

CHAPTER 1 Introduction

1.1 *OPM3*[®]—Organizational Perspective

Successful implementation of a new organizational strategy can turn a good organization into a great one. Conversely, strategies that fail or generate poor results can quickly damage the organization's reputation and brand, internally and externally. Effective strategy execution is the responsibility of all levels of management, who must be involved actively and consistently to orchestrate required organizational changes and to manage the portfolio of investments that underpin these change initiatives.

The Organizational Project Management Maturity Model (*OPM3*) provides an organization-wide view of portfolio management, program management, and project management to support achieving Best Practices within each of these domains. This holistic perspective is a powerful tool enabling successful execution of organizational strategies, portfolios, programs, and projects, especially when these transcend functional and hierarchical boundaries. Moreover, *OPM3* global Best Practices, applied to the execution of strategy, can drive superior and sustainable results. These Best Practices are fully aligned with all other PMI standards, including the *A Guide to the Project Management Body of Knowledge (PMBOK[®] Guide)*—Fourth Edition, *The Standard for Program Management*—Second Edition, and *The Standard for Portfolio Management*—Second Edition. The *OPM3* Best Practices are also compatible with other global standards relating to projects, programs, and portfolios.

The *OPM3* Knowledge Foundation describes the most important components of PMI's Organizational Project Management Maturity Model. This document also describes how to plan for organizational improvements through the systematic acquisition of Best Practices in the management of portfolios, programs and projects. Figure 1-1 provides a high-level view, showing the major components within *OPM3*. These are summarized in the following sections and described in more detail throughout the remaining chapters of the *OPM3* Knowledge Foundation.

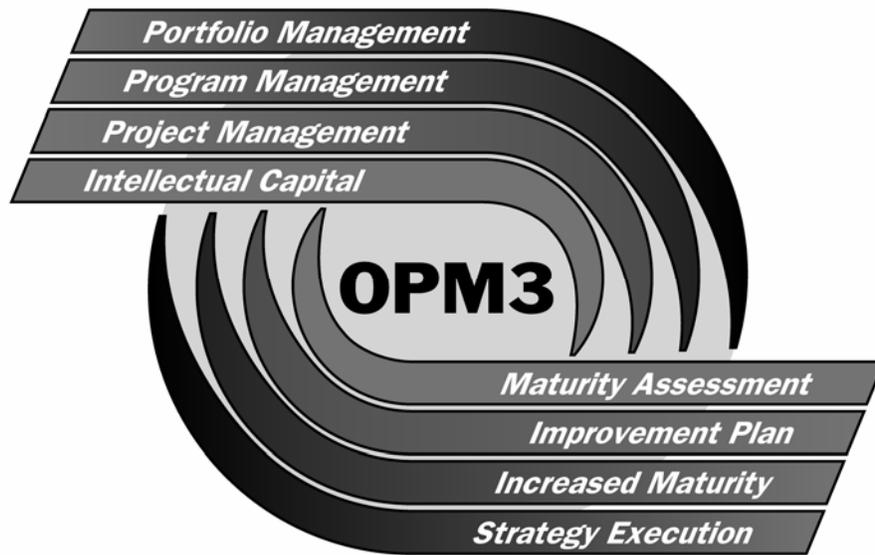


Figure 1-1. High-Level OPM3 View

1.2 Strategy Execution

OPM3 identifies key leverage points that represent interactions between organizational governance, strategy execution, and project, program, and portfolio delivery. By understanding and using these leverage points, an organization can methodically pursue its strategic goals through portfolios, programs and projects and achieve the desired organizational outcomes.

As illustrated in Figure 1-2, organizational governance is the driving force that oversees the attainment of organization-level goals and strategies through portfolios, programs and projects. These efforts are enabled through overarching organizational structures, policies, procedures, and other governance mechanisms. *OPM3* contains governance-related Best Practices designed to guide the organization to identify and select those kinds of projects that will support strategy execution.

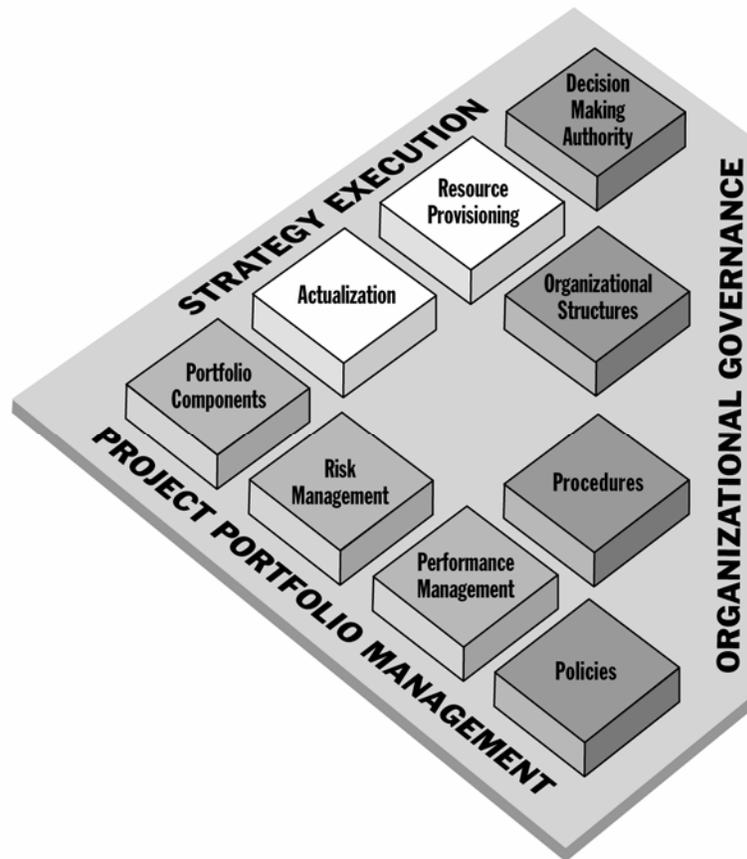


Figure 1-2. Organizational Leverage Points

During execution, the organization actualizes, or puts into action, its strategic planning decisions, and allocates resources to authorized portfolio investments. *OPM3* contains Best Practices designed to ensure that the organization executes its strategy through initiatives and investments that can best support the achievement of its goals. The aim of project portfolio management is to guide investment decisions, provide decision-making transparency, and increase the likelihood of realizing the desired return on investment. Enveloping all investments within a portfolio enables the organization to consider comprehensively its project/program investments to ensure that these address strategic objectives and interdependencies between projects. *OPM3* contains Best Practices designed to help an organization identify the appropriate mix of investments that best meets its execution strategies.

1.3 *OPM3* Components

Organizations can benefit from the *OPM3* Best Practices, which were identified in and gathered from public- and private-sector organizations throughout the world. These Best Practices are core competencies and organizations that adopt them are more likely to execute their strategies successfully. *OPM3* Best Practices in portfolio, program, and project management can help an organization attain its strategic objectives and achieve organizational excellence in a consistent and reliable manner.

As depicted in Figure 1-3, there are two categories of *OPM3* Best Practices - SMCI [standardize, measure, control, and continuously improve] Best Practices and Organizational Enablers. SMCI Best Practices are classified by stage of maturity within the domains of portfolio, program, and project management. Organizational Enablers (OE) are structural, cultural, technological, and human-resource Best Practices that underpin the implementation of SMCI Best Practices. The relative position of Organizational Enablers in Figure 1-4 portrays their foundational role in the adoption of SMCI Best Practices because they both anchor and sustain advances in organizational maturity.

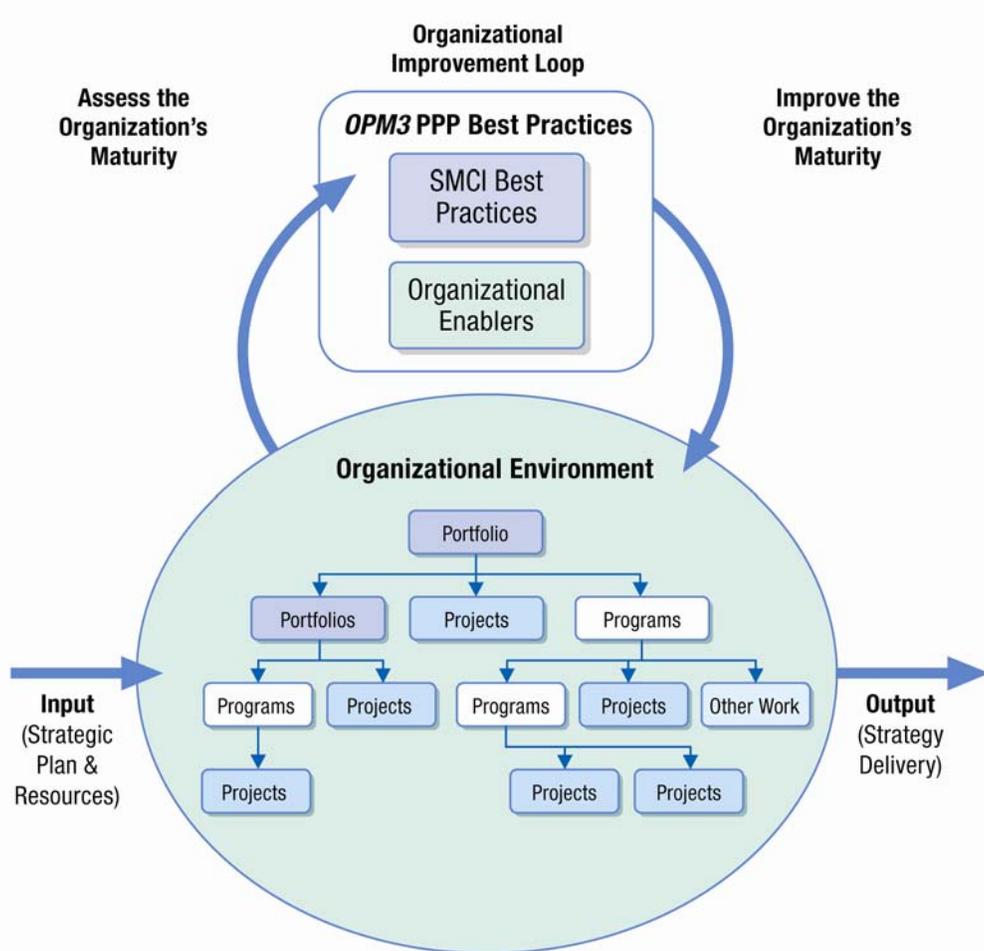


Figure 1-3. Improving Organizational Performance

Whereas **Figure 1-1** illustrated the highest-level perspective of *OPM3*, the model itself is a conceptual framework made of three essential types of interrelated components: (1) Best Practices, (2) Capabilities, and (3) Outcomes. As defined in *OPM3*, a Best Practice is a grouping of related organizational Capabilities. These Capabilities, in the context of the Best Practices, form the criteria in *OPM3* for assessing organizational maturity and for planning future improvements. In turn, the existence of an organizational Capability is signified by the presence of a set of observable organizational Outcomes. As

will be explained later in this standard, these Outcomes indicate a variety of interdependencies within the model.

Adoption of the *OPM3* Best Practices, Capabilities, or Outcomes can enable an organization to:

- Accelerate organizational success and minimize unnecessary risk by using proven best practices;
- Drive the identification and selection of projects that support strategy execution;
- Ensure that project/portfolio management includes the appropriate mix of investments that best supports the organization’s execution strategies and risk tolerance;
- Sense, analyze, and respond to incremental changes occurring within the organization, or changes precipitated by external factors like competition or regulatory requirements;
- Assure alignment between the project portfolio and the organization’s goals and strategies;
- Increase the understanding and transparency of project portfolio cost, risks and benefits - thereby enabling better-informed management decisions;
- Reduce the risk of high-impact failures at the project, program, or portfolio levels; and
- Execute portfolios, programs, and projects predictably, consistently and successfully.

1.4 Maturity Assessment

An *OPM3* maturity assessment illuminates an organization’s degree of organizational maturity in the areas of strategy execution, investment portfolios, programs, and projects. The methodology in *OPM3* can be effectively employed within various organizational environments and at various levels within a larger organization. The flexibility of the maturity assessment process permits an organization to focus on specific domains (project, program, and/or portfolio) or Organizational Enablers, or on a specific stage of maturity (standardize, measure, control, or continuously improve). These assessments can help the organization identify what Best Practices, Capabilities, or Outcomes it may currently exhibit. Figure 1-4 shows an example of what such an assessment may reveal about an organization’s maturity.

There are several types of *OPM3* assessment instruments available to your organization, either self-administered or administered by a certified *OPM3* assessor. One self-administered assessment focuses exclusively on high-level Best Practices while the other focuses on more detailed Capabilities and Outcomes. The high-level assessment instrument is part of the Knowledge Foundation, while the more comprehensive and detailed assessment instrument is provided with the *OPM3* Online tool. A robust set of tools and methods is also available in the *OPM3* ProductSuite to organizations working with a certified *OPM3* assessor.

Figure 1-4 shows the results of a hypothetical organizational maturity assessment. The shaded area in the bottom, cell labeled “Organizational Enablers” represents the extent to which the organization has adopted those Best Practices— structural, cultural, technological, and human resource-related— that are foundational to implementing SMCI Best Practices . The cells in the upper portion of the figure, then, represent the organization’s maturity at each SMCI stage (standardize, measure, control, continuously improve) within each domain (Portfolio, Program, and Project). For example, the figure shows that the organization has implemented more than half of the Best Practices, Capabilities, or Outcomes at the “standardize” maturity stage for the Project domain. Conversely, the amount of white

space within each cell indicates the level of opportunity that remains for improving maturity within each domain and stage.

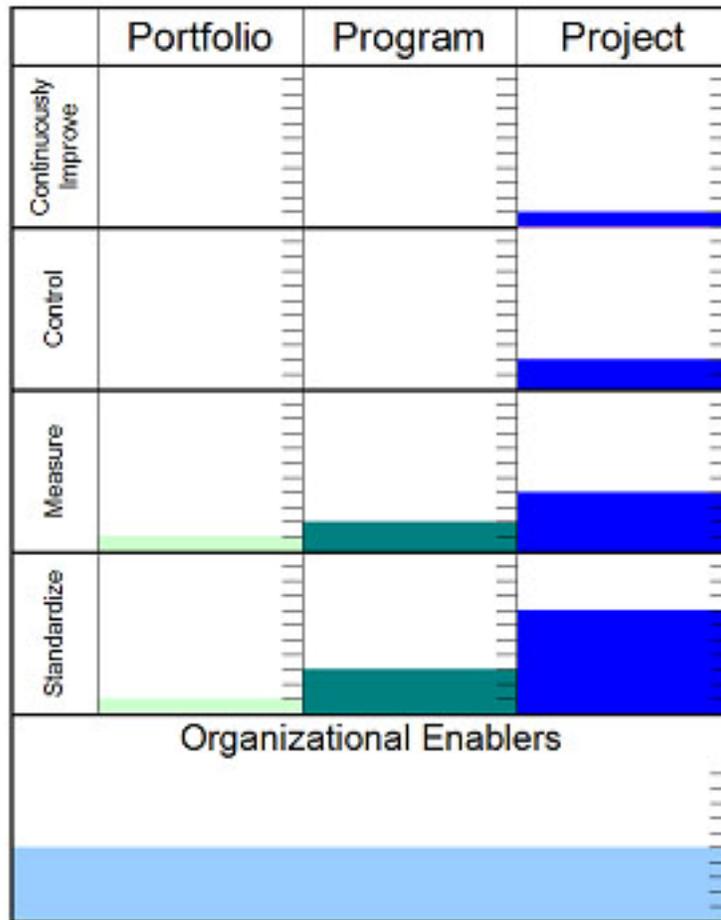


Figure 1-4. Sample Results of Maturity Assessment

1.5 Organizational Improvement Plan

The results of an organizational maturity assessment can create the basis for an improvement plan targeted at the relevant leverage points (see Figure 1-2). *OPM3* provides the organization with valuable insights for the development of a maturity improvement plan, but does not dictate a single improvement path or prescribe rigid improvement goals. The *OPM3* framework provides organizations with the flexibility to focus improvement efforts vertically in specific domains, horizontally across domains at SMC levels in each domain best suited to organizational needs and goals.

OPM3 Online provides an interactive database to assist an organization in developing an improvement plan to increase organizational project management maturity. The database contains all of the *OPM3* Best Practices, Capabilities, and organizational Outcomes—as well as hundreds of known dependencies among the *OPM3* components. *OPM3* Online provides information to help an organization map out the steps needed to achieve its maturity improvement goals. *OPM3* ProductSuite also contains automated tools that will accelerate the maturity improvement planning process.

As shown in Figure 1-3, continuous improvement is an iterative process involving cycles of organizational assessment followed by improvements in organizational performance. Generally speaking, as an organization concludes one successful iteration of the *OPM3* improvement cycle, it will simultaneously plan the next iteration.

1.6 Overcoming the Improvement Dilemma

Some organizations find it extremely difficult to sustain the process of making continuous improvements in project management maturity. Even after genuine successes in early cycles, it can be challenging to maintain the level of commitment needed. To overcome this improvement dilemma, an organization must develop the capacity to implement and assimilate the internal changes required by the maturity improvements. The organization must fully integrate the *OPM3* Best Practices and Capabilities it adopts, to make them an essential element of the culture, and to lay the groundwork for ongoing improvements.

OPM3 Best Practices can also guide an organization in how to sustain the maturity improvements it has already attained. *OPM3* organizational governance Best Practices (see Figure 1-2) provide the greatest overall leverage in this effort by creating necessary new structures, as well as processes for decision-making and resource allocation. Appropriate governance mechanisms can help formalize the idea of sustainable maturity improvements within the organization's standard operating policies, procedures, and processes. The organization can further promote sustainable improvements by providing tools, technologies, and ongoing training to develop the requisite knowledge and behaviors throughout its workforce.

CHAPTER 2 Foundational Concepts

2.1 OPM3 Purpose and Scope

This chapter describes *OPM3*, a project management maturity model based on the Project Management Institute (PMI) standards for project, program and portfolio management. *OPM3* aligns these standards within a context of organizational strategic planning and execution.¹ The model is comprised of accumulated project management practitioner knowledge, Best Practices, including Organizational Enablers, and a disciplined, repeatable process for assessing organizational project management maturity to guide improvements in project, program and portfolio management. Chapter 3 describes the assessment and improvement plan portion of the model in detail.

OPM3 provides the model for improvements in maturity, which will enable an organization to execute its strategies successfully by adopting a structured project, program and portfolio (PPP) management approach appropriate to the organization's size, industry type, and culture.

2.2 Organizational Project Management

Organizational Project Management (OPM) is the systematic management of projects, programs, and portfolios in alignment with the organization's strategic business goals. The purpose of *OPM3* is to ensure that the organization undertakes the right projects and allocates critical resources appropriately. Next, *OPM3* helps ensure that all levels in the organization understand the relationships among the strategic vision, the initiatives that support the vision, and the objectives and deliverables to be achieved by portfolios of programs and projects.

The term "organization" does not necessarily refer to an entire company, agency, association, or society. It can refer to business units, functional groups, departments, or sub-agencies within the whole. While individual projects may be considered tactical, *OPM3* is, by definition, strategic. Used properly, *OPM3* mirrors an organization's business execution strategy, providing a high-level perspective to focus the selection of projects and assignment of critical resources to implement goals through initiatives that directly impact financial results.

2.3 Organizational Project Management Maturity

A "maturity model" is a conceptual framework that describes the characteristics of effective processes in areas as diverse as strategic business planning, business development, systems engineering, project management, risk management, information technology (IT) or personnel management. The foundation of these models is that every process depends upon one or more *capabilities* or competencies that can be measured and assessed. The assessment can determine how mature each process is, with informal processes at the lower end of the maturity scale and highly standardized processes at the upper end of the scale. This continuum represents a linear progression to mature practices. While a variety of models have been developed, the majority propose five levels of increasing maturity ranging from "initial" to "repeatable," "defined," "managed," and ultimately "optimized" or "continuously improved."

¹ The PMI standards are *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Fourth Edition; *The Standard for Program Management*—Second Edition; and *The Standard for Portfolio Management*—Second Edition.

OPM3 is based on the idea that Best Practices are comprised of specific, prerequisite, capabilities. Adopting or attaining Best Practices then facilitates the achievement of an organization's clearly defined strategic objectives. *OPM3* also assumes that the development of these capabilities and the adoption of the resulting Best Practice will enable the organization to deliver the desired strategic outcomes in a predictable, controllable and reliable manner.

2.4 OPM3

2.4.1 Domains

OPM3 utilizes the construct of Project, Program and Portfolio Management Domains, representing increasing degrees of sophistication and control, and increasingly complex communities of practice. This range in sophistication corresponds to the range in complexity of an organization's strategic initiatives and its operational processes.

The *Project* Management Domain describes the knowledge areas and process groups that guide the conduct of individual projects. Project management standards such as PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Fourth Edition order and describe good practices that guide project management processes. Depending on an organization's size, complexity, and maturity, it may initiate or manage multiple and interacting projects simultaneously.

The *Program* Management Domain provides the processes to manage a group of related projects in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program.

The *Portfolio* Management Domain encompasses the management of a collection of projects and/or programs and other work which may not be related but which benefit from the overall control and allocation of organizational priorities and resources.

Each of the *OPM3* domains includes domain-specific processes that can be performed to achieve the control, efficiency, and consistency required to implement strategic initiatives and to achieve the desired organizational results.

2.4.2 Organizational Enablers

In addition to the three domains, *OPM3* introduces the concept of Organizational Enablers (OE). Organizational Enablers are Best Practices which facilitate the implementation of other Best Practices, but also help make organizational improvements sustainable. The presence of Organizational Enablers indicates that an organization has matured to the point of establishing a stable OPM practice environment and has embraced the disciplines of project, program and portfolio management to achieve this.

The following graphic illustrates the maturation cycle of organizational strategic planning, supported by a performance management system, to achieve increasing success through adopting OPM and OE Best Practices.

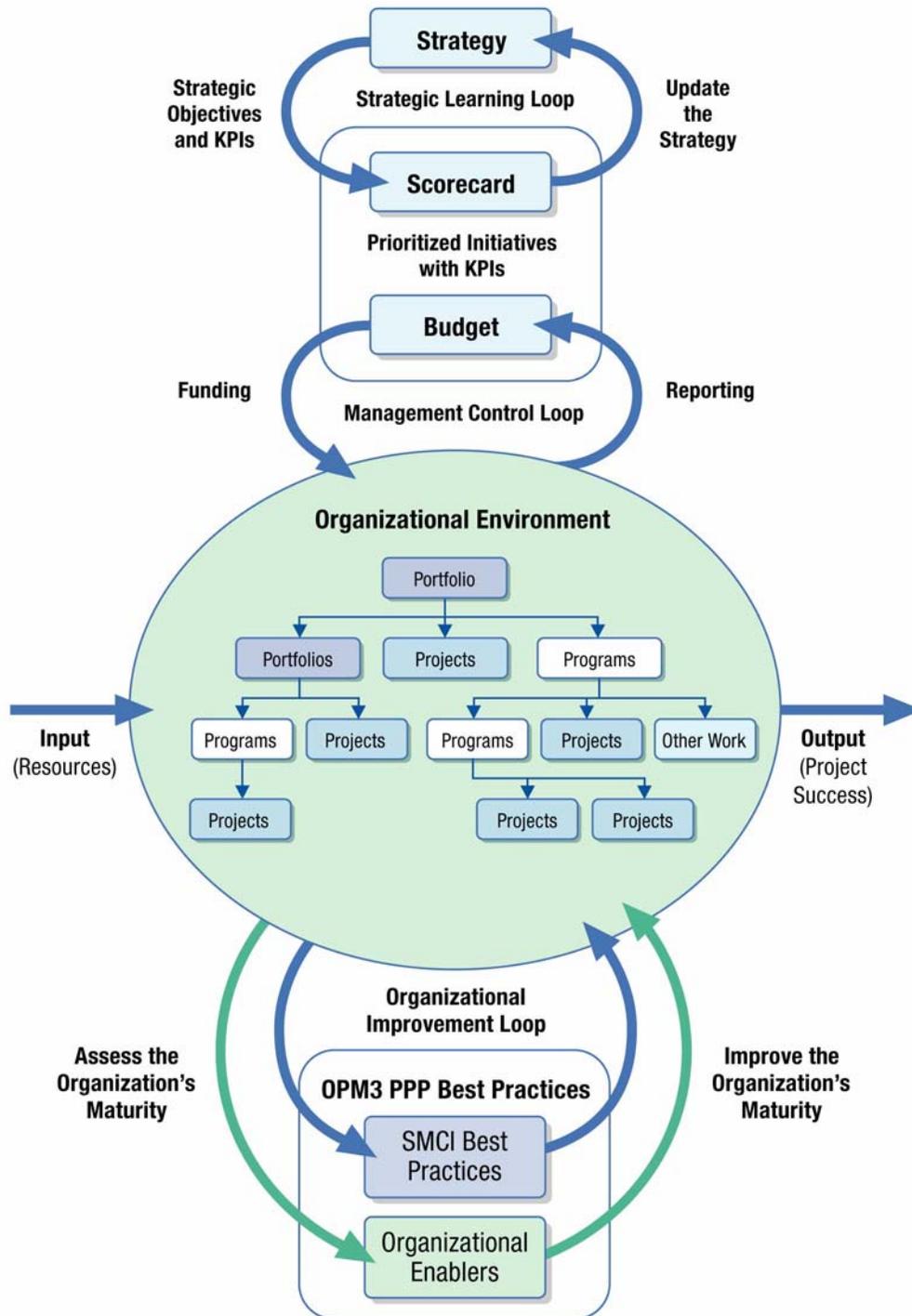


Figure 2-1. OPM3 within the Organizational Strategic Environment

2.4.3 Multi-Dimensional View of Maturity

OPM3 takes a unique approach to the concept of maturity. In this model, the progression toward increased maturity is seen as multi-dimensional, presenting several ways to look at an organization's ma-

turity rather than employing steps or levels inherent in other models.

One dimension involves assessing present PPP (project, program, and portfolio) management process practices in an organization, in terms of the process improvement cycle (SMCI—standardize, measure, control, and continuously improve). The cycle moves from standardizing processes, to measuring the effectiveness of these processes in achieving the desired outcomes. Successful processes lead to a controlling stage and the consistent, reliable, application of Best Practices. After standardized, measured, and controlled processes are in place, the cycle moves to continuously improving the adoption and application of Best Practices to achieve more successful project outcomes—the right project, done correctly, each time. The *OPM3* Assessment identifies where in the cycle to start to move towards process improvement for any process or group of processes within each domain. Reassessment throughout the SMCI cycle provides an ongoing benchmark to ensure that processes remain dynamic, and reflect evolving business environments and emerging Best Practices. (See Chapter 3 for a full explanation of this concept.)

Another dimension involves assessing the domains in terms of the progression of Best Practices associated with each domain (see Chapter 4), first addressing project management, then program management, and finally, portfolio management.

Within these two dimensions—PPP/SMCI and PPP/Best Practices—is a third dimension, the progression of incremental Capabilities leading to each Best Practice. Taken as a whole, these three dimensions constitute valuable reference points when an organization assesses its maturity in organizational project management and considers possible plans for improvement. In addition to the three dimensions described above, *OPM3* also categorizes the Capabilities in terms of their association with PPP management process groups, permitting evaluation of a fourth dimension or aspect of maturity. This fourth dimension permits an organization to focus on attaining a more mature PPP management practice in a select set of processes, rather than requiring that all processes mature at the same pace.

The *OPM3* approach to assessing maturity across multiple dimensions encourages flexibility in applying the model to the unique needs of an organization. This approach produces a more robust and holistic body of information to support plans for improving OPM processes, compared to step-like linear models.

Each of these dimensions is a continuum along which organizations can evolve their OPM processes to provide the best support for the execution of their strategy. The adaptable and flexible framework of *OPM3* enables organizations to gain the benefits that provide the best value for effort, in achieving effective project management practices.



Figure 2-2. Organizational Project Management Maturity Increases along a Continuum

The *OPM3* model extends the Organizational Project Management Maturity definition to include the focus on OPM practice as an extension of business strategy execution. An organization that implements the *OPM3* model can improve its OPM processes by adopting recognized Best Practices to achieve consistent project, program and portfolio success in support of strategic goals.

CHAPTER 3 The OPM3 Cycle

3.1 Knowledge, Assessment, and Improvement

OPM3 consists of three interlocking elements—knowledge, assessment, and improvement - as depicted in Figure 3-1.



Figure 3-1. Elements of the OPM3 Standard: Knowledge, Assessment, and Improvement

The knowledge element provides the organization with descriptive information regarding Best Practices, Capabilities, Outcomes, and other organizational project management maturity components. The assessment element enables the organization to determine its current location on a continuum of organizational project management maturity. The improvement element employs the results of the assessment to plan initiatives leading to increased organizational project management maturity.

3.2 Introduction to the OPM3 Improvement Cycle

The following sections introduce the OPM3 Improvement Cycle, using the knowledge, assessment and improvement elements.

3.2.1 Knowledge

.1 Step One: Prepare for Assessment

The first step is for the organization to prepare for the process of assessing its organizational project management maturity in relation to the model. This involves two levels of understanding. The first is an understanding of the organization’s strategic objectives and the degree of maturity needed to execute these objectives. The second is an understanding of the components of OPM3 and how to use them to attain the organization’s maturity goals. Contents of the model include the following:

- *The Knowledge Foundation* (this standard), consisting of the narrative text describing OPM3, including a table of Best Practices, appendices, and a glossary.

- *Self-Assessment Method (SAM)*, consisting of a high-level and a comprehensive assessment process. The high-level assessment is provided in an appendix of the Knowledge Foundation and in the *OPM3 Online* tool. The *OPM3 Online* tool also contains a directory of Capabilities and an Improvement Planning tool for performing the comprehensive assessment.
- *Detailed directories in the OPM3 Online Tool*, providing a database of the Best Practices, Capabilities and an Improvement Planning tool.

3.2.2 Assessment

.1 Step Two: Perform High-Level Assessment

The next step is to assess the organization's degree of maturity in organizational project management. To do this, an organization must be able to compare the characteristics of its current maturity state with those described by the model. The first phase of assessment is to review which Best Practices in *OPM3* are and are not currently demonstrated by the organization, and to identify the organization's general position on a continuum of organizational project management maturity. The high-level assessment process can be conducted by using the SAM questionnaire in Appendix D, using the SAM questionnaire in the *OPM3 Online* tool, utilizing a PMI certified *OPM3* assessor, or using an assessment method devised by the organization itself. The high-level assessment produces a list of Best Practices that do not currently exist in the organization. These may become the organization's targeted Best Practices for development, depending on its improvement strategy.

The results of the high-level assessment process give the organization a basis from which to scope areas for improvement. For instance, the organization may decide to focus on one organizational project management domain, such as the Program Domain, and a particular process improvement stage, such as Standardize, to use as a starting point. The organization may also decide to work on Organizational Enabler Best Practices that can help support their organizational project management improvement strategy. This scoping of Best Practices for improvement helps make the subsequent comprehensive assessment smaller and more manageable.

.2 Perform Comprehensive Assessment

After completing the high-level assessment process (or an alternative approach to assessing the organization against *OPM3* Best Practices), the organization will determine which Best Practices to investigate first. The organization may then proceed to determine if specific Capabilities exist within the organization, relative to each targeted Best Practice. The comprehensive assessment provides a more in-depth and precise view of an organization's current state of maturity. If the organization has utilized a PMI Certified *OPM3* Assessor, the assessment will have automatically included a comprehensive assessment.

To perform the comprehensive assessment, the assessment team refers to the Improvement Planning Directory (available in the *OPM3 Online* tool) to view the series of Capabilities aggregating to each targeted Best Practice. The organization then determines which of the identified Capabilities already exist within the organization. This involves studying each Capability and determining whether or not its associated Outcomes exist and are observable in the organization as evidence of the Capability (usually by means of some artifact). This evaluation is done through the use of the Capabilities Directory, which shows the required Outcomes for each Capability. In general, a Capability can be said to exist when all of the listed Outcomes have been observed. Similarly, a Best Practice can be said to exist when all its listed Capabilities exist.

The results of the assessment step may lead an organization to plan for improvements, repeat the assessment, or exit the process. If an organization elects to exit, a periodic revisiting of the assessment step is recommended, to monitor the effects of intervening changes.

3.2.3 Improvement

.1 Step Three: Plan for Improvements

For those organizations choosing to pursue organizational improvements leading to increased maturity, the results of the previous step will form the basis for an improvement plan. The documentation of which Capabilities the organization does and does not have—including the dependencies among them—permits a ranking of needed Capabilities and Outcomes according to their priority for the organization. This information enables the development of a specific plan to achieve the Outcomes associated with the Capabilities of targeted Best Practices.

.2 Step Four: Implement Improvements

Once the plan has been established, the organization will have to implement the plan over time, i.e., execute requisite organizational development activities to attain the needed Capabilities and advance on the path to increased organizational project management maturity.

3.2.4 Return to Assessment and Improvement

.1 Step Five: Repeat the Process

Having completed some improvement activity, the organization may consider: (1) reassessing where it is currently on the continuum of organizational project management maturity by repeating the Assessment (Step Two), or (2) returning to plan for improvements (Step Three) to begin working toward other Best Practices identified in an earlier assessment, but not acted upon.

Following the first round of assessments, a greater familiarity with the Best Practices and their constituent Capabilities, combined with a more realistic view of the organization, may result in different answers to the assessment process, and a more accurate outcome the second time.

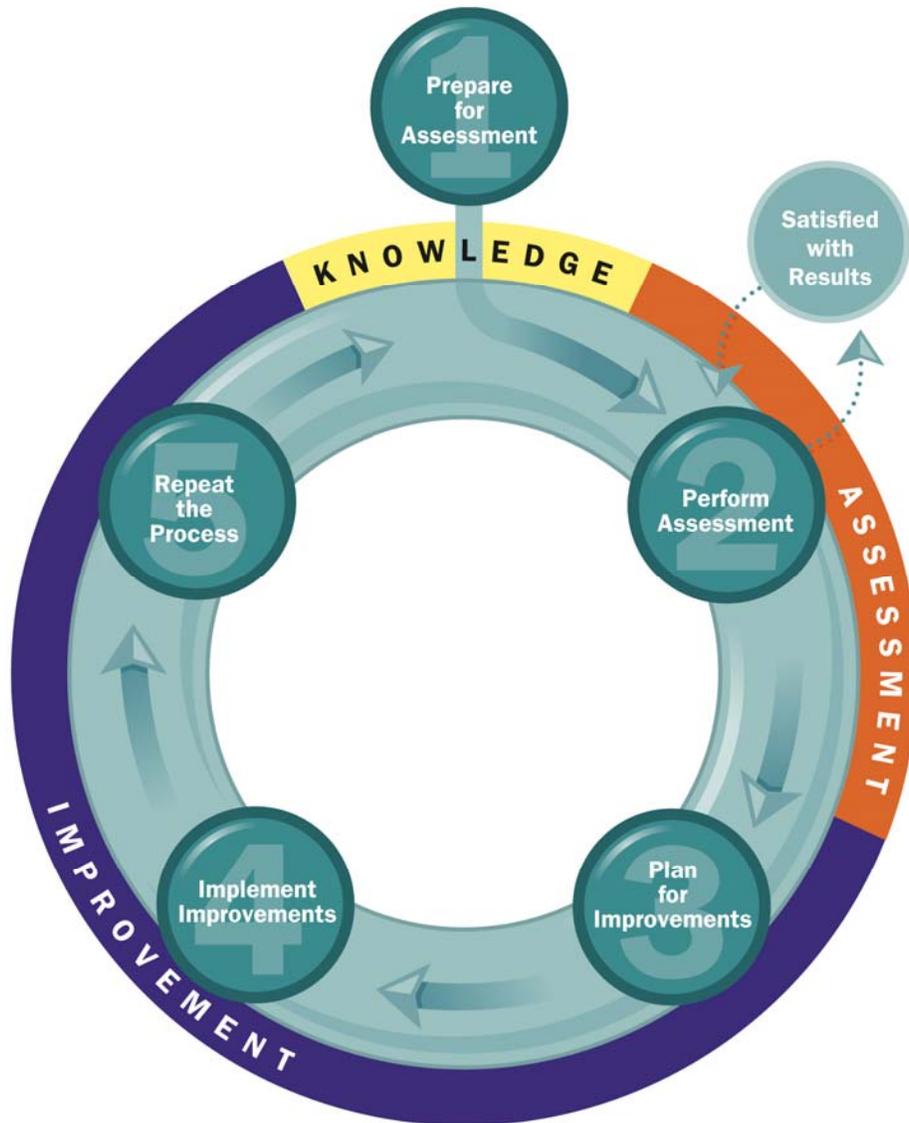


Figure 3-2. The OPM3 Cycle

While sustainable organizational improvements may be realized through a single improvement initiative, *OPM3* can add considerable value when applied in additional or continuous improvement cycles. The first improvement cycle can prepare the foundation for much more valuable improvements in future cycles. Organizations can continue utilizing *OPM3* to harness more and more of its full potential. In this way, an organization will help to expand and refine the possible applications of this model, and realize an increasing measure of its benefits. Appendix G provides more details about the assessment and improvement cycle.

CHAPTER 4 The Organizational Project Management Processes

4.1 Introduction

As a subset of general organizational processes, the subject of Organizational Project Management (OPM) includes specific processes concerned with OPM within organizational governance, strategy execution, portfolio management, program management, and project management. This subset of organizational processes outlines the scope and proper context of *OPM3* and provides a perspective on the challenges encountered during assessment and improvement initiatives.

As mentioned in Chapter 1, each layer of the *OPM3* model contains relational and functional attributes that are useful during organizational maturity assessment and improvement activities. One of several *OPM3* attributes designates domain type—project, program, or portfolio—for each Best Practice and Capability. There is also an attribute that maps each Best Practice and Capability to one or more processes within Project, Program, or Portfolio Domains. These process groups are described in detail in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Fourth Edition, *The Standard for Program Management* – Second Edition, and *The Standard for Portfolio Management* – Second Edition.

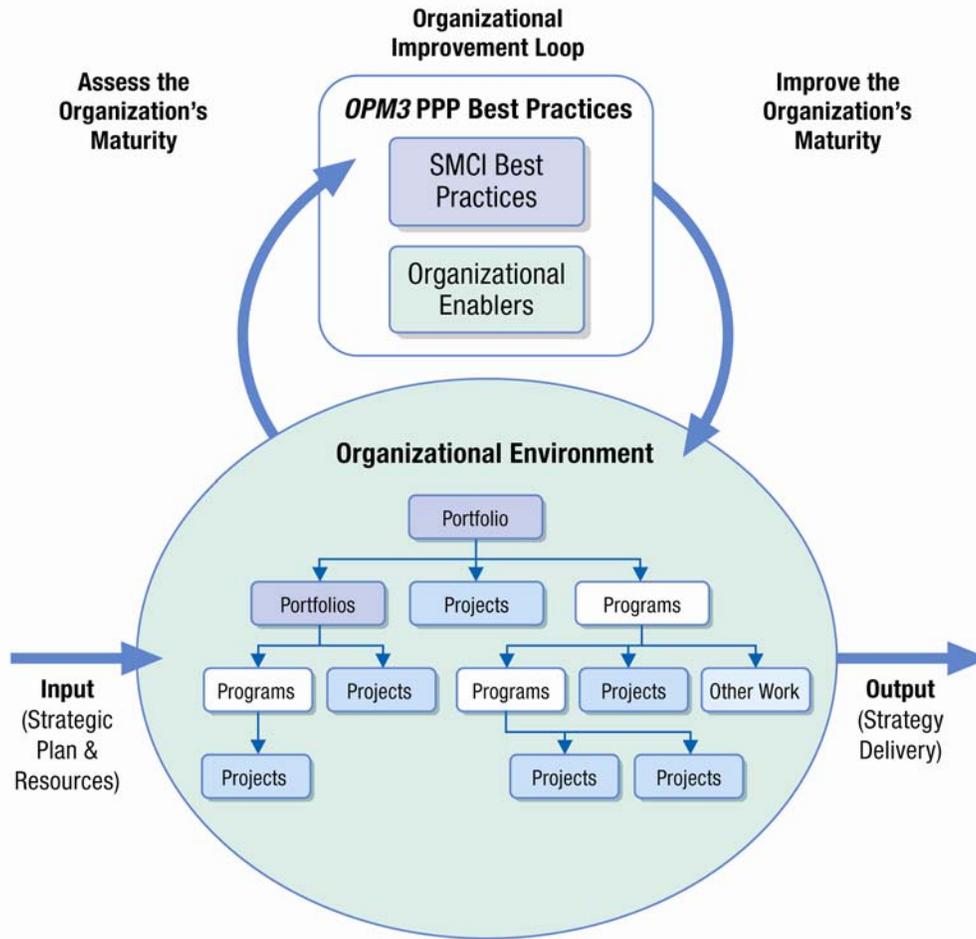


Figure 4-1. Relationship of Portfolios, Programs, and Projects

The following sections describe the management processes incorporated by *OPM3* as illustrated in Figure 4.1:

- 4.2 Project Management.
- 4.3. Program Management.
- 4.4. Portfolio Management.

4.2 Project Management Processes

The *PMBOK* Guide identifies five project management process groups required for any project. These five process groups have clear dependencies and are performed in the same sequence on each project. They are independent of application areas or industry focus. Process groups and their constituent processes are often repeated prior to completing the project—a process called progressive elaboration. Progressive elaboration simply means that, as more information becomes available, some processes and process groups are repeated to incorporate new factors. Constituent processes can also have interactions both within a process group and among process groups, an overlap that acknowledges that a pro-

ject is influenced by ongoing internal and external factors.

The five process groups are:

- **Initiating Process Group.** Defines and authorizes the project or a project phase.
- **Planning Process Group.** Defines and refines objectives, and plans the course of action required to attain the objectives and scope that the project was undertaken to address.
- **Executing Process Group.** Integrates people and other resources to carry out the project management plan for the project.
- **Monitoring and Controlling Process Group.** Regularly measures and monitors progress to identify variances from the project management plan so that corrective action can be taken when necessary to meet project objectives.
- **Closing Process Group.** Formalizes acceptance of the product, service, or result and brings the project or a project phase to an orderly end.

4.3 Program Management Processes

The *PMI Standard for Program Management* identifies five program management process groups. These process groups are synchronized with the process groups defined in the *PMBOK*[®] Guide and are independent of application areas or industry focus. These process groups are not executed in a linear fashion and frequently overlap. Furthermore, one or more processes from each process group will normally be executed at least once in every phase of a program life cycle. Performing each process is an indication of the dynamic nature of real life. Good program management practice acknowledges that programs and projects are not conducted in isolation from the normal functioning of an organization. The five program management process groups are:

- **Initiating Process Group.** Defines and authorizes the program or a project within the program, and produces the program benefits statement for the program.
- **Planning Process Group.** Plans the best alternative courses of action to deliver the benefits and scope that the program was undertaken to address.
- **Executing Process Group.** Integrates projects, people and other resources to carry out the plan for the program and deliver the program's benefits.
- **Monitoring and Controlling Process Group.** Requires that the program and its component projects be monitored against the benefit delivery expectations and that their progress be regularly measured, to identify variances from the program management plan. This process group also coordinates corrective actions to be taken when necessary to achieve program benefits.
- **Closing Process Group.** Formalizes acceptance of a product, service, or benefit/result, and brings the program or program component (e.g., project) to an orderly end.

4.4 Portfolio Management Processes

The Standard for Portfolio Management identifies two portfolio management process groups. These processes are a subset of standard organizational practice that serves to facilitate informed decision making and portfolio balancing. These processes aggregate into two portfolio management process groups which are independent of application area or industry focus. The two portfolio management

process groups are:

- **Aligning Process Group.** Determines how components will be categorized, evaluated, and selected for inclusion, and managed in the portfolio.
- **Monitoring and Controlling Process Group.** Reviews performance indicators periodically for alignment with strategic objectives and verifying the benefits to the organization from the components of the portfolio.

4.5 Attributes of Portfolio, Program, and Project Management Processes

In the *OPM3* context, Portfolio, Program and Project (PPP) Management Domain Processes and Process Groups support and facilitate Organizational Project Management (OPM), and the term itself implies all three domains. However, *OPM3* differs from the usual interpretation of OPM processes and practices in that it emphasizes the processes that directly align and support strategic initiatives.

The *OPM3* model highlights the Best Practices derived from the PPP Domain Processes and Process Groups and presents these as opportunities for improvements in organizational maturity. The flexible approach in the *OPM3* model encourages organizations to focus on the domains, processes, and process groups where adoption of Best Practices will best support successful achievement of strategic objectives. Understanding the process groups and the processes they support will help the organization to determine where they should start the effort to improve their OPM practices. Appendix X provides a table that illustrates organizational processes within each of the domains, arranged by process group. This visual representation of domains and process groups is designed to aid understanding, and can serve as a roadmap for choosing the right approach to achieve the kinds of improvements best suited to the organization's objectives.

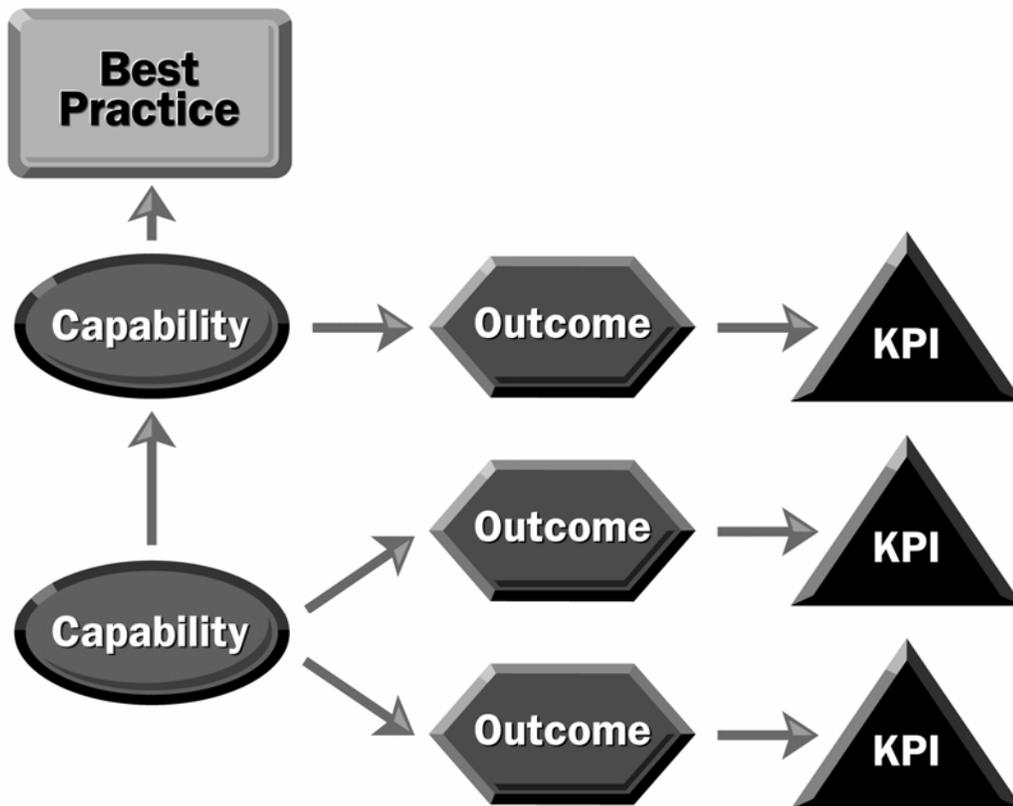
CHAPTER 5 The *OPM3* Construct

Chapter 4 introduced the domains of project management—Project, Program, and Portfolio, as well as the process groups within each domain. The domains and their process groups and the stages of process improvement described in Chapter 2 are the building blocks of the *OPM3* Construct. Each domain contains Best Practices and Capabilities which constitute the potential maturity an organization can achieve. As described in Chapter 4, the domains are not independent, although the organization may choose to pursue the Best Practices of each domain independently. This chapter describes Best Practices in detail, including their constituent components: Capabilities, Outcomes, and Key Performance Indicators. It also introduces the idea of dependencies among Best Practices and Capabilities, as well as various categories of Best Practices, which group Best Practices and Capabilities with similar characteristics. Further, the chapter describes Organizational Enabler Best Practices and how they can support an organization's improvement plan for achieving project management maturity.

5.1 Best Practices

Organizational project management maturity is measured in *OPM3* by assessing the existence of Best Practices within the OPM domains (project, program, and portfolio). In general, the term Best Practices refers to the optimal methods, currently recognized within a given industry or discipline, to achieve a stated goal or objective. In the *OPM3* context, a Best Practice is achieved when an organization demonstrates consistent organizational project management processes evidenced by its aggregated Capabilities and successful Outcomes. For organizational project management, this includes the ability to deliver projects predictably, consistently, and successfully to implement organizational strategies. Furthermore, Best Practices are dynamic because they evolve over time. *OPM3* encourages a culture of improvement, leveraging current Best Practices and adopting newer ones to achieve organizational goals.

In *OPM3*, an organization is said to achieve a Best Practice when it has consistently demonstrated its supporting Capabilities. A Capability is attained when the organization has observed the measurable Outcomes associated with that Capability, as evidenced by Key Performance Indicators (KPIs), illustrated in Figure 5-1. The Best Practices are decomposed into Capabilities that aggregate to each of those Best Practices. Each Best Practice is made up of two or more Capabilities. A Best Practice is attained only through achievement of all its Capabilities. In other words, if the organization demonstrates achievement of all the aggregated Capabilities except one, it cannot claim achievement of the Best Practice. However, even if an organization has not completely achieved the Best Practice, the organization may still have realized maturation benefits that meet the organization's needs. To understand more about Capabilities, see Section 5.1.1.



Note—This figure illustrates how several Capabilities aggregate to a Best Practice and how the Capabilities, Outcomes, and KPIs help measure achievement of the Capability.

Figure 5-1. Best Practices are dependent upon Capabilities and their associated, measurable Outcomes shown by Means of Key Performance Indicators (KPIs).

OPM3 identifies a number of Best Practices that facilitate the path to maturity. The full set of Best Practices in *OPM3* covers the scope of Organizational Project Management. Organizations generally do not exhibit all Best Practices, and rarely can an organization achieve a new Best Practice quickly. See Chapter 6 and Table 6-1, for a list of the Best Practices defined by *OPM3*.

An example of a Best Practice, from the *OPM3* Best Practices as listed in Table 6.1 is number 1010:

The name of the Best Practice, “project initiation process standardization,” is described as follows: “Project initiation process standards are established.” It has four Capabilities (as described in the Capabilities Directory of OPM3 Online) that the organization should demonstrate to claim achievement of the Best Practice.

5.1.1 Capabilities

A Capability is a competency that must exist in an organization in order for it to execute OPM processes and deliver OPM outcomes. Capabilities are incremental steps leading to attainment of one or more Best Practices. The Capabilities do not need to be achieved in exact order, but they all do need to be achieved for the entire Best Practice to be achieved. Each Best Practice is made up of two or more

Capabilities. The Capabilities of *OPM3* are described in the *OPM3* Online tool in the Capabilities Directory.

An example of the first of four Capabilities for Best Practice 1010 cited previously is “Process Management Governing Body” which is described as “the organization enables the Develop Project Charter process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.”

There are two kinds of Best Practices and associated Capabilities:

1. *SMCI Best Practices*. The Capabilities follow the process improvement path of Standardize, Measure, Control, and Continuously Improve (SMCI).
2. *Organizational Enablers* (also known as OEs). The Capabilities do not follow the SMCI process improvement path. They are structural, cultural, technological, and human-resource practices that can be leveraged to support and sustain the implementation of Best Practices.

See Section 5.2 for further description and examples of SMCI and Organizational Enabler Best Practices.

Capabilities aggregate for achievement of a Best Practice, and at times, a Capability from one Best Practice may be a predecessor for achieving another Best Practice. See Section 5.3 for a further description and illustration of Best Practice dependencies.

5.1.2 Outcomes

The existence of a Capability is demonstrated by the existence of one or more corresponding Outcomes. Figure 5-1 illustrates that a Capability that has two Outcomes. Outcomes are the tangible or intangible result of applying a Capability. The degree to which an Outcome is achieved is measured by a KPI (Key Performance Indicator). See Section 5.1.3 for more information about key performance indicators.

An example of a Capability and its Outcome in the case of the Best Practice cited earlier would be as follows:

- **Capability:** Process Management Governing Body
- **Outcome:** Active Process Governing Body which is described as “process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.”

Outcomes can be demonstrated through observation, documentation, or any other method that an organization believes demonstrates that the outcome is achieved.

5.1.3 Key Performance Indicators

A Key Performance Indicator (KPI) is a criterion by which an organization can determine, quantitatively or qualitatively, whether the Outcome exists or the degree to which it exists. A Key Performance Indicator can be a direct measurement or an expert assessment.

An example of an Outcome and its KPI, in the case of the Best Practice cited earlier, would be as follows:

- **Outcome:** Process Governing Body.

- **KPI:** Exists.

The organization may establish the KPI measure according to its needs. When a Key Performance Indicator is quantitative, such as an error count, it can be measured directly and objectively. Something intangible, such as customer satisfaction, must first be made tangible—for example, through a survey resulting in ratings on a scale—before it can be measured. The measure can be binary (something exists or does not exist as in the example above), it can be more complex (such as a scaled rating), or it can be monetary (such as financial return).

5.2 SMCI and Organizational Enablers

As shown in Figure 2-1, Best Practices are divided into two major categories: SMCI and Organizational Enablers. Section 5.2.1 describes each kind of Best Practice in more detail.

5.2.1 SMCI Best Practices

The Capabilities of the SMCI Best Practices for each process group in each domain are organized to refer to the paths of process improvement of standardize, measure, control, and improve as shown in Figure 5-2.

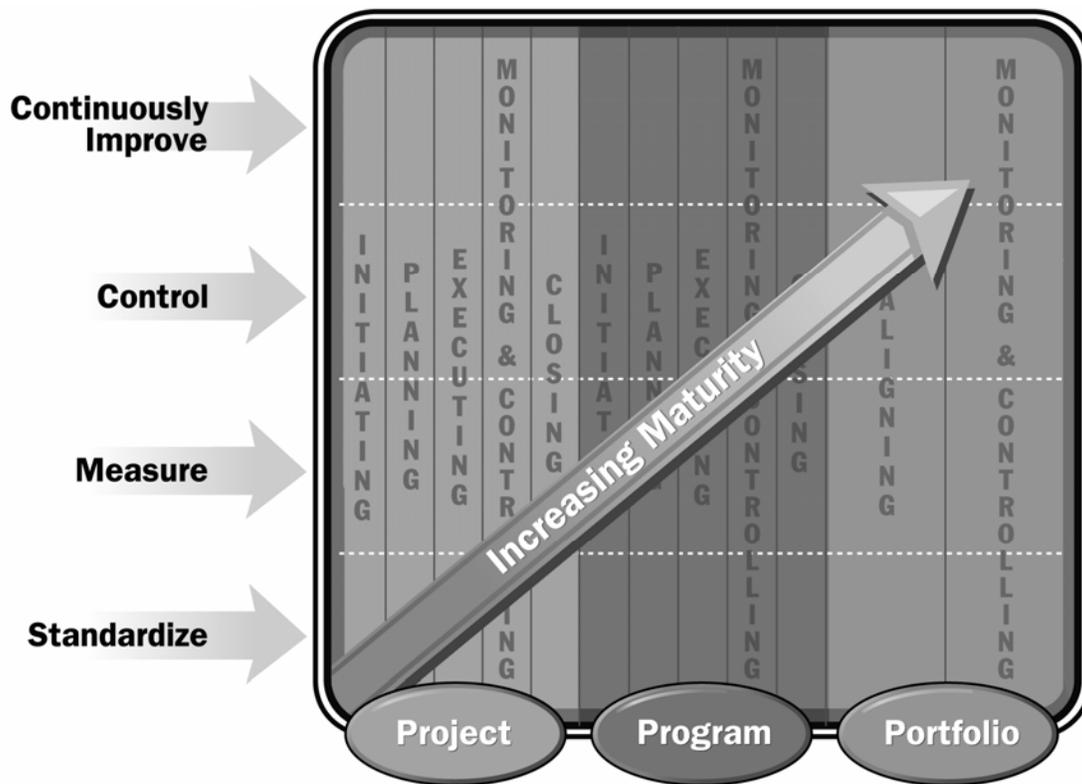


Figure 5-2. The project management processes in each process group within domains are achieved by a logical path of improvement of standardize, measure, control, and continuously improve.

The concept of process improvement is to mature a process through the sequential phases of standardize, measure, control, and improve (also known as continuously improve). The sequence implies a prerequisite relationship between the stages, in that the most advanced stage, continuous improvement,

is dependent on a state of control which is in turn, dependent on measurement, which is dependent on standardization.

To demonstrate progress within each improvement stage, an organization needs to achieve the Capabilities within the stage. For example, to achieve standardization, not only should the organization show that the Capability related to the process management governing body discussed in Section 5.1.2 is documented, it should also show that the organization actually has such a governing body and has communicated and implemented the Capability.

The following Capability Outcomes should be demonstrated for full achievement of each process improvement stage. For each Capability identified for a project management process the organization should demonstrate:

- **Standardize:**
 - Active process governing body,
 - Documented,
 - Communicated, and
 - Standardized (consistently implemented and repeatable).
- **Measure:**
 - Customer requirements incorporated in measurements,
 - Identified critical characteristics,
 - Measured critical characteristics,
 - Inputs related to results, and
 - Measured critical inputs.
- **Control** (note that the control is tied to the measurements established previously):
 - Control plan developed,
 - Control plan implemented, and
 - Stability achieved.
- **Improve:**
 - Problems identified,
 - Improvements implemented (indicated by widespread participation), and
 - Sustainable improvements.

Although the Capabilities for the SMCI Best Practices are extensive, understanding the pattern will help the organization select their path toward maturity in an organized fashion.

To illustrate the SMCI pattern, the following four Best Practices are related to the Project Initiation processes:

- 1010, Project Initiation Process Standardization,
- 1700, Project Initiation Process Measurement,
- 2240, Project Initiation Process Control, and
- 2630, Project Initiation Process Improvement.

Similar Best Practices for each of the process groups exist within each domain using the SMCI pattern. The SMCI approach demonstrates an orderly, ascending plan for achieving Best Practice maturity. This approach is not all-or-none and while achieving the control or improvement stage is encouraged, *OPM3* methodology encourages flexibility that aligns with organizational objectives.

5.2.2 Organizational Enablers Best Practices

Organizational Enablers are structural, cultural, technological, and human-resource practices that can be leveraged to support and sustain the implementation of Best Practices in projects, programs, and portfolios. For example, implementing the Capabilities relating to the Best Practice of “Recognize the Value of Project Management” will help an organization achieve its project management maturity goals, although it is not directly linked to the project management process improvement path.

The Capabilities of the OE Best Practices describe some of the general management processes that should be developed in an organization to support project management. An organization is influenced by many systems and cultural factors that are part of its business environment. These factors are made of Best Practices around training, implementing project management methodologies and techniques and other practices that don’t appear directly in the process groups described in PMI standards, but are a part of the organizational context of each domain and all domains of organizational project management.

The Best Practices Directory in *OPM3 Online* and Table 6-1 contain the OE Best Practices.

An example of an Organizational Enabler Best Practice is 5240, “Establish Internal Project Management Communities.” Its Capabilities are:

- Facilitate Project Management Activities,
- Develop Awareness of Project Management Activities,
- Sponsor Project Management Activities, and
- Coordinate Project Management Activities.

The Organizational Enablers may exist within one or many domains and do not belong in any process group of the domains. They exist within the contextual framework of each domain and support the organization’s achievement of the SMCI Best Practices for the domains.

5.3 Dependencies among Best Practices and Capabilities

To ascertain the existence of a Best Practice—and, therefore, to assess the organization’s maturity accurately—an organization must understand the interdependencies between Capabilities.

One type of dependency is represented by the series of Capabilities leading to a single Best Practice. In general, each Capability builds upon preceding Capabilities, as illustrated in Figure 5-1.

Continuing the example used earlier—Best Practice 1010, “Project Initiation Process Standardization”—the series of four interdependent Capabilities is as follows. They are listed here as they would appear in the Improvement Planning Directory of *OPM3 Online*, in sequence from least dependent to most dependent:

1. *Process Management Governing Body*—The organization enables Develop Project Charter process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.
2. *Develop Project Charter Process Development*—The organization assembles, develops, purchases, or otherwise acquires a Develop Project Charter process.
3. *Develop Project Charter Process Availability*—The organization communicates the availability of a Develop Project Charter process to all necessary stakeholders.
4. *Standardize Develop Project Charter Processes*—The organization standardizes the Develop Project Charter process.

There may be situations where dependencies are mutual in nature. A Capability may generate an output that becomes an input to another Capability. This, in turn, updates a work product as an input into a Capability within the same sequence as the first Capability. In such situations, it may be best to approach improvements to the two processes in parallel. Figure 5-3 illustrates this kind of dependency, where a Capability within Best Practice 13 depends on a Capability in Best Practice 7. As a result, at least one of the Capabilities within Best Practice 13 depends on the existence of one of the Capabilities within Best Practice 7.

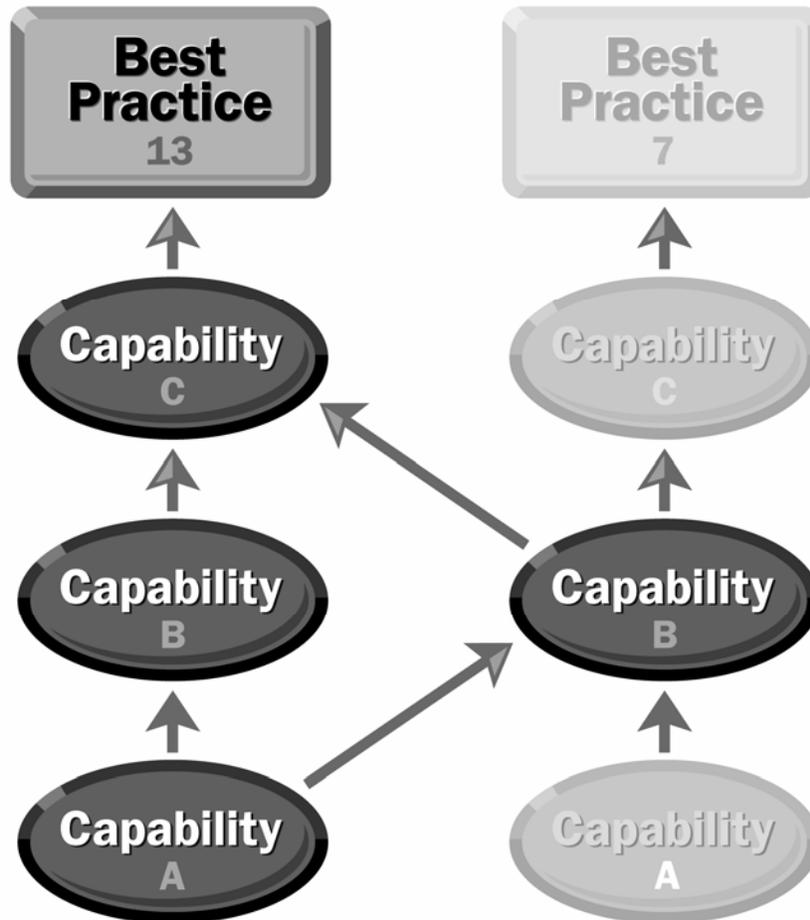


Figure 5-3. Dependency Can also Exist between the Capabilities of Different Best Practices

For example, Best Practice 1000, “Establish Organizational Project Management Policies,” is a Best Practice that helps achievement of the rest of the SMCI Best Practices. The description of the Best Practice is, “the organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.” So, before the organization attempts to standardize, measure, control, and improve the project management processes, it would need to have policies established for doing so. The definition description of the first Capability, 1000.010 “Established Standardization Policies” is “the organization has policies explaining which organizational project management processes must be standardized.” So 1000.010 should exist before you can start on Best Practice 1010 which standardizes the initiation processes.

Breaking down each Best Practice into its constituent Capabilities, and showing the dependencies among them, reveals a sequence that provides a basis for decisions related to improvement.

5.4 Categorization of Best Practices within *OPM3*

Since the *OPM3* list of Best Practices and Capabilities is extensive, organizations can review them in various categories for understanding and to create an improvement path for the achievement of Best Practices appropriate to their needs. The following list describes the categorizations of Best Practices an organization may use as currently identified in *OPM3*.

- **Domain.** This category refers to the three domains of project, program, and portfolio management as described in Chapter 4. Each Best Practice and Capability in *OPM3* may be mapped to one or more of these domains of organizational project management.
- **SMCI stage.** This category of Best Practices refers to the stages of process improvement. Each Best Practice and Capability in the *OPM3* standard is associated with one or more of these process improvement stages.
- **Organizational Enablers (OE).** This category of Best Practices helps an organization achieve the SMCI Best Practices. An organization could possibly achieve maturity by demonstrating the SMCI Best Practices, but actually achieving those practices would be difficult without putting into place the processes which the OE Best Practices describe. For instance, the Organizational Enabler “Establish OPM Leadership Program” will help sustain a group of leaders who can champion *OPM3* improvement plans. See Section 5.2.2 for more about OE Best Practices.
- **Process groups.** This category groups Capabilities within each domain’s process group. See Chapter 4 for the list of process groups for each domain.
- **Knowledge Area.** A Knowledge Area is another category of Best Practices that describes an identified area of project management, defined by its knowledge requirements. These requirements are described in terms of component processes, practices, inputs, outputs, tools, and techniques as defined in the PMI standards for portfolio, program, and project. For instance, the program and project standards use the Risk Management Knowledge Area to group processes. An organization could decide to work on the Best Practices within the Risk Management Knowledge Area for both the Project and Program domains.
- **Project predictability.** This category identifies the Best Practices that support an organization’s ability to accurately forecast any deviations in the outcome of the project.
- **Resource optimization.** This category identifies the Best Practices that provide the ability to identify, deploy and release project resources that deliver customer value.
- **Balanced scorecard.** This subset of Best Practices supports an organization in the development and execution of uniform reporting and tracking mechanisms (such as a balanced scorecard) so that strategy execution is measured consistently and objectively.

As illustrated in Table 5-1, categorization of Best Practices helps an organization plan an improvement path based on areas that offer the most value, or require the most work to achieve organizational goals. As an example, an organization might select to work on the standardization Best Practices for the Initiating processes within the Project and Program domains.

	Domain or OE	Process Improvement Stage	Process Group	Knowledge Area	Project Predictability	Resource Optimization	Balanced Scorecard
Best Practice 1	Project	Standardize	Planning	Risk	X		
Best Practice 2	Program	Standardize	Planning	Risk		X	
Best Practice 3	Portfolio	Measure	Closing	Time	X		X
Best Practice 4	OE	Control	Closing	Time		X	X

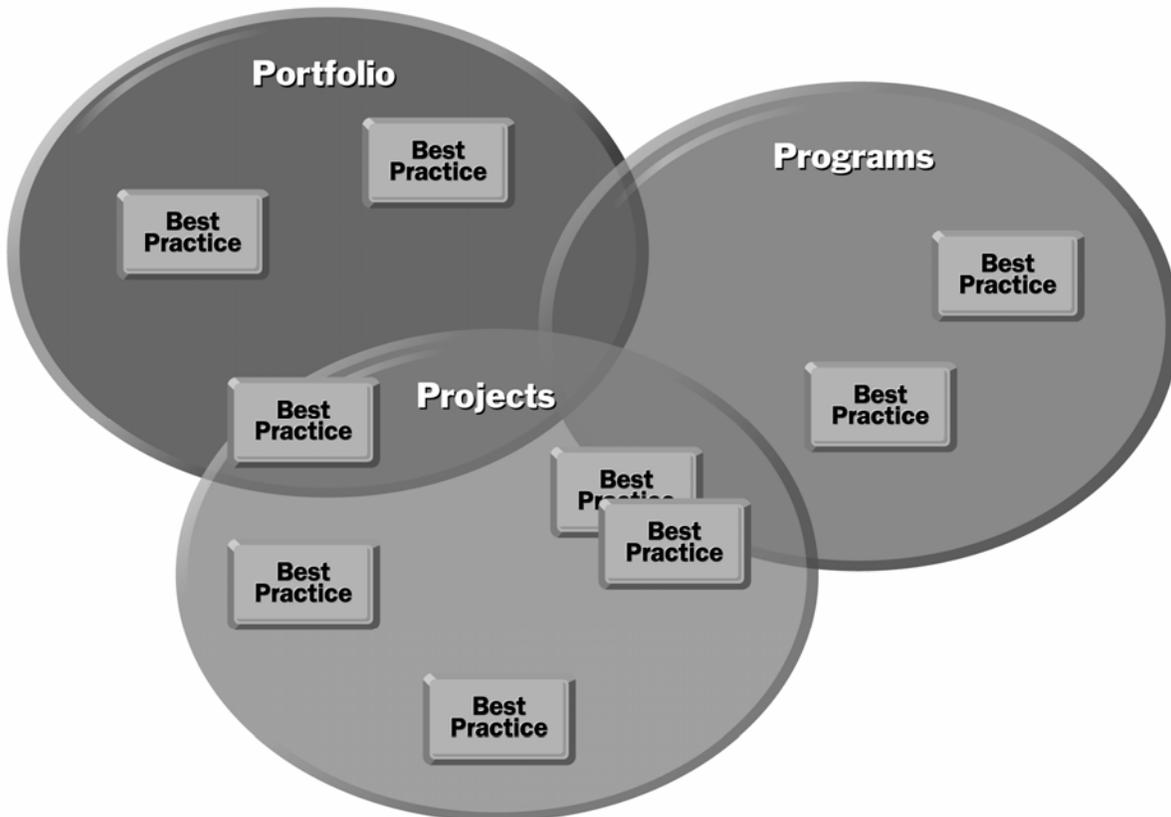
Note—In this example, an organization that has chosen to focus on Project Predictability might decide to work on Best Practices 1 and 3 in their improvement plan. Categories may be used to help an organization select Best Practices to work based on OPM goals.

Table 5-1. OPM3 Construct: An Overview

5.5 OPM3 Construct—An Overview

OPM3 is a model of Best Practices and process Capabilities, constructed in way so as to allow any organization to use various paths for maturity improvements. The following section reviews and illustrates the OPM3 Construct’s components from beginning to end and puts them together in a new, holistic context to enable an organization to see how the model operates in a practical application.

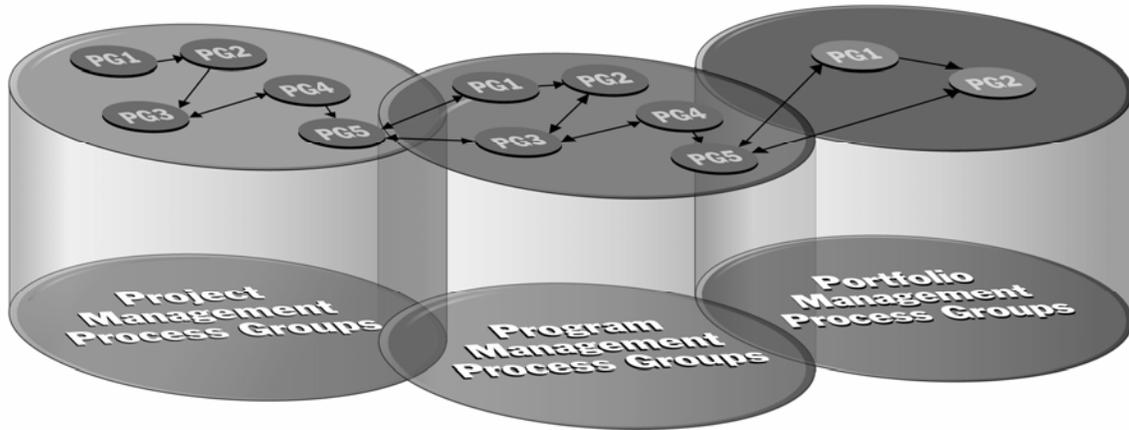
First, Best Practices are a set of process Capabilities that must be achieved to demonstrate the Best Practice. Each Best Practice is associated with one or more domains as illustrated in Figure 5-4.



Note—Best Practices may be associated with one or many domains. The Best Practices' Capabilities may be dependent on one another to achieve maturity.

Figure 5-4. Example 1—Best Practices and Associated Domains

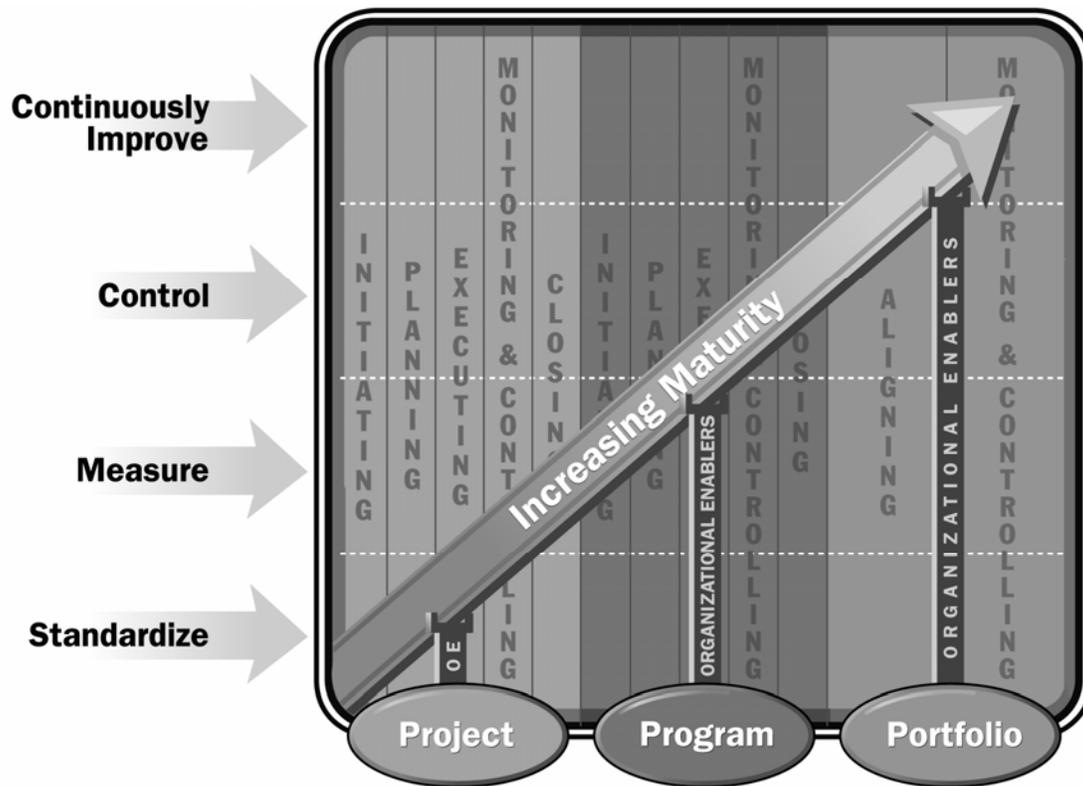
Each Best Practice also lies within either a process improvement (SMCI) category or an Organizational Enabler (OE) category. The processes within each domain are linked to each other through flows of information (depicted in Figure 5-5 as arrows). Similarly, the domains themselves are linked through flows of information.



Note—Best Practices may be associated to one or many domains. The Best Practices' Capabilities may be dependent on one another to achieve maturity.

Figure 5-5. Example 2—Best Practices and Associated Domains

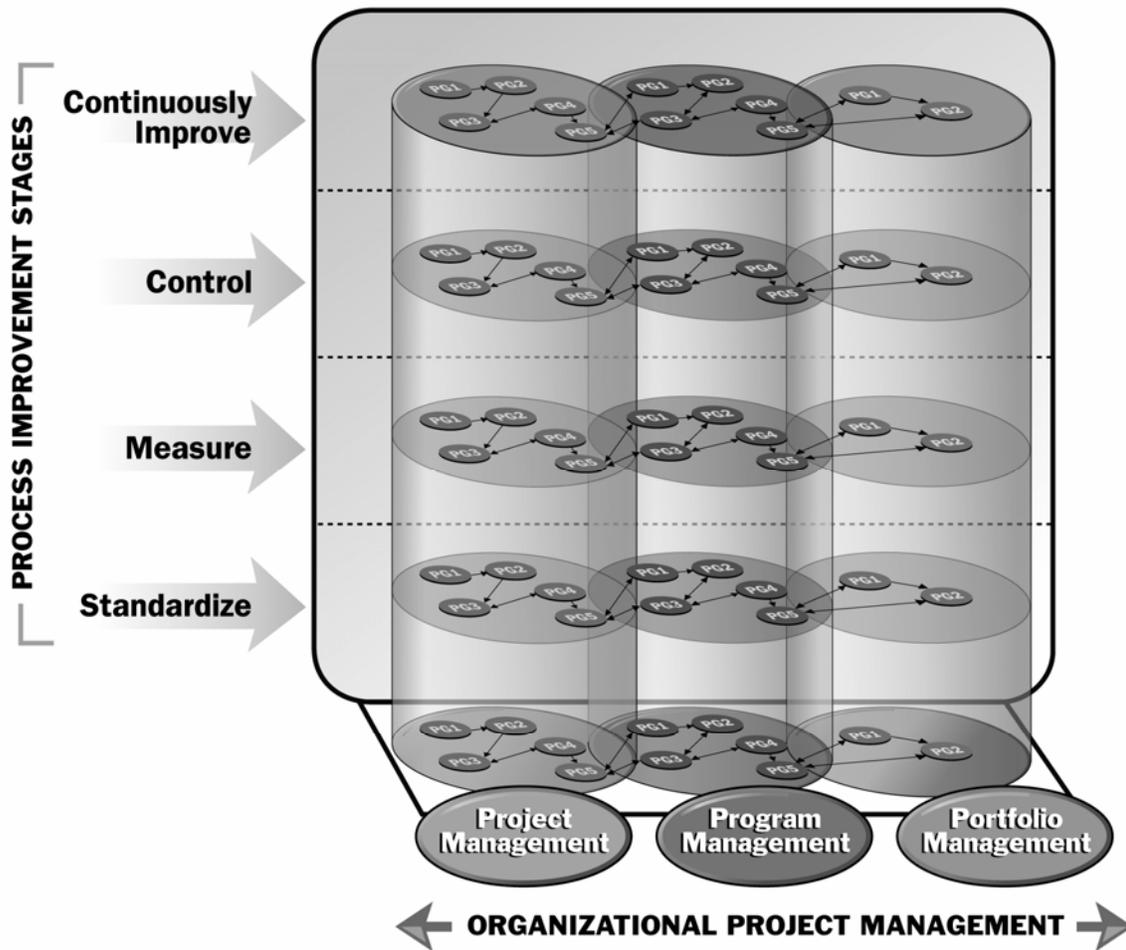
Achieving the SMCIs in a progression from Standardize, Measure, Control and Improve (though not required), facilitates increased organizational project management maturity. The OEs help support this achievement. Figure 5-6 illustrates how the organization increases maturity by pursuing the SMCIs.



Note—By achieving Best Practices within each SMCI category, the organization increases its maturity. The Organizational Enablers help support the organization’s effort on the SMCI Best Practices.

Figure 5-6. Organizational Enabler Support SMCI Best Practices

Finally, the entire process model describes the dependencies and interrelationships of the *OPM3* components. These components include the three domains of portfolio, program and project management, the process groups for each domain and their four stages of process improvement, as well as enablers that support organizational project management. The construct's components are further decomposed into Best Practices, Capabilities and their respective Outcomes and KPIs to complete the process model. Every Best Practice and Capability within *OPM3* is mapped to one or more locations within the *OPM3* Construct illustrated in Figure 5-7.



Note—The *OPM3* Construct illustrates the framework that allows organizations to select the various project management maturity improvement paths.

Figure 5-7. OPM3 Construct

Chapter 6 contains the full list of *OPM3* Best Practices.

CHAPTER 6 The *OPM3* Best Practices

6.1 *OPM3* Best Practices

Best Practices are the optimal methods, currently recognized within a given industry or discipline, to achieve a stated goal or objective. In the *OPM3* context, a Best Practice is achieved when an organization demonstrates consistent organizational project management processes evidenced by the achievement of the Capabilities and Outcomes associated with each Best Practice.

Chapters 1 through 5 describe *OPM3* and its components. This chapter lists the Best Practices themselves and maps them to the two major categories within *OPM3*. The categories of Best Practices are:

- **Domain** (Project, Program, and Portfolio)
- **Organizational Enabler or SMCI** (standardize, measure, control and improve)

An organization will use Table 6-1 after performing the high-level assessment of the self-assessment method (SAM) to identify Best Practices for any potential improvement effort. The table provides the name and a brief description of each Best Practice, and indicates how each Best Practice maps to the various categories of *OPM3*. The mapping allows the organization to focus its effort on those Best Practices related to the category or categories of greatest important to them without having to complete the entire set of Best Practices. The *OPM3* Online tool contains the *OPM3* Best Practice directory similar to this table, which can be used, along with the *OPM3* Capabilities Directory to create an improvement plan.

Important Note: The Best Practice naming convention has yet to be approved and is being reconsidered for readability while keeping the process names from the *PMBOK® Guide*, Program Management, and Portfolio Management Standards intact. These Best Practices are 70% complete with 50% confidence.

Table 6-1. OPM3 Best Practices

BP ID	BP Name	BP Description	Project	Program	Portfolio	Organizational Enablers	Standardize	Measure	Control	Improve
1000	Establish Organizational Project Management Policies	The organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.				Organizational Enabler				
1020	Standardize <i>Develop Project Management Plan</i> Process	Establish standards for the Develop Project Management Plan process.	Project				Standardize			
1040	Standardize Project <i>Define Scope</i> Process	Establish standards for the Define Scope process.	Project				Standardize			
1050	Standardize Project <i>Define Activities</i> Process	Establish standards for the Define Activities process.	Project				Standardize			
1060	Standardize Project <i>Sequence Activities</i> Process	Establish standards for the Sequence Activities process.	Project				Standardize			
1070	Standardize Project <i>Estimate Activity Durations</i> Process	Establish standards for the Estimate Activity Durations process.	Project				Standardize			
1080	Standardize Project <i>Develop Schedule</i> Process	Establish standards for the Develop Schedule process.	Project				Standardize			
1090	Standardize <i>Project Develop Human Resource Plan</i> Process	Establish standards for the Develop Human Resource Plan process.	Project				Standardize			
1100	Standardize Project <i>Estimate Costs</i> Process	Establish standards for the Estimate Costs process.	Project				Standardize			

1110	Standardize Project <i>Determine Budget</i> Process	Establish standards for the Determine Budget process.	Project				Standardize			
1120	Standardize Project <i>Plan Risk Management</i> Process	Establish standards for the Plan Risk Management process.	Project				Standardize			
1130	Standardize Project <i>Plan Quality</i> Process	Establish standards for the Plan Quality process.	Project				Standardize			
1150	Standardize Project <i>Acquire Project Team</i> Process	Establish standards for the Acquire Project Team process.	Project				Standardize			
1160	Standardize <i>Project Plan Communications</i> Process	Establish standards for the Plan Communications process.	Project				Standardize			
1170	Standardize Project <i>Identify Risks</i> Process	Establish standards for the Identify Risks process.	Project				Standardize			
1180	Standardize Project <i>Perform Qualitative Risk Analysis</i> Process	Establish standards for the Perform Qualitative Risk Analysis process.	Project				Standardize			
1190	Standardize Project <i>Perform Quantitative Risk Analysis</i> Process	Establish standards for the Perform Quantitative Risk Analysis process.	Project				Standardize			
1230	Standardize <i>Direct and Manage Project Execution</i> Process	Establish standards for the Direct and Manage Project Execution process.	Project				Standardize			
1240	Standardize Project <i>Perform Quality Assurance</i> Process	Establish standards for the Perform Quality Assurance process.	Project				Standardize			
1250	Standardize <i>Develop Project Team</i> Process	Establish standards for the Develop Project Team process.	Project				Standardize			

1260	Standardize Project <i>Distribute Information</i> Process	Establish standards for the Distribute Information process.	Project				Standardize			
1270	Standardize Project <i>Conduct Procurements</i> Process	Establish standards for the Conduct Procurements process.	Project				Standardize			
1290	Standardize Project <i>Administer Procurements</i> Process	Establish standards for the Administer Procurements process.	Project				Standardize			
1300	Standardize Project <i>Report Performance</i> Process	Establish standards for the Report Performance process.	Project				Standardize			
1310	Standardize Project <i>Perform Integrated Change Control</i> Process	Establish standards for the Perform Integrated Change Control process.	Project				Standardize			
1320	Standardize Project <i>Verify Scope</i> Process	Establish standards for the Verify Scope process.	Project				Standardize			
1330	Standardize Project <i>Control Scope</i> Process	Establish standards for the Control Scope process.	Project				Standardize			
1340	Standardize Project <i>Control Schedule</i> Process	Establish standards for the Control Schedule process.	Project				Standardize			
1350	Standardize Project <i>Control Costs</i> Process	Establish standards for the Control Costs process.	Project				Standardize			
1360	Standardize Project <i>Perform Quality Control</i> Process	Establish standards for the Perform Quality Control process.	Project				Standardize			
1370	Standardize Project <i>Monitor and Control Risks</i> Process	Establish standards for the Monitor and Control Risk Responses process.	Project				Standardize			

1380	Standardize <i>Project Close Procurements</i> Process	Establish standards for the Close Procurements process.	Project				Standardize			
1390	Standardize <i>Close Project</i> Process	Establish standards for the Close Project process.	Project				Standardize			
1700	Measure <i>Develop Project Charter</i> Process	Establish, assemble and analyze measures for the Develop Project Charter process.	Project					Measure		
1710	Measure <i>Develop Project Management Plan</i> Process	Establish, assemble and analyze measures for the Develop Project Management Plan process.	Project					Measure		
1720	Measure <i>Project Collect Requirements</i> Process	Establish, assemble and analyze measures for the Collect Requirements process.	Project					Measure		
1730	Measure <i>Project Define Scope</i> Process	Establish, assemble and analyze measures for the Define Scope process.	Project					Measure		
1740	Measure <i>Project Define Activities</i> Process	Establish, assemble and analyze measures for the Define Activities process.	Project					Measure		
1750	Measure <i>Project Sequence Activities</i> Process	Establish, assemble and analyze measures for the Sequence Activities process.	Project					Measure		
1760	Measure <i>Project Estimate Activity Durations</i> Process	Establish, assemble and analyze measures for the Estimate Activity Durations process.	Project					Measure		
1770	Measure <i>Project Develop Schedule</i> Process	Establish, assemble and analyze measures for the Develop Schedule process.	Project					Measure		
1780	Measure <i>Project Estimate Activity Resources</i> Process	Establish, assemble and analyze measures for the Estimate Activity Resources process.	Project					Measure		

1780	Measure Project <i>Develop Human Resource Plan</i> Process	Establish, assemble and analyze measures for the Develop Human Resource Plan process.	Project					Measure		
1790	Measure Project <i>Estimate Costs</i> Process	Establish, assemble and analyze measures for the Estimate Costs process.	Project					Measure		
1800	Measure Project <i>Determine Budget</i> Process	Establish, assemble and analyze measures for the Determine Budget process.	Project					Measure		
1810	Measure Project <i>Plan Risk Management</i> Process	Establish, assemble and analyze measures for the Plan Risk Management process.	Project					Measure		
1820	Measure Project <i>Plan Quality</i> Process	Establish, assemble and analyze measures for the Plan Quality process.	Project					Measure		
1840	Measure <i>Acquire Project Team</i> Process	Establish, assemble and analyze measures for the Acquire Project Team process.	Project					Measure		
1850	Measure Project <i>Plan Communications</i> Process	Establish, assemble and analyze measures for the Plan Communications process.	Project					Measure		
1860	Measure Project <i>Identify Risks</i> Process	Establish, assemble and analyze measures for the Identify Risks process.	Project					Measure		
1870	Measure Project <i>Perform Qualitative Risk Analysis</i> Process	Establish, assemble and analyze measures for the Perform Qualitative Risk Analysis process.	Project					Measure		
1880	Measure Project <i>Perform Quantitative Risk Analysis</i> Process	Establish, assemble and analyze measures for the Perform Quantitative Risk Analysis process.	Project					Measure		
1920	Measure <i>Direct and Manage Project Execution</i> Process	Establish, assemble and analyze measures for the Direct and Manage Project Execution process.	Project					Measure		

1930	Measure Project <i>Perform Quality Assurance</i> Process	Establish, assemble and analyze measures for the Perform Quality Assurance process.	Project					Measure		
1940	Measure Project <i>Develop Project Team</i> Process	Establish, assemble and analyze measures for the Develop Project Team process.	Project					Measure		
1950	Measure Project <i>Distribute Information</i> Process	Establish, assemble and analyze measures for the Distribute Information process.	Project					Measure		
1960	Measure Project <i>Conduct Procurements</i> Process	Establish, assemble and analyze measures for the Conduct Procurements process.	Project					Measure		
1980	Measure Project <i>Administer Procurements</i> Process	Establish, assemble and analyze measures for the Administer Procurements process.	Project					Measure		
1990	Measure Project <i>Report Performance</i> Process	Establish, assemble and analyze measures for the Report Performance process.	Project					Measure		
2000	Measure Project <i>Perform Integrated Change Control</i> Process	Establish, assemble and analyze measures for the Perform Integrated Change Control process.	Project					Measure		
2010	Measure Project <i>Verify Scope</i> Process	Establish, assemble and analyze measures for the Verify Scope process.	Project					Measure		
2020	Measure Project <i>Control Scope</i> Process	Establish, assemble and analyze measures for the Control Scope process.	Project					Measure		
2030	Measure Project <i>Control Schedule</i> Process	Establish, assemble and analyze measures for the Control Schedule process.	Project					Measure		
2040	Measure Project <i>Control Costs</i> Process	Establish, assemble and analyze measures for the Control Costs process.	Project					Measure		

2050	Measure Project <i>Perform Quality Control</i> Process	Establish, assemble and analyze measures for the Perform Quality Control process.	Project						Measure		
2060	Measure Project <i>Monitor and Control Risks</i> Process	Establish, assemble and analyze measures for the Monitor and Control Risk Responses process.	Project						Measure		
2070	Measure Project <i>Close Procurements</i> Process	Establish, assemble and analyze measures for the Close Procurements process.	Project						Measure		
2080	Measure <i>Close Project or Phase</i> Process	Establish, assemble and analyze measures for the Close Project process.	Project						Measure		
2240	Control <i>Develop Project Charter</i> Process	Establish and execute controls to control the stability of the Develop Project Charter process.	Project							Control	
2250	Control <i>Develop Project Management Plan</i> Process	Establish and execute controls to control the stability of the Develop Project Management Plan process.	Project							Control	
2260	Control Project <i>Collect Requirements</i> Process	Establish and execute controls to control the stability of the Collect Requirements process.	Project							Control	
2270	Control Project <i>Define Scope</i> Process	Establish and execute controls to control the stability of the Define Scope process.	Project							Control	
2280	Control Project <i>Define Activities</i> Process	Establish and execute controls to control the stability of the Define Activities process.	Project							Control	
2290	Control Project <i>Sequence Activities</i> Process	Establish and execute controls to control the stability of the Sequence Activities process.	Project							Control	
2300	Control Project <i>Estimate Activity Durations</i> Process	Establish and execute controls to control the stability of the Estimate Activity Durations process.	Project							Control	

2310	Control Project <i>Develop Schedule</i> Process	Establish and execute controls to control the stability of the Develop Schedule process.	Project							Control	
2320	Control Project <i>Estimate Activity Resources</i> Process	Establish and execute controls to control the stability of the Estimate Activity Resources process.	Project							Control	
2320	Control Project <i>Develop Human Resource Plan</i> Process	Establish and execute controls to control the stability of the Develop Human Resource Plan process.	Project							Control	
2330	Control Project <i>Estimate Costs</i> Process	Establish and execute controls to control the stability of the Estimate Costs process.	Project							Control	
2340	Control Project <i>Determine Budget</i> Process	Establish and execute controls to control the stability of the Determine Budget process.	Project							Control	
2350	Control Project <i>Plan Risk Management</i> Process	Establish and execute controls to control the stability of the Plan Risk Management process.	Project							Control	
2360	Control Project <i>Plan Quality</i> Process	Establish and execute controls to control the stability of the Plan Quality process.	Project							Control	
2380	Control Project <i>Acquire Project Team</i> Process	Establish and execute controls to control the stability of the Acquire Project Team process.	Project							Control	
2390	Control Project <i>Plan Communications</i> Process	Establish and execute controls to control the stability of the Plan Communications process.	Project							Control	
2400	Control Project <i>Identify Risks</i> Process	Establish and execute controls to control the stability of the Identify Risks process.	Project							Control	
2410	Control Project <i>Perform Qualitative Risk Analysis</i> Process	Establish and execute controls to control the stability of the Perform Qualitative Risk Analysis process.	Project							Control	

2420	Control Project <i>Perform Quantitative Risk Analysis</i> Process	Establish and execute controls to control the stability of the Perform Quantitative Risk Analysis process.	Project							Control	
2460	Control <i>Direct and Manage Project Execution</i> Process	Establish and execute controls to control the stability of the Direct and Manage Project Execution process.	Project							Control	
2470	Control Project <i>Perform Quality Assurance</i> Process	Establish and execute controls to control the stability of the Perform Quality Assurance process.	Project							Control	
2480	Control <i>Develop Project Team</i> Process	Establish and execute controls to control the stability of the Develop Project Team process.	Project							Control	
2490	Control Project <i>Distribute Information</i> Process	Establish and execute controls to control the stability of the Distribute Information process.	Project							Control	
2500	Control Project <i>Conduct Procurements</i> Process	Establish and execute controls to control the stability of the Conduct Procurements process.	Project							Control	
2520	Control Project <i>Administer Procurements</i> Process	Establish and execute controls to control the stability of the Administer Procurements process.	Project							Control	
2530	Control Project <i>Report Performance</i> Process	Establish and execute controls to control the stability of the Report Performance process.	Project							Control	
2540	Control Project <i>Perform Integrated Change Control</i> Process	Establish and execute controls to control the stability of the Perform Integrated Change Control process.	Project							Control	
2550	Control Project <i>Verify Scope</i> Process	Establish and execute controls to control the stability of the Verify Scope process.	Project							Control	
2560	Control Project <i>Control Scope</i> Process	Establish and execute controls to control the stability of the Control Scope process.	Project							Control	

2570	Control Project <i>Control Schedule</i> Process	Establish and execute controls to control the stability of the Control Schedule process.	Project							Control	
2580	Control Project <i>Control Costs</i> Process	Establish and execute controls to control the stability of the Control Costs process.	Project							Control	
2590	Control Project <i>Perform Quality Control</i> Process	Establish and execute controls to control the stability of the Perform Quality Control process.	Project							Control	
2600	Control Project <i>Monitor and Control Risks</i> Process	Establish and execute controls to control the stability of the Monitor and Control Risk Responses process.	Project							Control	
2610	Control Project <i>Close Procurements</i> Process	Establish and execute controls to control the stability of the Close Procurements process.	Project							Control	
2620	Control <i>Close Project or Phase</i> Process	Establish and execute controls to control the stability of the Close Project process.	Project							Control	
2630	Improve <i>Develop Project Charter</i> Process	Assess Develop Project Charter process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2640	Improve <i>Develop Project Management Plan</i> Process	Assess Develop Project Management Plan process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2650	Improve Project <i>Collect Requirements</i> Process	Assess Collect Requirements process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2660	Improve Project <i>Define Scope</i> Process	Assess Define Scope process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2670	Improve Project <i>Define Activities</i> Process	Assess Define Activities process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve

2680	Improve Project <i>Sequence Activities</i> Process	Assess Sequence Activities process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2690	Improve Project <i>Estimate Activity Durations</i> Process	Assess Estimate Activity Durations process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2700	Improve Project <i>Develop Schedule</i> Process	Assess Develop Schedule process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2710	Improve Project <i>Estimate Activity Resources</i> Process	Assess Estimate Activity Resources process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2710	Improve Project <i>Develop Human Resource Plan</i> Process	Assess Develop Human Resource Plan process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2720	Improve Project <i>Estimate Costs</i> Process	Assess Estimate Costs process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2730	Improve Project <i>Determine Budget</i> Process	Assess Determine Budget process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2740	Improve Project <i>Plan Risk Management</i> Process	Assess Plan Risk Management process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2750	Improve Project <i>Plan Quality</i> Process	Assess Plan Quality process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2770	Improve <i>Acquire Project Team</i> Process	Assess Acquire Project Team process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2780	Improve Project <i>Plan Communications</i> Process	Assess Plan Communications process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve

2790	Improve Project <i>Identify Risks</i> Process	Assess Identify Risks process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2800	Improve Project <i>Perform Qualitative Risk Analysis</i> Process	Assess Perform Qualitative Risk Analysis process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2810	Improve Project <i>Perform Quantitative Risk Analysis</i> Process	Assess Perform Quantitative Risk Analysis process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2850	Improve <i>Direct and Manage Project Execution</i> Process	Assess Direct and Manage Project Execution process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2860	Improve Project <i>Perform Quality Assurance</i> Process	Assess Perform Quality Assurance process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2870	Improve <i>Develop Project Team</i> Process	Assess Develop Project Team process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2880	Improve Project <i>Distribute Information</i> Process	Assess Distribute Information process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2890	Improve Project <i>Conduct Procurements</i> Process	Assess Conduct Procurements process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2910	Improve Project <i>Administer Procurements</i> Process	Assess Administer Procurements process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2920	Improve <i>Report Performance</i> Process	Assess Report Performance process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2930	Improve Project <i>Perform Integrated Change Control</i> Process	Assess Perform Integrated Change Control process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve

2940	Improve Project <i>Verify Scope</i> Process	Assess <i>Verify Scope</i> process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2950	Improve Project <i>Control Scope</i> Process	Assess <i>Control Scope</i> process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2960	Improve Project <i>Control Schedule</i> Process	Assess <i>Control Schedule</i> process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2970	Improve Project <i>Control Costs</i> Process	Assess <i>Control Costs</i> process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2980	Improve Project <i>Perform Quality Control</i> Process	Assess <i>Perform Quality Control</i> process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
2990	Improve Project <i>Monitor and Control Risks</i> Process	Assess <i>Monitor and Control Risk Responses</i> process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
3000	Improve Project <i>Close Procurements</i> Process	Assess <i>Close Procurements</i> process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
3010	Improve <i>Close Project or Phases</i> Process	Assess <i>Close Project</i> process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
PJ01	Control <i>Manage Project Team</i> Process	Establish and execute controls to control the stability of the <i>Manage Project Team</i> process.	Project							Control	
PJ02	Control <i>Monitor and Control Project Work</i> Process	Establish and execute controls to control the stability of the <i>Control Project Work</i> process.	Project							Control	
PJ03	Control Project <i>Create WBS</i> Process	Establish and execute controls to control the stability of the <i>Create WBS</i> process.	Project							Control	

PJ04	Control Project <i>Identify Stakeholders</i> Process	Establish and execute controls to control the stability of the Identify Stakeholders process.	Project							Control	
PJ05	Control Project <i>Manage Stakeholder Expectations</i> Process	Establish and execute controls to control the stability of the Manage Stakeholder Expectations process.	Project							Control	
PJ06	Control Project <i>Plan Procurements</i> Process	Project Plan Procurements Process controls are established and executed to control the stability of the process.	Project							Control	
PJ07	Improve <i>Manage Project Team</i> Process	Assess Manage Project Team process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
PJ08	Improve <i>Monitor and Control Project Work</i> Process	Assess Monitor and Control Project Work process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
PJ09	Improve Project <i>Manage Stakeholder Expectations</i> Process	Assess Manage Stakeholder Expectations process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
PJ10	Improve Project <i>Create WBS</i> Process	Assess Create WBS process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
PJ11	Improve Project <i>Identify Stakeholders</i> Process	Assess Identify Stakeholders process problem areas, collect process improvement recommendations, and implement process improvements.	Project								Improve
PJ12	Improve Project <i>Plan Procurements</i> Process	Project Plan Procurements Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.	Project								Improve
PJ13	Measure <i>Manage Project Team</i> Process	Establish, assemble and analyze measures for the Manage Project Team process.	Project						Measure		
PJ14	Measure <i>Monitor and Control Project Work</i> Process	Establish, assemble and analyze measures for the Monitor and Control Project Work process.	Project						Measure		

PJ15	Measure Project <i>Create WBS</i> Process	Establish, assemble and analyze measures for the Create WBS process.	Project					Measure		
PJ16	Measure Project <i>Identify Stakeholders</i> Process	Establish, assemble and analyze measures for the Identify Stakeholders process.	Project					Measure		
PJ17	Measure Project <i>Manage Stakeholder Expectations</i> Process	Establish, assemble and analyze measures for the Manage Stakeholder Expectations process.	Project					Measure		
PJ18	Measure Project <i>Plan Procurements</i> Process	Project Plan Procurements Process measures are established assembled and analyzed.	Project					Measure		
PJ19	Standardize <i>Develop Project Charter</i> Process	Establish standards for the Develop Project Charter process.	Project				Standardize			
PJ20	Standardize <i>Manage Project Team</i> Process	Establish standards for the Manage Project Team process.	Project				Standardize			
PJ21	Standardize <i>Monitor and Control Project Work</i> Process	Establish standards for the Monitor and Control Project Work process.	Project				Standardize			
PJ22	Standardize Project <i>Collect Requirements</i> Process	Establish standards for the Collect Requirements process.	Project				Standardize			
PJ23	Standardize Project <i>Create WBS</i> Process	Establish standards for the Create WBS process.	Project				Standardize			
PJ24	Standardize Project <i>Estimate Activity Resources</i> Process	Establish standards for the Estimate Activity Resource process.	Project				Standardize			
PJ25	Standardize Project <i>Manage Stakeholder Expectations</i> Process	Establish standards for the Manage Stakeholder Expectations process.	Project				Standardize			

PJ26	Standardize <i>Project Plan Procurements</i> Process	Project Plan Procurements Process standards are established.	Project				Standardize			
PJ27	Standardize <i>Project Identify Stakeholders</i> Process	Establish standards for the Identify Stakeholders process.	Project				Standardize			
3120	Standardize <i>Program Initiation</i> Process	Program Initiation process standards are established.		Program			Standardize			
3130	Standardize <i>Develop Program Management Plan</i> Process	Program Plan Development process standards are established.		Program			Standardize			
3140	Standardize <i>Program Plan Scope</i> Process	Program Scope Planning process standards are established.		Program			Standardize			
3190	Standardize <i>Develop Program Schedule</i> Process	Program Schedule Development process standards are established.		Program			Standardize			
3230	Standardize <i>Plan Program Risk Management</i> Process	Program Risk Management Planning process standards are established.		Program			Standardize			
3270	Standardize <i>Program Plan Communications</i> Process	Program Communications Planning process standards are established.		Program			Standardize			
3280	Standardize <i>Identify Program Risk</i> Process	Program Risk Identification process standards are established.		Program			Standardize			
3310	Standardize <i>Plan Program Risk Responses</i> Process	Program Risk Response Planning process standards are established.		Program			Standardize			
3320	Standardize <i>Plan Program Procurements</i> Process	Program Procurement planning process standards are established.		Program			Standardize			

3340	Standardize <i>Direct and Manage Program Execution Process</i>	Direct and Manage Program Execution process standards are established.		Program			Standardize			
3370	Standardize <i>Program Distribute Information Process</i>	Distribute Information process standards are established.		Program			Standardize			
3410	Standardize <i>Report Program Performance Process</i>	Program performance reporting process standards are established.		Program			Standardize			
3440	Standardize <i>Monitor and Control Program Scope Process</i>	Monitor and Control Program Scope process standards are established.		Program			Standardize			
3450	Standardize <i>Monitor and Control Program Schedule Process</i>	Monitor and Control Program Schedule' process standards are established.		Program			Standardize			
3480	Standardize <i>Monitor and Control Program Risk Process</i>	Monitor and Control Program Risk process standards are established.		Program			Standardize			
3590	Measure <i>Program Initiation Process</i>	Program Initiation process measures are established, assembled and analyzed.		Program				Measure		
3600	Measure <i>Develop Program Management Plan Process</i>	Program Plan Development process measures are established, assembled and analyzed.		Program				Measure		
3610	Measure <i>Program Plan Scope Process</i>	Program Scope Planning process measures are established, assembled and analyzed.		Program				Measure		
3660	Measure <i>Develop Program Schedule Process</i>	Program Schedule development process measures are established, assembled and analyzed.		Program				Measure		
3700	Measure <i>Plan Program Risk Management Process</i>	Program Risk Management Planning process measures are established, assembled and analyzed.		Program				Measure		

3740	Measure <i>Program Plan Communications Process</i>	Program Communications Planning process measures are established, assembled and analyzed.		Program					Measure		
3750	Measure <i>Identify Program Risk Process</i>	Program Risk Identification process measures are established, assembled and analyzed.		Program					Measure		
3780	Measure <i>Plan Program Risk Responses Process</i>	Program Risk Response Planning process measures are established, assembled and analyzed.		Program					Measure		
3790	Measure <i>Plan Program Procurements Process</i>	Program Procurement Planning process measures are established, assembled and analyzed.		Program					Measure		
3810	Measure <i>Direct and Manage Program Execution Process</i>	Direct and Manage Program Execution process measures are established, assembled and analyzed.		Program					Measure		
3840	Measure <i>Program Distribute Information Process</i>	Distribute Information process measures are established, assembled and analyzed.		Program					Measure		
3880	Measure <i>Report Program Performance Process</i>	Program performance reporting process measures are established, assembled and analyzed.		Program					Measure		
3910	Measure <i>Monitor and Control Program Scope Process</i>	Monitor and Control Program Scope process measures are established, assembled and analyzed.		Program					Measure		
3920	Measure <i>Monitor and Control Program Schedule Process</i>	Monitor and Control Program Schedule process measures are established, assembled and analyzed.		Program					Measure		
3950	Measure <i>Monitor and Control Program Risk Process</i>	Monitor and Control Program Risk process measures are established, assembled and analyzed.		Program					Measure		
4000	Control <i>Program Initiation Process</i>	Program Initiation process controls are established and executed to control the stability of the process.		Program						Control	

4010	Control <i>Develop Program Management Plan</i> Process	Program Management Plan process controls are established and executed to control the stability of the process.		Program					Control	
4020	Control Program <i>Plan Scope</i> Process	Program Scope Planning process controls are established and executed to control the stability of the process.		Program					Control	
4070	Control Program <i>Schedule</i> Process	Program Schedule process controls are established and executed to control the stability of the process.		Program					Control	
4110	Control <i>Plan Program Risk Management</i> Process	Program Risk Management Planning process controls are established and executed to control the stability of the process.		Program					Control	
4150	Control Program <i>Plan Communications</i> Process	Program Plan communications process controls are established and executed to control the stability of the process.		Program					Control	
4160	Control <i>Identify Program Risk</i> Process	Program Risk Identification Process controls are established and executed to control the stability of the process.		Program					Control	
4190	Control <i>Plan Program Risk Responses</i> Process	Plan Program Risk Responses process controls are established and executed to control the stability of the process.		Program					Control	
4200	Control <i>Plan Program Procurements</i> Process	Program Procurement planning process controls are established and executed to control the stability of the process.		Program					Control	
4220	Control <i>Direct and Manage Program Execution</i> Process	Direct and Manage Program Execution process controls are established and executed to control the stability of the process.		Program					Control	
4250	Control Program <i>Distribute Information</i> Process	Distribute Information process controls are established and executed to control the stability of the process.		Program					Control	
4290	Control <i>Report Program Performance</i> Process	Program performance reporting process controls are established and executed to control the stability of the process.		Program					Control	

4320	<i>Control Monitor and Control Program Scope Process</i>	Monitor and Control Program Scope process controls are established and executed to control the stability of the process.		Program						Control	
4330	<i>Control Monitor and Control Program Schedule Process</i>	Monitor and Control Program Schedule process controls are established and executed to control the stability of the process.		Program						Control	
4360	<i>Control Monitor and Control Program Risk Process</i>	Monitor and Control Program Risk process controls are established and executed to control the stability of the process.		Program						Control	
4390	<i>Improve Program Initiation Process</i>	Program Initiation process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		Program							Improve
4400	<i>Improve Develop Program Plan Development Process</i>	Program Management Plan process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.		Program							Improve
4410	<i>Improve Program Plan Scope Process</i>	Program Scope Planning process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program							Improve
4460	<i>Improve Develop Program Schedule Process</i>	Develop Program Schedule process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program							Improve
4500	<i>Improve Plan Program Risk Management Process</i>	Program Risk Management Planning process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program							Improve
4540	<i>Improve Program Plan Communications Process</i>	Program Plan communications process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program							Improve
4550	<i>Improve Identify Program Risk Process</i>	Program Risk Identification process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program							Improve

4580	Improve <i>Plan Program Risk Responses</i> Process	Plan Program Risk Responses process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
4590	Improve <i>Plan Program Procurements</i> Process	Program Procurement planning process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
4610	Improve <i>Direct and Manage Program Execution</i> Process	Direct and Manage Program Execution process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
4640	Improve Program <i>Distribute Information</i> Process	Distribute Information process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
4680	Improve <i>Report Program Performance</i> Process	Program performance reporting process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
4710	Improve <i>Monitor and Control Program Scope</i> Process	Monitor and Control Program Scope process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
4720	Improve <i>Monitor and Control Program Schedule</i> Process	Monitor and Control Program Schedule' process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
4750	Improve <i>Monitor and Control Program Risk</i> Process	Monitor and Control Program Risk process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG01	Standardize <i>Establish Program Financial Framework</i> Process	Program financial framework standards are established.		Program			Standardize			

PG02	Measure <i>Establish Program Financial Framework Process</i>	Program financial framework process measures are established, assembled and analyzed.		Program				Measure		
PG03	Control <i>Establish Program Financial Framework Process</i>	Program financial framework process controls are established and executed to control the stability of the process.		Program					Control	
PG04	Improve <i>Establish Program Financial Framework Process</i>	Program financial framework process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG05	Standardize <i>Develop Program Infrastructure Process</i>	Program infrastructure standards are established.								
PG06	Measure <i>Develop Program Infrastructure Process</i>	Program Infrastructure process measures are established, assembled and analyzed.		Program				Measure		
PG07	Control <i>Develop Program Infrastructure Process</i>	Program Infrastructure process controls are established and executed to control the stability of the process.		Program					Control	
PG08	Improve <i>Develop Program Infrastructure Process</i>	Program Infrastructure process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG09	Standardize <i>Define Program Goals and Objectives Process</i>	Program Goals and Objectives definitions standards are established.		Program			Standardize			
PG10	Measure <i>Define Program Goals and Objectives Process</i>	Program Goals and Objectives definition process measures are established, assembled and analyzed.		Program				Measure		
PG100	Improve <i>Monitor and Control Program Financials Process</i>	Monitor and Control Program Financials process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve

PG101	Standardize <i>Manage Program Stakeholder Expectations</i> Process	Program Stakeholder Expectations process standards are established.		Program			Standardize			
PG102	Measure <i>Manage Program Stakeholder Expectations</i> Process	Program Stakeholder Expectations process measures are established assembled and analyzed.		Program				Measure		
PG103	Control <i>Manage Program Stakeholder Expectations</i> Process	Program Stakeholder Expectations process controls are established and executed to control the stability of the process.		Program					Control	
PG104	Improve <i>Manage Program Stakeholder Expectations</i> Process	Program Stakeholder Expectations process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG105	Standardize <i>Provide Program Governance Oversight</i> Process	Governance Oversight process standards are established.		Program			Standardize			
PG107	Measure <i>Provide Program Governance Oversight</i> Process	Governance Oversight process measures are established, assembled and analyzed.		Program				Measure		
PG108	Control <i>Provide Program Governance Oversight</i> Process	Governance Oversight process controls are established and executed to control the stability of the process.		Program					Control	
PG109	Improve <i>Provide Program Governance Oversight</i> Process	Governance Oversight process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG11	Control <i>Define Program Goals and Objectives</i> Process	Program Goals and Objectives definition process controls are established and executed to control the stability of the process.		Program					Control	
PG110	Standardize <i>Manage Program Benefits</i> Process	Program Benefits process standards are established.		Program			Standardize			

PG111	Measure <i>Manage Program Benefits</i> Process	Program Benefits process measures are established assembled and analyzed.		Program				Measure		
PG112	Control <i>Manage Program Benefits</i> Process	Program Benefits process controls are established and executed to control the stability of the process.		Program					Control	
PG113	Improve <i>Manage Program Benefits</i> Process	Program Benefits process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG114	Standardize <i>Monitor and Control Program Changes</i> Process	Monitor and Control Program Changes process standards are established.		Program			Standardize			
PG115	Measure <i>Monitor and Control Program Changes</i> Process	Monitor and Control Program Changes process measures are established, assembled and analyzed.		Program				Measure		
PG116	Control <i>Monitor and Control Program Changes</i> Process	Monitor and Control Program Changes process controls are established and executed to control the stability of the process.		Program					Control	
PG117	Improve <i>Monitor and Control Program Changes</i> Process	Monitor and Control Program Changes process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG118	Standardize <i>Close Program</i> Process	Close Program process standards are established.		Program			Standardize			
PG119	Measure <i>Close Program</i> Process	Program closure process measures are established, assembled and analyzed.		Program				Measure		
PG12	Improve <i>Define Program Goals and Objectives</i> Process	Program Goals and Objectives definition process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve

PG120	Control <i>Close Program Process</i>	Program closure process controls are established and executed to control the stability of the process.		Program					Control	
PG121	Improve <i>Close Program Process</i>	Program closure process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG122	Standardize <i>Close Program Procurements Process</i>	Program Procurement closure process standards are established.		Program			Standardize			
PG123	Measure <i>Close Program Procurements Process</i>	Program Procurement closure process measures are established, assembled and analyzed.		Program				Measure		
PG124	Control <i>Close Program Procurements Process</i>	Program Procurement closure process controls are established and executed to control the stability of the process.		Program					Control	
PG125	Improve <i>Close Program Procurements Process</i>	Program Procurement closure process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG126	Standardize <i>Program Approve Component Transition Process</i>	Component transition approval process standards are established.		Program			Standardize			
PG127	Measure <i>Program Approve Component Transition Process</i>	Component transition approval process measures are established, assembled and analyzed.		Program				Measure		
PG128	Control <i>Program Approve Component Transition Process</i>	Component transition approval process controls are established and executed to control the stability of the process.		Program					Control	
PG129	Improve <i>Program Approve Component Transition Process</i>	Component transition approval process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve

PG13	Standardize <i>Develop Program Requirements Process</i>	Program requirements process standards are established.		Program			Standardize			
PG14	Measure <i>Develop Program Requirements Process</i>	Program requirements process measures are established assembled and analyzed.		Program				Measure		
PG15	Control <i>Develop Program Requirements Process</i>	Program requirements process controls are established and executed to control the stability of the process.		Program					Control	
PG16	Improve <i>Develop Program Requirements Process</i>	Program requirements process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG17	Standardize <i>Develop Program Architecture Process</i>	Program Architecture process standards are established.		Program			Standardize			
PG18	Measure <i>Develop Program Architecture Process</i>	Program Architecture process measures are established, assembled and analyzed.		Program				Measure		
PG19	Control <i>Develop Program Architecture Process</i>	Program Architecture process controls are established and executed to control the stability of the process.		Program					Control	
PG20	Improve <i>Develop Program Architecture Process</i>	Program Architecture process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG21	Standardize <i>Develop Program WBS Process</i>	Program WBS process standards are established.		Program			Standardize			
PG22	Measure <i>Develop Program WBS Process</i>	Program WBS process measures are established, assembled and analyzed.		Program				Measure		

PG23	Control <i>Develop Program WBS Process</i>	Program WBS process controls are established and executed to control the stability of the process.		Program					Control	
PG24	Improve <i>Develop Program WBS Process</i>	Program WBS process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG25	Standardize <i>Analyze Program Risk Process</i>	Program Risk Analysis process standards are established.		Program			Standardize			
PG26	Measure <i>Analyze Program Risk Process</i>	Program Risk Analysis process measures are established, assembled and analyzed.		Program				Measure		
PG27	Control <i>Analyze Program Risk Process</i>	Program Risk Analysis process controls are established and executed to control the stability of the process.		Program					Control	
PG28	Improve <i>Analyze Program Risk Process</i>	Program Risk Analysis process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG29	Standardize <i>Develop Program Financial Plan Process</i>	Program Financial Plan process standards are established.		Program			Standardize			
PG30	Measure <i>Develop Program Financial Plan Process</i>	Program Financial Plan process measures are established, assembled and analyzed.		Program				Measure		
PG31	Control <i>Develop Program Financial Plan Process</i>	Program Financial Plan process controls are established and executed to control the stability of the process.		Program					Control	
PG32	Improve <i>Develop Program Financial Plan Process</i>	Program Financial Plan process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve

PG33	<i>Standardize Estimate Program Costs Process</i>	Program Cost estimating process standards are established.		Program			Standardize			
PG34	<i>Measure Estimate Program Costs Process</i>	Program Cost Estimating process measures are established, assembled and analyzed.		Program				Measure		
PG35	<i>Control Estimate Program Costs Process</i>	Program Cost estimating process controls are established and executed to control the stability of the process.		Program					Control	
PG36	<i>Improve Estimate Program Costs Process</i>	Program Cost estimating process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG37	<i>Standardize Budget Program Costs Process</i>	Program Cost budgeting process standards are established.		Program			Standardize			
PG38	<i>Measure Budget Program Costs Process</i>	Program Cost budgeting process measures are established, assembled and analyzed.		Program				Measure		
PG39	<i>Control Budget Program Costs Process</i>	Program Cost budgeting process controls are established and executed to control the stability of the process.		Program					Control	
PG40	<i>Improve Budget Program Costs Process</i>	Program Cost budgeting process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG41	<i>Standardize Identify Program Stakeholders Process</i>	Program stakeholder identification process standards are established.		Program			Standardize			
PG42	<i>Measure Identify Program Stakeholders Process</i>	Program stakeholder identification process measures are established, assembled and analyzed.		Program				Measure		

PG43	Control <i>Identify Program Stakeholders</i> Process	Program stakeholder identification process controls are established and executed to control the stability of the process.		Program					Control	
PG44	Improve <i>Identify Program Stakeholders</i> Process	Program stakeholder identification process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG45	Standardize <i>Plan Program Stakeholder Management</i> Process	Program stakeholder management planning process standards are established.		Program			Standardize			
PG46	Measure <i>Plan Program Stakeholder Management</i> Process	Program stakeholder management planning process measures are established, assembled and analyzed.		Program				Measure		
PG47	Control <i>Plan Program Stakeholder Management</i> Process	Program stakeholder management planning process controls are established and executed to control the stability of the process.		Program					Control	
PG48	Improve <i>Plan Program Stakeholder Management</i> Process	Program stakeholder management planning process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG49	Standardize <i>Plan and Establish Program Governance</i> Process	Plan and Establish Program Governance process standards are established.		Program			Standardize			
PG50	Measure <i>Plan and Establish Program Governance</i> Process	Plan and Establish Program Governance process measures are established, assembled and analyzed.		Program				Measure		
PG51	Control <i>Plan and Establish Program Governance</i> Process	Plan and Establish Program Governance process controls are established and executed to control the stability of the process.		Program					Control	
PG52	Improve <i>Plan and Establish Program Governance</i> Process	Plan and Establish Program Governance process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve

PG53	Standardize Program <i>Plan for Audits</i> Process	Plan for Program Audit process standards are established.		Program			Standardize			
PG54	Measure Program <i>Plan for Audits</i> Process	Plan for Program Audit process measures are established, assembled and analyzed.		Program				Measure		
PG55	Control Program <i>Plan for Audits</i> Process	Plan for Program Audit process controls are established and executed to control the stability of the process.		Program					Control	
PG56	Improve Program <i>Plan for Audits</i> Process	Plan for Program Audit process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG57	Standardize <i>Plan Program Quality</i> Process	Program Quality Planning process standards are established.		Program			Standardize			
PG58	Measure <i>Plan Program Quality</i> Process	Program Quality Planning process measures are established, assembled and analyzed.		Program				Measure		
PG59	Control <i>Plan Program Quality</i> Process	Program Quality planning process controls are established and executed to control the stability of the process.		Program					Control	
PG60	Improve <i>Plan Program Quality</i> Process	Program Quality planning process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG61	Standardize <i>Manage Program Resources</i> Process	Manage program resources process standards are established.		Program			Standardize			
PG62	Measure <i>Manage Program Resources</i> Process	Manage Program resources process measures are established, assembled and analyzed.		Program				Measure		

PG63	Control <i>Manage Program Resources</i> Process	Manage Program Resources process controls are established and executed to control the stability of the process.		Program					Control	
PG64	Improve <i>Manage Program Resources</i> Process	Manage Program Resources process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG65	Standardize <i>Manage Program Architecture</i> Process	Manage Program Architecture process standards are established.		Program			Standardize			
PG66	Measure <i>Manage Program Architecture</i> Process	Manage Program Architecture process measures are established, assembled and analyzed.		Program				Measure		
PG67	Control <i>Manage Program Architecture</i> Process	Manage Program Architecture process controls are established and executed to control the stability of the process.		Program					Control	
PG68	Improve <i>Manage Program Architecture</i> Process	Manage Program Architecture process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG69	Standardize <i>Manage Component Interfaces</i> Process	Component Interfaces process standards are established.		Program			Standardize			
PG70	Measure <i>Manage Component Interfaces</i> Process	Component Interfaces process measures are established assembled and analyzed.		Program				Measure		
PG71	Control <i>Manage Component Interfaces</i> Process	Component Interfaces process controls are established and executed to control the stability of the process.		Program					Control	
PG72	Improve <i>Manage Component Interfaces</i> Process	Component Interfaces process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve

PG73	Standardize <i>Conduct Program Procurements Process</i>	Program Procurement conducting process standards are established.		Program			Standardize			
PG74	Measure <i>Conduct Program Procurements Process</i>	Program Procurement conducting process measures are established, assembled and analyzed.		Program				Measure		
PG75	Control <i>Conduct Program Procurements Process</i>	Program Procurement conducting process controls are established and executed to control the stability of the process.		Program					Control	
PG76	Improve <i>Conduct Program Procurements Process</i>	Program Procurement conducting process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG77	Standardize <i>Engage Program Stakeholders Process</i>	Program Stakeholders engagement process standards are established.		Program			Standardize			
PG78	Measure <i>Engage Program Stakeholders Process</i>	Program Stakeholders engagement process measures are established assembled and analyzed.		Program				Measure		
PG79	Control <i>Engage Program Stakeholders Process</i>	Program Stakeholders engagement process controls are established and executed to control the stability of the process.		Program					Control	
PG80	Improve <i>Engage Program Stakeholders Process</i>	Program Stakeholders engagement process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG81	Standardize <i>Approve Component Initiation Process</i>	Component Initiation approval process standards are established.		Program			Standardize			
PG82	Measure <i>Approve Component Initiation Process</i>	Component Initiation approval process measures are established, assembled and analyzed.		Program				Measure		

PG83	Control <i>Approve Component Initiation Process</i>	Component Initiation approval process controls are established and executed to control the stability of the process.		Program					Control	
PG84	Improve <i>Approve Component Initiation Process</i>	Component Initiation approval process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG85	Standardize <i>Monitor and Control Program Performance Process</i>	Monitor and Control Program Performance process standards are established.		Program			Standardize			
PG86	Measure <i>Monitor and Control Program Performance Process</i>	Monitor and Control Program Performance process measures are established, assembled and analyzed.		Program				Measure		
PG87	Control <i>Monitor and Control Program Performance Process</i>	Monitor and Control Program Performance process controls are established and executed to control the stability of the process.		Program					Control	
PG88	Improve <i>Monitor and Control Program Performance Process</i>	Monitor and Control Program Performance process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG89	Standardize <i>Manage Program Issues Process</i>	Program Issues process standards are established.		Program			Standardize			
PG90	Measure <i>Manage Program Issues Process</i>	Program Issues process measures are established assembled and analyzed.		Program				Measure		
PG91	Control <i>Manage Program Issues Process</i>	Program Issues process controls are established and executed to control the stability of the process.		Program					Control	
PG92	Improve <i>Manage Program Issues Process</i>	Program Issues process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve

PG93	Standardize <i>Administer Program Procurements Process</i>	Program Procurement administration process standards are established.		Program			Standardize			
PG94	Measure <i>Administer Program Procurements Process</i>	Program Procurement administration process measures are established, assembled and analyzed.		Program				Measure		
PG95	Control <i>Administer Program Procurements Process</i>	Program Procurement administration process controls are established and executed to control the stability of the process.		Program					Control	
PG96	Improve <i>Administer Program Procurements Process</i>	Program Procurement administration process problem areas are continuously assessed, process improvement recommendations are collected, and process improvements are implemented.		Program						Improve
PG97	Standardize <i>Monitor and Control Program Financials Process</i>	Monitor and Control Program Financials process standards are established.		Program			Standardize			
PG98	Measure <i>Monitor and Control Program Financials Process</i>	Monitor and Control Program Financials process measures are established, assembled and analyzed.		Program				Measure		
PG99	Control <i>Monitor and Control Program Financials Process</i>	Monitor and Control Program Financials process controls are established and executed to control the stability of the process.		Program					Control	
4940	Standardize <i>Identify Portfolio Risk Process</i>	Identify Portfolio Risk Process standards are established.			Portfolio		Standardize			
5030	Standardize <i>Portfolio Adjustment Communication Process</i>	Portfolio Adjustment Communication Process standards are established.			Portfolio		Standardize			
5070	Standardize <i>Portfolio Review and Reporting Process</i>	Portfolio Review and Reporting Process standards are established.			Portfolio		Standardize			
5080	Standardize <i>Monitor Business Strategy Changes Process</i>	Monitor Business Strategy Changes Process standards are established.			Portfolio		Standardize			

5140	Standardize <i>Monitor and Control Portfolio Risk Process</i>	Monitor and Control Portfolio Risk Process standards are established.			Portfolio		Standardize			
5850	Measure <i>Identify Portfolio Risk Process</i>	Portfolio Risk Identification Process measures are established assembled and analyzed.			Portfolio			Measure		
5940	Measure <i>Portfolio Adjustment Communication Process</i>	Portfolio Adjustment Communication Process measures are established assembled and analyzed.			Portfolio			Measure		
5980	Measure <i>Portfolio Review and Reporting Process</i>	Portfolio Review and Reporting Process measures are established, assembled and analyzed.			Portfolio			Measure		
5990	Measure <i>Portfolio Monitor Business Strategy Changes Process</i>	Portfolio Monitor Business Strategy Changes Process measures are established assembled and analyzed.			Portfolio			Measure		
6050	Measure <i>Monitor and Control Portfolio Risk Process</i>	Monitor and Control Portfolio Risk Process measures are established, assembled and analyzed.			Portfolio			Measure		
6370	Control <i>Identify Portfolio Risk Process</i>	Identify Portfolio Risk Process controls are established and executed to control the stability of the process.			Portfolio				Control	
6450	Control <i>Portfolio Adjustment Communication Process</i>	Portfolio Adjustment Communication Process controls are established and executed to control the stability of the process.			Portfolio				Control	
6490	Control <i>Portfolio Review and Reporting Process</i>	Portfolio Review and Reporting Process controls are established and executed to control the stability of the process.			Portfolio				Control	
6500	Control <i>Portfolio Monitor Business Strategy Changes Process</i>	Portfolio Monitor Business Strategy Changes Process controls are established and executed to control the stability of the process.			Portfolio				Control	
6560	Control <i>Monitor and Control Portfolio Risk Process</i>	Monitor and Control Portfolio Risk Process controls are established and executed to control the stability of the process.			Portfolio				Control	

6750	Improve <i>Identify Portfolio Risk Process</i>	Identify Portfolio Risk Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			Portfolio					Improve
6840	Improve <i>Portfolio Adjustment Communication Process</i>	Portfolio Adjustment Communication Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			Portfolio					Improve
6880	Improve <i>Portfolio Review and Reporting Process</i>	Portfolio Review and Reporting Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			Portfolio					Improve
6890	Improve <i>Portfolio Monitor Business Strategy Changes Process</i>	Portfolio Monitor Business Strategy Changes Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			Portfolio					Improve
6950	Improve <i>Portfolio Monitor and Control Portfolio Risk Process</i>	Portfolio Monitor and Control Portfolio Risk Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			Portfolio					Improve
port01	Standardize <i>Analyze Portfolio Risks Process</i>	Analyze Portfolio Risks Process standards are established.			Portfolio		Standardize			
port02	Measure <i>Analyze Portfolio Risks Process</i>	Analyze Portfolio Risks Process measures are established, assembled and analyzed.			Portfolio			Measure		
port02	Control <i>Analyze Portfolio Risks Process</i>	Analyze Portfolio Risks Process controls are established and executed to control the stability of the process.			Portfolio				Control	
port04	Improve <i>Analyze Portfolio Risks Process</i>	Analyze Portfolio Risks Process problem areas are assessed, process improvement recommendations are collected and process improvements are implemented.			Portfolio					Improve
port05	Standardize <i>Portfolio Identify Components Process</i>	Portfolio Identify Components Process standards are established.			Portfolio		Standardize			

port06	Measure Portfolio <i>Identify Components</i> Process	Portfolio Identify Components Process measures are established assembled and analyzed.			Portfolio			Measure		
port07	Control Portfolio <i>Identify Components</i> Process	Portfolio Identify Components Process controls are established and executed to control the stability of the process.			Portfolio				Control	
port08	Improve Portfolio <i>Identify Components</i> Process	Portfolio Identify Components Process problem areas are assessed, process improvement recommendations are collected and process improvements are implemented.			Portfolio					Improve
port09	Standardize Portfolio <i>Categorize Components</i> Process	Portfolio Categorize Components Process standards are established.			Portfolio		Standardize			
port10	Measure Portfolio <i>Categorize Components</i> Process	Portfolio Categorize Components Process measures are established assembled and analyzed.			Portfolio			Measure		
port11	Control Portfolio <i>Categorize Components</i> Process	Portfolio Categorize Components Process controls are established and executed to control the stability of the process.			Portfolio				Control	
port12	Improve Portfolio <i>Categorize Components</i> Process	Portfolio Categorize Components Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			Portfolio					Improve
port13	Standardize Portfolio <i>Evaluate Components</i> Process	Portfolio Evaluate Components Process standards are established.			Portfolio		Standardize			
port14	Measure Portfolio <i>Evaluate Components</i> Process	Portfolio Evaluate Components Process measures are established assembled and analyzed.			Portfolio			Measure		
port15	Control Portfolio <i>Evaluate Components</i> Process	Portfolio Evaluate Components Process controls are established and executed to control the stability of the process.			Portfolio				Control	

port16	Improve Portfolio <i>Evaluate Components</i> Process	Portfolio Evaluate Components Process problem areas are assessed, process improvement recommendations are collected and process improvements are implemented.			Portfolio					Improve
port17	Standardize Portfolio <i>Select Components</i> Process	Portfolio Select Components Process standards are established.			Portfolio		Standardize			
port18	Measure Portfolio <i>Select Components</i> Process	Portfolio Select Components Process measures are established assembled and analyzed.			Portfolio			Measure		
port19	Control Portfolio <i>Select Components</i> Process	Portfolio Select Components Process controls are established and executed to control the stability of the process.			Portfolio				Control	
port20	Improve Portfolio <i>Select Components</i> Process	Portfolio Select Components Process problem areas are assessed, process improvement recommendations are collected and process improvements are implemented.			Portfolio					Improve
port21	Standardize Portfolio <i>Prioritize Components</i> Process	Portfolio Prioritize Components Process standards are established.			Portfolio		Standardize			
port22	Measure Portfolio <i>Prioritize Components</i> Process	Portfolio Prioritize Components Process measures are established assembled and analyzed.			Portfolio			Measure		
port23	Control Portfolio <i>Prioritize Components</i> Process	Portfolio Prioritize Components Process controls are established and executed to control the stability of the process.			Portfolio				Control	
port24	Improve Portfolio <i>Prioritize Components</i> Process	Portfolio Prioritize Components Process problem areas are assessed, process improvement recommendations are collected, and process improvements are implemented.			Portfolio					Improve
port25	Standardize <i>Balance Portfolio</i> Process	Balance Portfolio Process standards are established.			Portfolio		Standardize			

port26	Measure <i>Balance Portfolio Process</i>	Balance Portfolio Process measures are established, assembled and analyzed.			Portfolio			Measure		
port27	Control <i>Balance Portfolio Process</i>	Balance Portfolio Process controls are established and executed to control the stability of the process.			Portfolio				Control	
port28	Improve <i>Balance Portfolio Process</i>	Balance Portfolio Process problem areas are assessed, process improvement recommendations are collected and process improvements are implemented.			Portfolio					Improve
port29	Standardize <i>Portfolio Authorize Components Process</i>	Portfolio Authorize Components Process standards are established.			Portfolio		Standardize			
port30	Measure <i>Portfolio Authorize Components Process</i>	Portfolio Authorize Components Process measures are established assembled and analyzed.			Portfolio			Measure		
port31	Control <i>Portfolio Authorize Components Process</i>	Portfolio Authorize Components Process controls are established and executed to control the stability of the process.			Portfolio				Control	
port32	Improve <i>Portfolio Authorize Components Process</i>	Portfolio Authorize Components Process problem areas are assessed, process improvement recommendations are collected and process improvements are implemented.			Portfolio					Improve
1400	Staff Organizational Project Management With Competent Resources	The organization provides organizational project management with an appropriate workforce with the right level of competence for each project-related role.	Project				Organizational Enabler			
1410	Manage Organizational Project Management Resource Pool	The organization has the mechanisms, systems and processes that provide the organization with professional project managers and competent, committed project team members.	Project				Organizational Enabler			
1430	Establish Project Manager Competency Processes	The organization establishes a process to ensure project managers have sufficient knowledge and experience.	Project				Organizational Enabler			

1450	Establish Strong Sponsorship	Sponsors actively participate in supporting the project.	Project			Organizational Enabler				
1460	Apply Project Management Processes Flexibly	The organization applies processes in a manner that is relevant to each project.	Project			Organizational Enabler				
1530	Use Formal Performance Assessment	The organization integrates PM performance in its formal processes and procedures to assess performance.	Project	Program	Portfolio	Organizational Enabler				
1540	Include Strategic Goals Into Project Objectives	Objectives of projects include explicit strategic goals in addition to time, cost and quality.	Project			Organizational Enabler				
1550	Use Standard Planning Baseline	The organization creates a standard project planning baseline.	Project			Organizational Enabler				
1590	Record Project Resource Assignments	The organization has a formal process for assigning resources to projects and recording assignments.	Project			Organizational Enabler				
1630	Establish Mathematical Models For Planning	The organization establishes and uses mathematical models for planning and replanning.	Project			Organizational Enabler				
1670	Know Inter-Project Plan	Project Managers know the goals and plans of all projects related to their own projects. This allows them to explore alternative ways to avoid conflicts while still satisfying goals.	Project			Organizational Enabler				
1680	Adhere to Inter-Project Rules of Conduct	Project Managers adhere to appropriate rules of conduct including definitions of privilege and responsibility for communication and action. The rules define the standard processes for collaboration and communication.	Project			Organizational Enabler				
2090	Adhere to Project Management Methodology	The organization adheres to a standard set of project management methodology, processes and procedures.	Project			Organizational Enabler				

PMT1	Adhere to Project Management Techniques	The organization selects a core set of Project Management techniques to which it adapts and evolves over time. The organization also permits these techniques to be tailored based upon the specific needs of the project.	Project			Organizational Enabler				
2160	Review Projects against "Continue or Terminate" Criteria	The organization has gateways where deliverables are assessed and the projects are allowed to continue or stopped.	Project			Organizational Enabler				
2190	Benchmark OPM Performance Against Industry Standards	The organization identifies external standards against which they measure OPM performance.	Project			Organizational Enabler				
3030	Capture and Share Lessons Learned	The organization collects and shares lessons learned from projects, programs and portfolios.	Project			Organizational Enabler				
3050	Perform Benchmarking to Improve Performance	The organization uses the technique of benchmarking to continually improve project performance.	Project			Organizational Enabler				
3520	Assess Confidence in Plans	Portfolio and program managers assess the confidence in project plans.		Program	Portfolio	Organizational Enabler				
3550	Adhere to Inter-Program Protocol Agreements	Program Managers adhere to appropriate rules of conduct (including definitions of privilege and responsibility for communication and action) that define how program and project managers collaborate and communicate.		Program		Organizational Enabler				
5180	Educate Executives	The organization educates its executives on the benefits of project management.			Portfolio	Organizational Enabler				
5190	Facilitate Project Manager Development	The organization ensures Project Manager development.			Portfolio	Organizational Enabler				
5200	Provide Project Management Training	The organization provides project management training appropriate for all roles within the project hierarchy.			Portfolio	Organizational Enabler				

5210	Provide Continuous Training	The organization provides continuous training in the use of tools, methodology and deployment of knowledge.			Portfolio	Organizational Enabler				
5220	Provide Competent Organizational Project Management Resources	The organization's project management community provides sufficient competent resources to manage organizational project management.			Portfolio	Organizational Enabler				
5240	Establish Internal Project Management Communities	The organization establishes an internal community that supports project management.			Portfolio	Organizational Enabler				
5250	Interact With External Project Management Communities	The organization encourages membership of external communities that support project management expertise. These can include professional associations or initiatives.			Portfolio	Organizational Enabler				
5260	Customize Project Management Methodology	The organization customizes a generally accepted project management methodology to meet organizational requirements.			Portfolio	Organizational Enabler				
5270	Integrate Project Management Methodology with Organizational Processes	The organization integrates the project management methodology with strategic, operational and tactical processes.			Portfolio	Organizational Enabler				
5280	Establish Common Project Management Framework	The organization uses a project management framework for all phases of a project.			Portfolio	Organizational Enabler				
5300	Establish Training and Development Program	The organization establishes a training and development program to improve the skills of project personnel.			Portfolio	Organizational Enabler				
5320	Certify Quality Management System	Independent bodies certify the quality management system.			Portfolio	Organizational Enabler				
5340	Establish Executive Support	The executives strongly support the project management process.			Portfolio	Organizational Enabler				
5390	Integrate Project Management Across All Operations	The organization integrates project management across all operations.			Portfolio	Organizational Enabler				

5420	Provide Organizational Project Management Support Office	The organization has an organizational project management support office structure.			Portfolio	Organizational Enabler				
5490	Recognize Value of Project Management	The organization recognizes the value of project management.			Portfolio	Organizational Enabler				
5500	Define Project Management Values	The organization defines and applies project management vision and values within the organization.			Portfolio	Organizational Enabler				
5520	Collaborate on Goals	People in different roles and functions throughout the organization collaborate to define and agree on common goals.			Portfolio	Organizational Enabler				
5620	Establish Career Path for all Organizational Project Management Roles	The organization has progressive career paths for organizational project management related roles.			Portfolio	Organizational Enabler				
5660	Manage Portfolio Value	The organization manages the value of the portfolio.			Portfolio	Organizational Enabler				
6120	Assess Competency of Key Organizational Project Management Resources	The organization uses a formal assessment process to measure the competency levels of organizational project personnel.			Portfolio	Organizational Enabler				
6980	Create an Organizational Maturity Development Program	The organization creates a program to achieve project management maturity.			Portfolio	Organizational Enabler				
cm04	Demonstrate Competency in Initiating a Project	Project managers are able to demonstrate their competencies in initiating a project.	Project			Organizational Enabler				
cm05	Demonstrate Competency in Planning a Project	Project managers are able to demonstrate their competencies in planning a project.	Project			Organizational Enabler				
cm06	Demonstrate Competency in Executing a Project	Project managers are able to demonstrate their competencies in executing a project.	Project			Organizational Enabler				

cm07	Demonstrate Competency in Monitoring and Controlling a Project	Project managers are able to demonstrate their competencies in monitoring and controlling a project.	Project			Organizational Enabler				
cm08	Demonstrate Competency in Closing a Project	Project managers are able to demonstrate their competencies in closing a project.	Project			Organizational Enabler				
cm09	Demonstrate Communicating Competency	Project managers are able to demonstrate their communicating competency.	Project			Organizational Enabler				
cm10	Demonstrate Leading Competency	Project managers are able to demonstrate their leading competency.	Project			Organizational Enabler				
cm11	Demonstrate Managing Competency	Project managers are able to demonstrate their managing competency.	Project			Organizational Enabler				
cm12	Demonstrate Cognitive Ability Competency	Project managers are able to demonstrate their cognitive ability competency.	Project			Organizational Enabler				
cm13	Demonstrate Effectiveness Competency	Project managers are able to demonstrate their effectiveness competency.	Project			Organizational Enabler				
cm14	Demonstrate Professionalism Competency	Project managers are able to demonstrate their professionalism competency.	Project			Organizational Enabler				
cm03	Manage and Development of Self	Project manager as a leader should be able to effectively manage and develop his self competencies necessary to be a project management professional.	Project			Organizational Enabler				
km01	Establish Centralized Repository	The organization has a mechanism for the storage, retrieval, dissemination and reporting for organization project management information.			Portfolio	Organizational Enabler				
km02	Implement Centralized Repository	The organization implements a mechanism for the storage, retrieval, dissemination and reporting for organization project management information.			Portfolio	Organizational Enabler				

km03	Institutionalize Centralized Repository Usage	The organization institutionalizes a mechanism for the storage, retrieval, dissemination and reporting for organization project management information.			Portfolio	Organizational Enabler				
km04	Continuous improvement of the Centralized Repository	Analyze and continuously improve the centralized repository to achieve business objectives.			Portfolio	Organizational Enabler				
km05	Intellectual Capital reuse	Intellectual capital is stored and later reused.			Portfolio	Organizational Enabler				
OPMM1	Periodic Review of PM Methodology and Internal Governance Models	The organization periodically reviews its own internal governance models and adopted project management methodology against changed needs and current best practices.	Project			Organizational Enabler				
OPMT1	Establish Estimating Template/Tools	Standardize estimating so that there is consistency in % applied to similar activities, consistent risk factors applied. This also provides a foundation for similar meaning for metrics collected during/after project execution.	Project			Organizational Enabler				
OPMT2	Manage The Holistic View Of The Project	Project manager provides project / program vision.	Project			Organizational Enabler				
OPMT3	Manage The Environment	Project manager effectively manages project environment.	Project			Organizational Enabler				
OS01	Establish Organizational Project Management Structure	The organization has determined the appropriate organizational structure to support OPM.			Portfolio	Organizational Enabler				
OS02	Adopt Organizational Project Management Structure	The organization has adopted an Organizational Project Management Structure across the Organization.			Portfolio	Organizational Enabler				
os03	Institutionalize the Organizational Project Management Structure	The Organizational Project Management Structure is institutionalized across the organization.			Portfolio	Organizational Enabler				

PAV1	Establish OPM Leadership Program	The organization has a leadership program for their OPM managers.			Portfolio	Organizational Enabler				
PAV2	Educate Functional Managers	The organization educates the functional managers in OPM.			Portfolio	Organizational Enabler				
PAV4	Awareness of Cultural Diversity	Educate employees on cultural diversity and empower them for working in a multi-cultural environment.			Portfolio	Organizational Enabler				
pmm1	Define OPM Success Metrics	The organization defines how it will measure the success and value of Project, Program and Portfolio Management.			Portfolio	Organizational Enabler				
pmm2	Collect OPM Success Metrics	The organization uses and maintains a formal performance system to collect OPM Success Metrics			Portfolio	Organizational Enabler				
pmm3	Use OPM Success Metrics	The organization uses the OPM Success Metrics to improve the performance of Projects, Programs and Portfolio Management against plan and to improve realization of benefit to the organization.			Portfolio	Organizational Enabler				
pmm4	Verify OPM Success Metric Accuracy	The organization ensures that OPM and benefit to the organization data is valid and accurate.			Portfolio	Organizational Enabler				
pmm5	Analyze and Improve OPM Success Metrics	The organization continuously improves its OPM data gathering, use, and collection processes.			Portfolio	Organizational Enabler				
ST01	Establish Commitment to Organizational Project Management Maturity	The organizational establishes a long term strategic commitment to organizational project management maturity.			Portfolio	Organizational Enabler				