



Standards in Project Management featuring PMI®, IPMA®, and OGC

Herbert G. Gonder, PMP
President PMI® Munich Chapter

Agenda







PMBoK® G./Portfolio/Program/OPM3/PMCDF

1. The Djungle of Standards
2. Projekt / Program / Portfolio
3. Office of Government Commerce OGC
4. OPM3
5. Competency development framework
6. IPMA

PMI, PMP, PMBOK and other items mentioned in this presentation are marks of the Project Management Institute (PMI®) that are registered in the USA and in other countries.

Herbert Gonder



-  MSc in Informatics since 1976
-  PMP since 2004, IPMA Senior Project Manager Level B since 2008
-  Member of Board of PMI Munich Chapter
 - VP Programs 2004 – 2006
 - President 2007 – today
-  Member of
 - CoPAT EMEA 2007 (Budapest) & 2008 (Malta)
 - TVC PMBOK Guide 4. Edition German 2009
-  Instructor for CAPM® Exam Prep
 - University of Konstanz 2008
 - Technical University of Munich 2010
-  Managing Director and Owner of
 - Gonder Consulting GmbH + Gonder Consulting (Schweiz) GmbH
-  PhD part time student at University of Plymouth



PMBOK® G./Portfolio/Program/OPM3/PMCDF



Standards Overview



PMBoK® G./Portfolio/Program/OPM3/PMCDF

PMI®

- PMI's PMBoK® Guide
- Standard for Program Management
- Standard for Portfolio Management
- Practice Standards for ...
- OPM3

IPMA®

- ICB (IPMA Competence Baseline)

OGC Office of Government Commerce

- Prince 2
- ITIL
- MoR Management of Risks
- MSP Managing Successful Programs

Corporate Maturity/Quality

- V-Modell XT
- HERMES

ISACA

- COBIT
- VAL-IT
- Risk-IT



**Project / Program / Portfolio
- Processes and Knowledge Areas -**

6

PMI®'s Project/Program Management

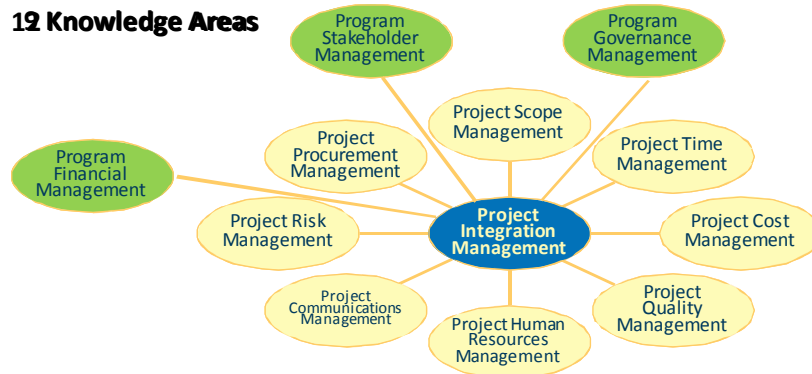


PMBoK® G./Portfolio/Program/OPM3/PMCDF

5 Process Groups



19 Knowledge Areas



Standard of Portfolio Management



PMBoK® G./Portfolio/Program/OPM3/PMCDF

Processes and Knowledge areas

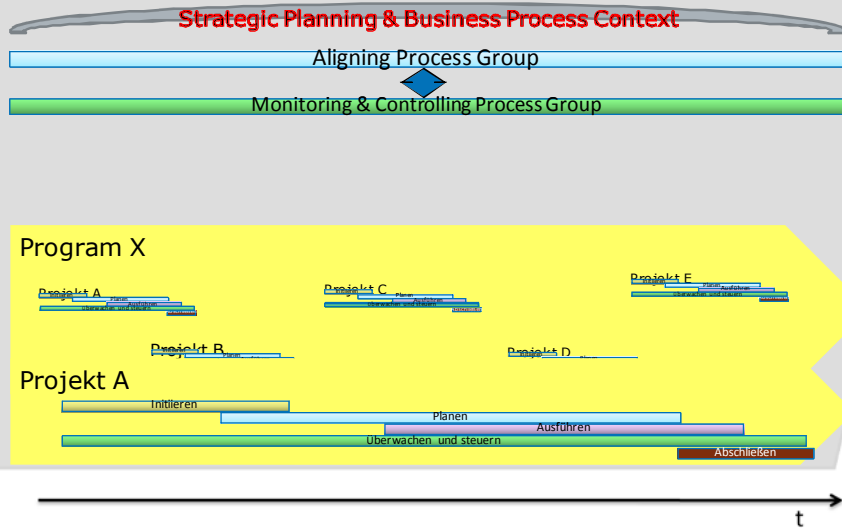
		Process Groups	
		Aligning	Monitoring & Controlling
Knowledge Areas	Portfolio Governance	<ul style="list-style-type: none"> Identify Components Categorize Components Evaluate Components Select Components Prioritize Components Balance Portfolio Authorize Components 	<ul style="list-style-type: none"> Review and Report Portfolio Performance Monitor Business Strategy Changes Communicate Portfolio Adjustments
	Portfolio Risk Management	<ul style="list-style-type: none"> Identify Portfolio Risks Analyze Portfolio Risks Develop Portfolio Risk Responses 	<ul style="list-style-type: none"> Monitor and Control Portfolio Risks

Standard of Portfolio Management



PMBoK® G./Portfolio/Program/OPM3/PMCDF

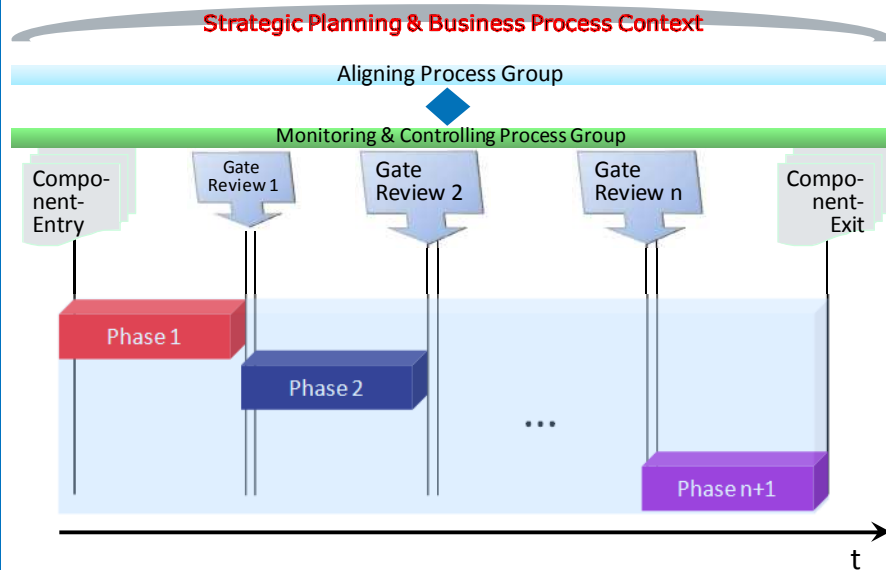
Portfolio Z



Standard of Portfolio Management



PMBoK® G./Portfolio/Program/OPM3/PMCDF





Prince 2



PRINCE2 is based on seven principles:

- Business justification
- Learning lessons
- Roles and responsibilities
- Managing by stages
- Managing by exception
- Product focused
- Tailored

Prince 2



The approaches to deliver these principles are outlined in the 7 themes of

- Business case
- Organisation
- Quality
- Plans
- Risks
- Changes
- Progress

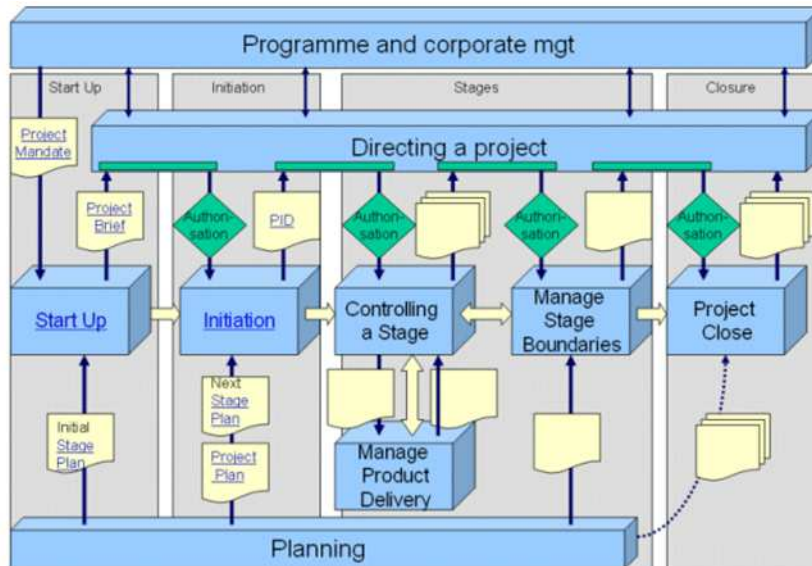
Prince 2



PRINCE2 is based on the processes below:

- Starting up a project
- Directing a project
- Initiating a project
- Controlling a stage
- Managing stage boundaries
- Closing a project

Prince 2



Quelle: OGC

Prince 2

Project manager:	The person given the responsibility to manage the project on a day-to-day basis to deliver the required products within the constraints agreed with the Project Board.
Project management team:	A term to represent the entire management structure of Project Board, Project Manager, plus any Team Managers Project Assurance and project support roles.
Team Manager:	An optional role that may be employed by the Project Manager or a specifically appointed person to manage the work of project team members.
Executive:	The single individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the projected benefits. This individual should ensure that the project or programme maintains its business focus, that it has clear authority and that the work, including risks, is actively managed. The chairperson of the Project Board, representing the customer, and owner of the Business Case.

Quelle: OGC

Prince 2

17 PMBoK® G./Portfolio/Program/OPM3/PMCDF	Change authority:	A group to which the Project Board may delegate responsibility for the consideration of requests for change. The change authority is given a budget and can approve changes within that budget.
	Customer, user, etc.:	The person or group who will use the final deliverable(s) of the project.
	Senior User:	A member of the Project Board, accountable for ensuring that user needs are specified correctly and that the solution meets those needs.
	Project Support Office:	A group set up to provide certain administrative services to the Project Manager. Often the group provides its services to many projects in parallel.
	Senior Supplier:	The Project Board role that provides knowledge and experience of the main discipline(s) involved in the production of the project's deliverable(s). Represents the supplier(s) interests within the project and provides supplier resources.
	Project assurance:	The Project Board's responsibilities to assure itself that the project is being conducted correctly.

Quelle: OGC

ITIL

ITIL is based on five core lifecycle titles:

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement



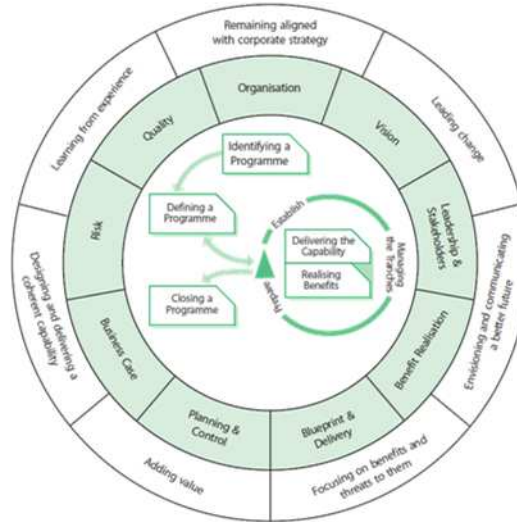
Quelle: OGC

MSP



19 PMBoK® G./Portfolio/Program/OPM3/PMCDF

MSP (Managing Successful Programs) - Framework



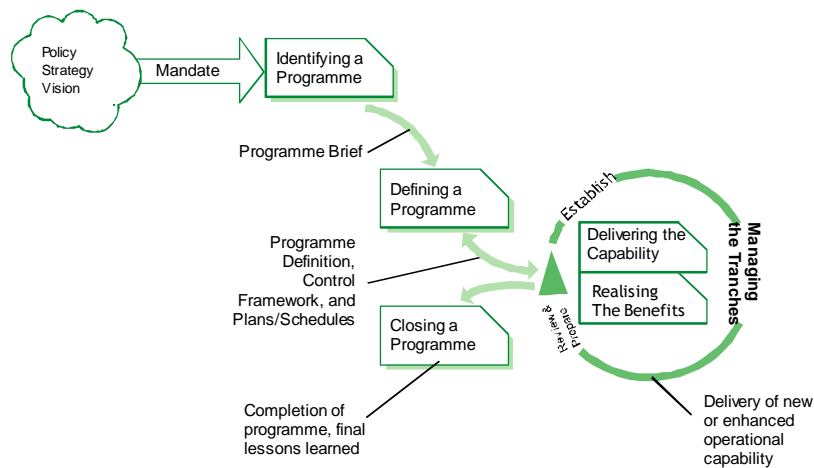
Quelle: OGC

MSP



20 PMBoK® G./Portfolio/Program/OPM3/PMCDF

MSP (Managing Successful Programs) – Transformation process



Quelle: OGC

Organizational Project Management Maturity Model OPM3

21

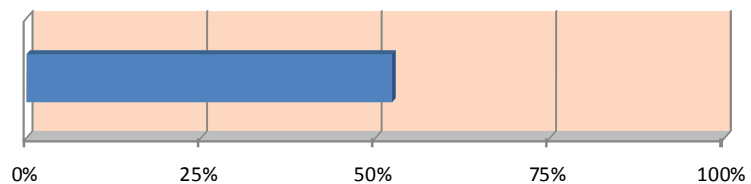
OPM3

PMI's OPM3

Organizational Project Management Maturity Model

- Doesn't define fix maturity levels, but
- Assesses the maturity of a corporation via a scale:

Organizational project management maturity: 52%



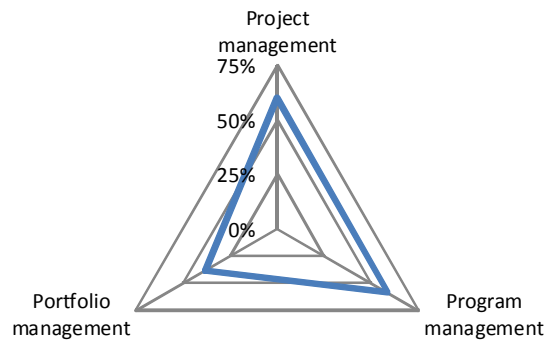
OPM3



PMI's OPM3

Maturity is assessed in 3 areas:

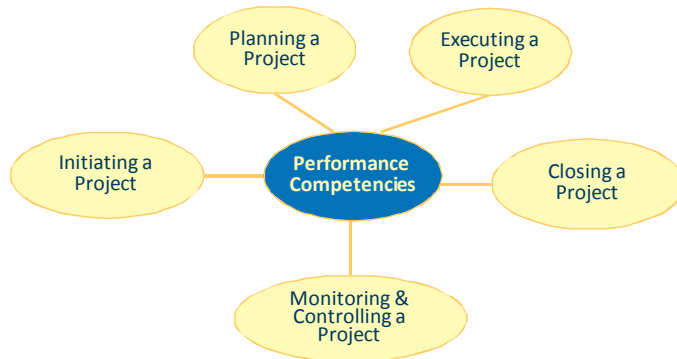
	Project management	Program management	Portfolio management
Maturity level:	60%	59%	38%



2.3 PMBoK® G./Portfolio/Program/OPM3/PMCDF

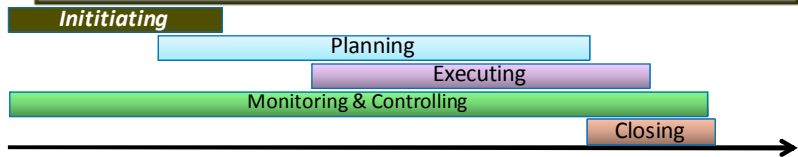


Performance Competencies



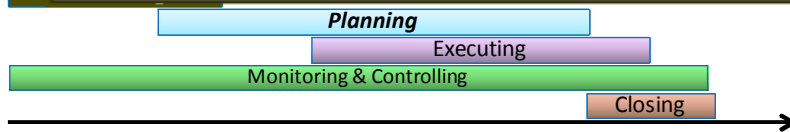
„Initiating a Project“

- Aligning the project to organizational objectives & customer needs
- Defining preliminary scope & stakeholder needs and expectations
- Understanding high level risks, assumptions & constraints
- Identifying and understanding stakeholders needs
- Project charter approval



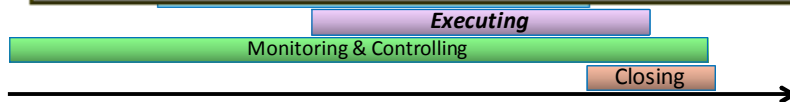
„Planning a Project“

- Agreeing upon project scope, project team with roles and responsibilities and communications
- Approving project schedule, cost budget, risk response plan, procurement plan, and project plan
- Establishing quality management plan & defining integrated change control



„Executing a Project“

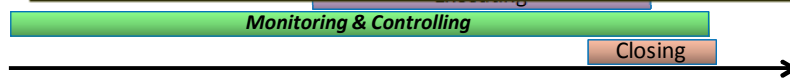
- Achieving project scope
- Managing stakeholder expectations, human resources, quality, material resources



What is common - what is different?

„Monitoring & Controlling a Project“

- Tracking project & communication status to the stakeholders
- Managing Project changes & project team
- Monitoring and controlling quality & risk
- Administering contracts



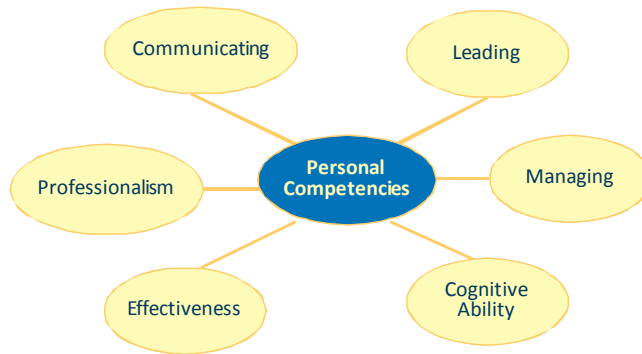
PMCD

„Closing a Project“

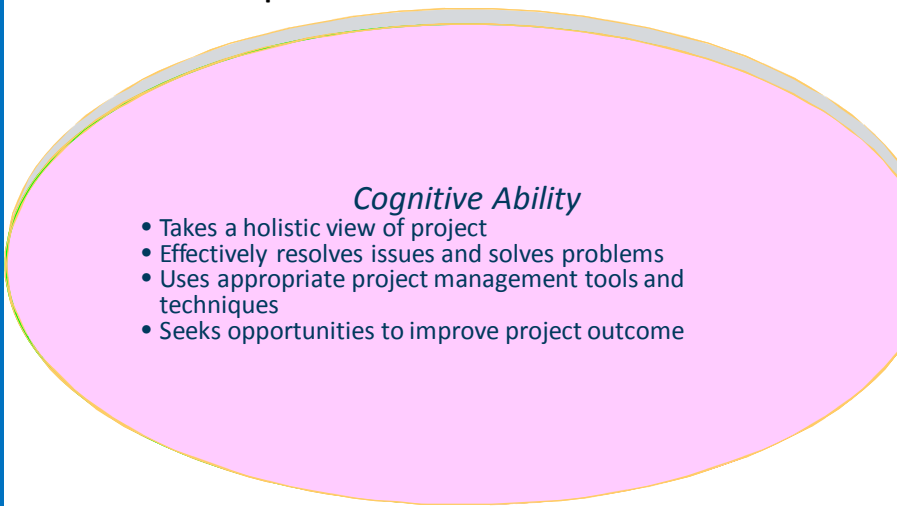
- Accepting project outcomes
- Releasing project resources
- Measuring and analyzing stakeholder perceptions
- Formally closing the project



Personal Competencies



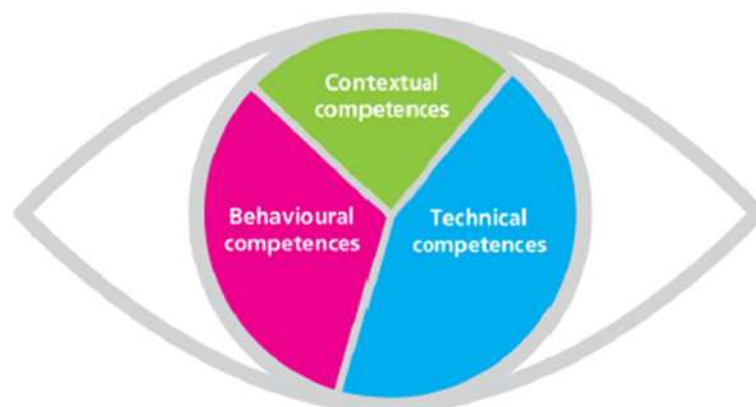
Personal Competencies



IPMA ICB IPMA Cmpotence Baseline 3.0

33

ICB – IPMA Competence Baseline 3.0

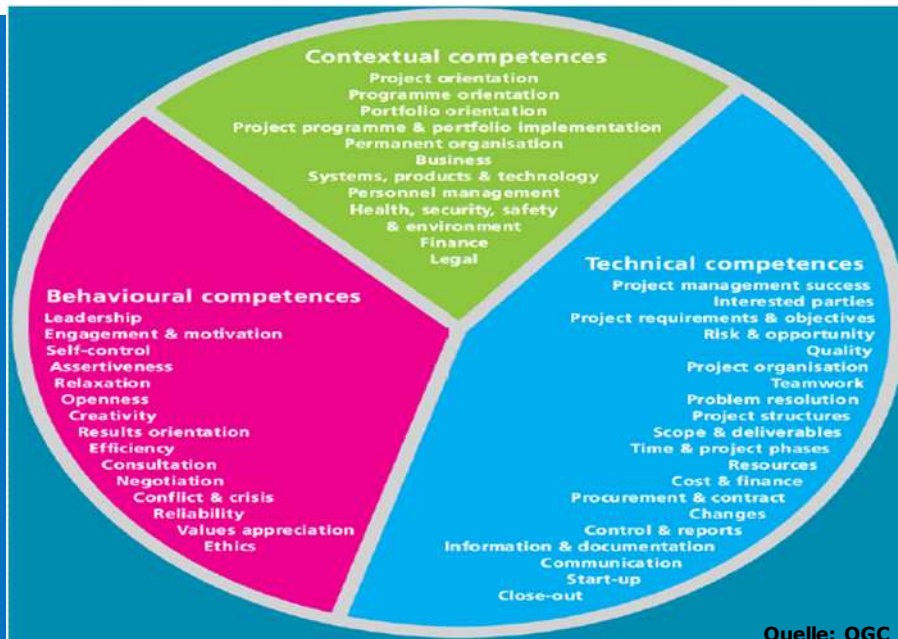


The Eye of Competence

Quelle: IPMA

34 PMBoK® G./Portfolio/Program/OPM3/PMCDF

ICB – IPMA Competence Baseline 3.0



Quelle: OGC

ICB – IPMA Competence Baseline 3.0

- The ICB provides the official definition of the competences expected from project management personnel by the IPMA for certification using the universal IPMA four-level certification system
- IPMA is exchanging views and professional experience with other project management associations that created project management knowledge, competence and maturity models which are designed for global use, such as in the U.S.....

Quelle: OGC

