completed the OPM3 Self-Assessment. Where do I go from here?

Assuming the list of unattained Best Practices outlined by the OPM3 Self-Assessment is too large to fully achieve at one time, the organization should decide which Best Practices to focus on initially before proceeding to the next phase of the Assessment process. OPM3 recommends that the organization arrange and analyze the list according to the two factors most related to increasing maturity—domain and stage.

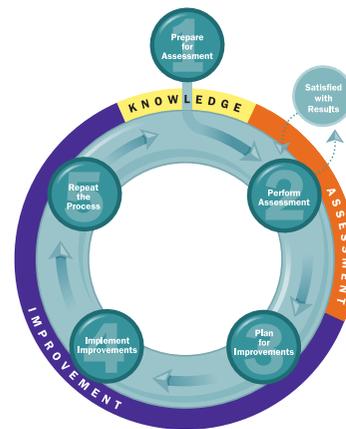
The following other factors may be useful in prioritizing planned improvements and optimizing the use of resources:

Attainability—Organizations may want to look for Capabilities that are easy to achieve. This consideration can help the organization demonstrate early success and gain valuable momentum to sustain the improvement initiative.

Strategic Priority—Organizations may have unique strategic business reasons to develop certain Capabilities (and, thus, Best Practices) before others.

Benefit—Some Capabilities (and, thus, Best Practices) may be more beneficial to the organization than others, and these may be given higher priority for the short-term improvement plan.

Cost—Lower-cost Capabilities (and, thus, Best Practices) might be considered as a priority and could, therefore, be included in an improvement plan. Cost, however, can be a deceptive consideration if not weighed carefully in relation to the importance of other decision factors.



The OPM3 Cycle.

OPM3 PRODUCTS

What OPM3-related products are available?

PMI has developed several OPM3 products to support OPM3. For up-to-date cost information, please visit the PMI Online Bookstore at www.pmi bookstore.org.

How can I obtain additional OPM3 products?

The OPM3 Training Assets are available through the PMI Permissions Process at www.pmi.org under Publications & Information Resources/Permissions. The OPM3 Single-User version, OPM3 Knowledge Foundation, and the OPM3 Overview are also available through the PMI Online Bookstore at www.pmi bookstore.org. You may also place your order in the following ways:

By Telephone: 866-276-4PMI (toll-free within the U.S. and Canada) or +1-770-280-4129 (from all other locations)

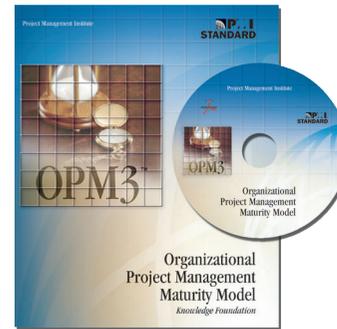
By Fax: +1-770-280-4148

By E-mail: pmiorders@pbd.com. Please reference OPM3 in the subject line.

The OPM3 Highlights and An Executive's Guide to OPM3 can be downloaded at no charge at www.pmi.org under Professional Practices/Standards/OPM3.

What will I receive when I purchase the OPM3 Single-User Version?

With purchase of the OPM3 Single-User Version, the buyer receives a CD-ROM equipped with an electronic file of the OPM3 Knowledge Foundation, the OPM3 Self-Assessment and Best Practices, Capabilities, Outcomes, and KPI databases which



OPM3 is a CD-ROM and book combination.

illustrate relationships among and across Best Practices. The buyer will also receive the OPM3 Knowledge Foundation book and a downloadable electronic file of OPM3 Knowledge Foundation in a PDA compatible format. Finally, the buyer receives an "invite ID" to access a Web-based community where individuals and/or organizations can go to find and share information about OPM3.

How can I sell OPM3 to my management team?

An Executive's Guide to OPM3 and OPM3 Highlights are available, at no charge, at www.pmi.org under Professional Practices/Standards/OPM3. An Executive's Guide to OPM3 summarizes OPM3 and outlines the benefits of applying OPM3 within an organization—information an executive may find valuable.



An Executive's Guide to OPM3.

PRODUCT	DESCRIPTION	COST (US)
<p><i>OPM3</i> Single-User Version</p> 	<p><i>OPM3</i> CD-ROM and <i>OPM3 Knowledge Foundation</i>.</p>	<p>Member: \$595.00 Nonmember: \$695.00</p>
<p><i>OPM3 Knowledge Foundation</i></p> 	<p>100 pp. paperback book explaining the Knowledge element of <i>OPM3</i>, including a listing of <i>OPM3</i> Best Practices.</p>	<p>Member: \$65.96 Nonmember: \$79.95</p>
<p><i>OPM3 Overview</i></p> 	<p>20 pp. text summary of <i>OPM3</i>.</p>	<p>Member: \$9.00 Nonmember: \$14.95</p>
<p>An Executive's Guide to <i>OPM3</i></p> 	<p>6 pp. summary of <i>OPM3</i>, its benefits and value.</p>	<p>Available as a PDF, at no charge, at www.pmi.org under Professional Practices/Standards/<i>OPM3</i>.</p>
<p><i>OPM3</i> Highlights</p> 	<p>1 p. high-level overview of the benefits and value of <i>OPM3</i>.</p>	<p>Available as a PDF, at no charge, at www.pmi.org under Professional Practices/Standards/<i>OPM3</i>.</p>
<p><i>OPM3</i> Training Assets</p>	<p>Electronic format of the figures and graphs contained in the <i>OPM3 Knowledge Foundation</i>, available through the permissions process at www.pmi.org under Publications & Information Resources/Permissions.</p>	<p>Varies</p>

OPM3 Highlights, an ideal document for piquing the interest of executives within your organization, provides a short, high-level synopsis of the benefits and value of *OPM3*. The more comprehensive *OPM3 Overview* abbreviates the full content of *OPM3* into a 20-page document. This summary of critical points and concepts of *OPM3* helps management evaluate the merits of *OPM3*.

Can I return *OPM3* if I am not satisfied?

If you are not completely satisfied with the *OPM3* products you purchased from PMI, you may return them in saleable condition within 30 days of original purchase for **full credit or refund**. The original shipping/handling charges are nonrefundable.

To receive correct credit/refund for your return, please enclose a copy of the packing slip that was enclosed in the original shipment. A packing slip must accompany every return. Return postage is the customer's responsibility. PMI will not accept Cash on Deliveries (C.O.D.s).

Please return products to:

PMI Returns
c/o PBD Inc.
Attention: Dean Inforzato
420 Eagleview Blvd.
Exton, PA 19341 USA
Telephone: +1-610-458-5253

Note: Do not return books to PMI Global Operations Center.

OPM3 TECHNICAL ISSUES

What are the system requirements to install or use *OPM3* on my computer?

Installation requirements include:

- Intel® Pentium® processor (133 MHz or faster)
- Microsoft® Windows 98 Second Edition, Windows® Millennium Edition, Windows NT® 4.0 with Service Pack 6, Windows® 2000 with Service Pack 2, Windows® XP Professional or Home Edition, Windows XP Tablet PC Edition
- 64 MB of RAM
- 230 MB of available hard drive space
- Microsoft® Internet Explorer 5.01, 5.5, 6.0, or 6.1
- CD-ROM drive
- Super VGA (800 x 600) or higher-resolution monitor with 256 colors

Note: This product is not compatible with a Macintosh computer.

Whom shall I contact if I encounter problems installing and utilizing the *OPM3* CD-ROM?

Users experiencing technical difficulties with the *OPM3* CD-ROM should contact Automated Graphics Systems (AGS):

By Telephone: +800-678-8760 (within the U.S.) or +1-301-843-1800 (from all other locations)

By E-mail: cdsupport@ags.com. Please reference *OPM3* in the subject line.

LICENSING/PERMISSIONS

Can more than one user access *OPM3* at a time?

The *OPM3* Single-User Version licenses **one** user from your company or organization. *OPM3* Self-Assessment results are housed on the hard drive of the personal computer containing the CD-ROM. The CD-ROM must be in the drive for *OPM3* to run. If you have more than one user, PMI recommends that you purchase multiple copies of the *OPM3* Single-User Version.

How many licenses do I need for my organization?

The number of licenses needed varies according to organizational usage. In general, a single-user license per person involved in Assessment and Improvement guidance activities is sufficient. If an organization wants to involve more people in these activities, purchase of additional *OPM3* Single-User Versions may be required.

How can I reproduce and/or publish excerpts of *OPM3*?

Please complete the PMI Permissions online Request Form at [www.pmi.org/Publications & Information Resources/Permissions](http://www.pmi.org/Publications%20&%20Information%20Resources/Permissions) for all requests to repurpose and/or republish excerpts, tables/figures/graphs and pages from *OPM3*, as well as other PMI standards.

OPM3 ANCILLARY PRODUCTS AND SERVICES

Will PMI provide consulting services to help organizations apply *OPM3*? What is the pricing for these services?

PMI will be developing products and services to enhance the application of *OPM3* by:

- Trainers
- Assessors
- Consultants

Are there any *OPM3* certification plans?

PMI does not currently have plans to offer an individual certification for *OPM3* proficiency, nor to provide recognition of an organization's maturity as the result of an *OPM3* Assessment.

Where can I receive training on how to use *OPM3* within my organization?

Once PMI announces the launch and release of *OPM3* Ancillary Products and Services, those interested in receiving *OPM3* training may visit www.pmi.org to consult a database listing of "PMI Approved *OPM3* Trainers." In the interim, some PMI Registered Education Providers (R.E.P.s) and other independent training organizations may offer training as part of their curricula. Please visit www.pmi.org to obtain information on PMI's R.E.P. program, provider contact details and offerings.

If an organization wishes to develop its own internal *OPM3* training materials, it may request permission to purchase and use *OPM3* graphics, excerpts, and training assets through the PMI Permissions process on www.pmi.org.

Are there any study guides relating to OPM3's implementation?

The collection and assessment of implementation feedback would be premature as *OPM3* was just released in December 2003. Although implementation study guides are not currently available, PMI may consider preparing such tools in the future. Your involvement with the *OPM3* User Community will provide valuable insight that may enhance future implementations.

Will there be an opportunity for individual companies to send their Self-Assessment results to a secure, centralized location at PMI to be kept for future research/evaluation for OPM3 – Second Edition?

Organizations can send their *OPM3* Self-Assessment results to a secure, private repository at PMI. The data contributed to the repository will comprise a benchmarking database, and may provide data for future iterations of *OPM3*.

How can I compare my company's performance against other companies that have utilized OPM3? Can I compare myself against a specific company, and against other companies within my industry?

The *OPM3* licensed product allows users to send their *OPM3* Self-Assessment results, along with demographic information, to PMI at their discretion. PMI will hold these results for a future Web-based, fully searchable benchmarking database.

This database will allow organizations to benchmark themselves against other organizations, based on requested demographics. The database will respect the anonymity of the organizations submitting and searching data. Comparison against a specific company, therefore, will not be possible.

Note: If you submitted *OPM3* Self-Assessment data for inclusion in benchmarking prior to 1 February 2004, please resubmit your results to PMI.

If you have further questions regarding *OPM3*, please e-mail them to opm3info@pmi.org.



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