

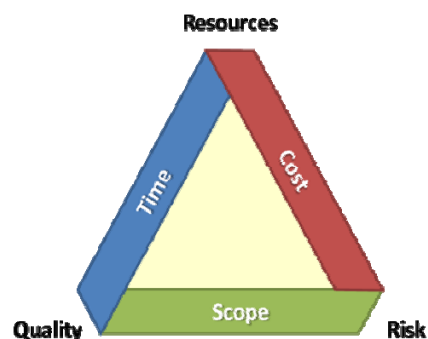
April 01, 2012: Will You Be Ready? (Part 2)

In 2007, Treasury Board approved two new policies affecting the governance of projects by departments. The transition period for the new *Policy on the Management of Projects* and the *Policy on Investment Planning* follows a phased implementation approach that began with a pilot group of departments. Groups of remaining departments are being brought on board during the transition period which began on April 1, 2007 and will terminate on April 1, 2012. The target for full implementation in all departments, as defined in section 2 of the *Financial Administration Act*, is April 1, 2012. By this date, all departments and agencies are expected to have the systems and processes in place to meet the policy requirements. Will you be ready?

In last month's article (Part 1), we looked at the two new policies and at what you should be doing in your department or agency to ensure that you will "have the systems and processes in place to meet the policy requirements".

This month, we'll take a closer look at the *Standard for Organizational Project Management Capacity* and, more specifically, the *Organization Project Management Capacity Assessment (OPMCA) Tool*. As noted in last month's article, after the effective date of the *Policy* (i.e., April 1, 2012), departments will be expected to undertake an assessment of their organizational capacity according to the *Standard for Organizational Project Management Capacity*, in conjunction with their investment plan.

The *Organization Project Management Capacity Assessment (OPMCA)* includes 92 questions in 3 dimensions: Organization Integration (20%), Core Project Management (60%), Supporting Project Management (20%). The relative weighting reflects the emphasis on excellence in the project management basics of scope, schedule, cost and risk management with a nod to resource and quality management as well.



The *Organization Project Management Capacity Assessment (OPMCA)* is an evidence-based tool (i.e., departments must demonstrate evidence-based capacity, not claimed capacity). The three dimensions by which departments are assessed are broken down as follows:

- **Organizational Integration (20%)**
 - ✓ Investment Portfolio Management
 - ✓ Investment Program Management
 - ✓ Organizational Support Structure
 - ✓ Project Management Standards

- **Core Project Management (60%)**
 - ✓ Project Integration Management
 - ✓ Project Scope Management
 - ✓ Project Time Management
 - ✓ Project Cost Management
 - ✓ Project Risk Management

- **Supporting Project Management (20%)**
 - ✓ Project Quality Management
 - ✓ Project Procurement Management
 - ✓ Project Human Resources Management
 - ✓ Project Communications Management

Departments will self-assess against the *Standard for Organizational Project Management Capacity* using the OPMCA tool. This assessment will be provided to Treasury Board at least once every three years along with departmental investment plans prepared in accordance with the new policy on *Investment Planning – Assets and Acquired Services*. The assessment is not “locked into” a 3-year cycle; it can, of course be updated as and when required, e.g., to reflect a significant change in departmental mandate or priorities or to reflect significant HR issues such as the loss/influx of experienced of skilled resources, and so on.

Demonstrated capacity against the *Standard* will also factor in the clarity of the definition of roles and responsibilities among project management groups and stakeholders within departments, as well as within their client base. To support their self-assessment against the OPMCA, departments will be expected to compile and provide information on past projects and departmental project management standards/policies/frameworks/delivery systems.

The interpretation of OPMCA scores in the table (below) is provided in the OPMCA User Guide. It is important to note, when considering assessment scores, that some departments need more project management capacity than others and that not

every department needs to make the investment necessary to develop extensive capacity in project management within their organizations .

CAPACITY CLASS / RATING	DEFINITION
0 – Limited <25 / 100	Organizations have no consistent project management discipline; relying on the skills of individual project managers for success.
1 - Sustaining 25 – 49 / 100	Organizations apply basic project management capabilities; project planning tends to be more efficient; and reporting often begins to be centralized.
2 - Tactical 50 – 69 / 100	Organizations have capacity to successfully deliver projects and adjust operations to meet planned objectives. Project management processes tend to become standardized; project information is often collected centrally; and projects tend to be approved and overseen by designated governance.
3 - Evolutionary 70 – 90 / 100	Organizations have integrated multi-project planning and control; projects are managed as investment programs. Project performance analysis provides input to process improvement, and standard governance structures exist.
4 - Transformational >90 - 100 / 100	Organizations have capacity to successfully deliver projects and change the way the organization does business.

In next month’s article, we’ll take a closer look at the *Standard for Project Complexity* and Risk. Your homework <grin>, in preparation for next month’s article, is to review the new Treasury Board *Policy on the Management of Projects* and associated *Standards and Tools*. Go to <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18229§ion=text#cha1>.

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