

OPM3® ProductSuite Improvement Plan

Prepared for

Information Systems of Large Size

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Preface

This OPM3®ProductSuite Improvement Report is the result of the analysis of the document produced on the assessment process which is integral to the Project Management Institute's (PMI) *Organizational Project Management Maturity Model (OPM3®)*. The assessment has measured the degree of the organization's maturity in organizational project management, and its purpose was to assess and to identify strengths as well as areas needing attention. This process has provided the basis to identify the best practices but also potential improvements in operations and processes, which aim to increase maturity and improve business performance, in accordance to the organization's decisions and priorities.

This report major goal is to help the organization to increase the link between strategic planning and execution and the correlation between the development of projects and organizational success. Loyal to this purpose, this report intends to give to the organization the steps necessary to achieve the desired performance.

We sincerely hope your organization finds this report helpful, and we welcome any questions or comments you may have regarding the report and the improvement details and plan presented.

Table of Contents

Executive Summary.....	6
Report Structure	6
Improvement Details.....	7
Establish Organizational Project Management Policies.....	8
Standardize Develop Project Charter Process.....	15
Standardize Develop Project Management Plan Process.....	17
Standardize Project Collect Requirements Process	18
Standardize Project Define Scope Process.....	20
Improve Monitor and Control Project Work Process.....	22
Standardize Project Develop Human Resource Plan Process	23
Improve Project Create WBS Process	25
Standardize Project Estimate Activity Resources Process.....	26
Standardize Project Plan Risk Management Process.....	28
Standardize Project Plan Quality Process	30
Improve Project Estimate Activity Resources Process	32
Standardize Acquire Project Team Process	33
Standardize Manage Project Team Process.....	35
Standardize Project Plan Communications Process	37
Standardize Project Identify Risk Process	39
Standardize Project Perform Qualitative Risk Analysis Process.....	41
Standardize Project Perform Quantitative Risk Analysis Process.....	43
Standardize Project Identify Stakeholders Process	45
Standardize Project Plan Risk Responses Process.....	47
Standardize Direct and Manage Project Execution Process.....	49
Standardize Project Perform Quality Assurance Process.....	51
Standardize Develop Project Team Process.....	53
Standardize Project Report Performance Process.....	54
Standardize Project Control Scope Process.....	56
Standardize Project Control Schedule Process.....	58
Standardize Project Perform Quality Control Process	60
Standardize Project Monitor and Control Risks Process	62
Standardize Close Project or Phase Process.....	64
Staff Organizational Project Management With Competent Resources	66
Establish Project Manager Competency Processes	68
Establish Strong Sponsorship	70
Record Project Resource Assignments	72
Know Inter-Project Plan.....	73
Measure Develop Project Charter Process.....	74
Measure Develop Project Management Plan Process.....	76
Measure Project Collect Requirements Process.....	78
Measure Project Estimate Costs Process	80
Measure Project Determine Budget Process.....	82
Measure Direct and Manage Project Execution Process	84
Measure Project Verify Scope Process	86
Standardize Project Manage Stakeholder Expectations Process	88
Measure Close Project or Phase Process.....	89
Adhere to Project Management Techniques.....	91
Control Develop Project Charter Process.....	92
Control Develop Project Management Plan Process	93
Control Project Collect Requirements Process	94
Control Project Estimate Costs Process.....	95
Control Project Determine Budget Process	96
Control Direct and Manage Project Execution Process.....	97

OPM3® ProductSuite Improvement Plan

Control Project Report Performance Process.....	98
Control Project Verify Scope Process.....	99
Control Project Control Scope Process.....	100
Control Project Close Procurements Process.....	101
Control Close Project or Phase Process.....	102
Improve Develop Project Charter Process.....	103
Improve Develop Project Management Plan Process.....	104
Improve Project Collect Requirements Process.....	105
Improve Project Define Scope Process.....	106
Improve Project Sequence Activities Process.....	107
Improve Project Estimate Activity Durations Process.....	108
Improve Project Develop Schedule Process.....	109
Improve Project Estimate Costs Process.....	110
Improve Project Determine Budget Process.....	111
Improve Project Plan Procurements Process.....	112
Improve Direct and Manage Project Execution Process.....	113
Improve Project Distribute Information Process.....	114
Improve Project Report Performance Process.....	115
Improve Project Verify Scope Process.....	116
Improve Project Control Scope Process.....	117
Improve Close Project or Phase Process.....	118
Capture and Share Lessons Learned.....	119
Standardize Portfolio Identify Components Process.....	121
Standardize Portfolio Categorize Components Process.....	122
Standardize Portfolio Evaluate Components Process.....	123
Standardize Portfolio Select Components Process.....	124
Standardize Portfolio Prioritize Components Process.....	125
Standardize Balance Portfolio Process.....	126
Standardize Portfolio Authorize Components Process.....	127
Standardize Portfolio Monitor Business Strategy Changes Process.....	128
Educate Executives.....	129
Facilitate Project Manager Development.....	130
Provide Project Management Training.....	132
Provide Continuous Training.....	133
Integrate Project Management Methodology with Organizational Processes.....	135
Establish Common Project Management Framework.....	136
Establish Organizational Project Management Policies.....	144
Establish Executive Support.....	146
Educate Stakeholders in OPM.....	147
Cultural Diversity Awareness.....	148
Organizational Business Change Management Program.....	150
Establish Organizational Project Management Structure.....	153
Adopt Organizational Project Management Structure.....	154
Institutionalize Organizational Project Management Structure.....	155
Provide Organizational Project Management Support Office.....	156
Demonstrate Competency in Monitoring and Controlling a Project.....	157
Demonstrate Leading Competency.....	158
Demonstrate Managing Competency.....	159
Demonstrate Cognitive Ability Competency.....	160
Estimating Template/Tools Established for Use Across Organization.....	161
Project Management Information System.....	162
Intellectual Capital Reuse.....	164
Achieve Strategic Goals and Objectives Through the Use of Organizational Project Management.....	165
Improvement Plan.....	168
Governance.....	169
Portfolio.....	171

OPM3® ProductSuite Improvement Plan

Initiating.....	172
Planning.....	173
Executing, Monitoring and Controlling.....	175
Closing.....	176

Executive Summary

The OPM3ProductSuite assessment methodology and tool employ the Project Management Institute's Organizational Project Management Maturity Model (*OPM3*), applied by trained and certified consultants, resulting in a quality assessment and detailed analysis of an organization's Organizational Project Management Maturity.

Organizational Project Management is the application of knowledge, skills, tools and techniques to organizational activities and project, program and portfolio activities to achieve the aims of an organization through projects. In the *OPM3* maturity model, Organizational Project Management Maturity is reflected by extent to which the identified Best Practices are achieved.

There are five steps in the *OPM3* cycle: prepare for assessment, perform assessment, plan for improvements, implement improvements and repeat the process. This *OPM3*ProductSuite Improvement Report is part of that cycle and should provide valuable inputs and steps to achieve the Best Practices that the organization needs to meet its business goals and objectives.

Report Structure

This report is structured as follows:

1. Improvement Details: description of all the Practices identified throughout the assessment as needing to improve or implement, with information about knowledge area and business results.
2. Improvement Plan is divided in Governance; Initiating; Planning; Executing, Monitoring and Controlling; Closing:
 - Governance: identifies and defines the processes and procedures needed to implement on the organization working structure.
 - Initiating: identifies the procedures for improving the performance of project management defining and involving all the stakeholders.
 - Planning: identifies the planning documents needed to standardize all the phases of the project.
 - Executing, Monitoring and Controlling: describes procedures and actions needed to control and evaluate all the phases of the project.
 - Closing: identifies processes to allow the correct evaluation of the project and analysis of results.

Improvement Details

Establish Organizational Project Management Policies

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1000	Establish Organizational Project Management Policies	The organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.	1000.010	Established Standardization Policies	The organization has policies explaining which organizational project management processes must be standardized.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization regularly reviews and updates their methodology to meet the needs of the organization.	Project Management Methodology Updates	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization creates a custom project management methodology to meet their organization's requirements. The methods are drawn from generally accepted project management methods.	Custom Project Management Methodology	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization tailors a project management methodology.	Tailored Project Management Methodology	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization reviews all its processes to determine which ones can incorporate the project management methodology.	Reviewed processes for Incorporation	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization defines a program management framework and its components.	Implemented Project Management Framework	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization defines a project management framework and its components.	Project Management Framework	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization integrates its project management methodology into all appropriate processes.	Documented processes in methodology.	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization monitors project management training and develops improvement programs.	Updates to Policies and Procedures.	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization has policies and procedures to ensure every project role has adequate training.	Training Policies and Procedures	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization defines a process to facilitate development of project management competencies.	Training Program	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization identifies defines and agrees on the training events and their sequence within a progression.	Define Training Curricula	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization continuously improves its training policies and procedures.	Improved Continuous Training Program	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization schedules coordinates and delivers the on-going project management training.	Project Management Training Program	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization defines procedures for continuous training requirements.	Formal Continuous Training Policy	Governance	Resource Optimization, Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization defines a portfolio management framework and its components.	Integrated Project Management Framework	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization requires all projects to use standard project management.	Project Management Usage	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	Conducting both self and independent audits of the performance of the organization against the relevant quality standards.	Independent Audits Conducted	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization identifies the quality assurance activities that it will undertake.	Documented Quality Assurance Plan	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization manages appropriate work in a project-like manner. Project management standards are established.	Tailored Processes for Projects	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization determines the investment risks of each project i.e. the variance per period in project returns for each project.	Defined Investment Risk	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization defines project goals in the Project Charter.	Documented Goals	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization integrates project management values into personal and organizational performance measurement.	Integrated Project Management Values	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization develops organizational project management policies.	Organizational Project Management Policies	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization implements a project management framework.	Projects improved Using Defined Framework	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization measures the effectiveness of the organizational project management policies.	Policy Effectiveness Measures	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization identifies and documents the quality standards and regulations that it will apply.	Documented Quality Standards	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization defines its quality policy.	Documented Quality Policy	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The success criteria are identified and the assessment data collected for a project.	Performance Awareness	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The results of the project-specific success criteria assessment are consistently and effectively acted upon.	Customer Expectations Met	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization identifies the parameters from industry standards it considers important when evaluating organizational project performance.	Project Performance Parameters	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization permits the Project Management techniques to be tailored to meet the needs of the projects.	Projects Using Tailored Techniques	Governance	Resource Optimization, Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization assigns appropriate resources according to the skill required by the activity.	Improved Matching of Skills to Projects	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization assigns resources based on the strategic priority of each initiative and the resource skill set.	Resources Assigned Against Project Priority	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization selects Project Management techniques.	Project Management Techniques Selected	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization captures and shares lessons learned across business units.	Record Results of the Learning Process	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization normalizes organizational and industry standard project metrics.	Identify Best Practice Metrics	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization analyzes benchmark project metrics and uses them to develop the improvement plan.	Develop Improvement Plan	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization captures and shares lessons learned from projects.	Project Learning Process	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization determines the impact of parameter variation on the success of its own and competitor's projects.	Initial Analysis	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization applies the results of its analysis to improve project performance as related to relevant industry standards.	Parameter Measurement and Modeling Tools	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization improves its benchmarking processes.	Enhanced Analysis	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The planning methodology is maintained to reflect the organizational goals.	Consistent Project Planning Methodology	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization's program managers agree on definitions of privilege and responsibility for communication and action.	Defined Program Manager Privileges and Responsibilities	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization continually improves its organizational project management benchmarking process.	Implement the Improvements	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization compares internal project metrics with industry benchmark standards.	Documented External Benchmark	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	Programs have a way to aggregate project data into program data so programs are monitored and evaluated.	Program Performance	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization implements a common project language.	The organization develops documents and deploys project language standards.	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization is aware of the need for a common language to describe projects.	The organization implements a plan to develop project language standards.	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization analyzes and acts upon the knowledge captured while managing groups of related projects to improve program management.	Improved Project Management	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	Project success is defined in context of strategic goals.	Organization Level Success Measures	Governance	Resource Optimization, Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The project team selects a planning method that is within applicable organizational guidelines.	Project Planning Methodology	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The project team selects a standard planning methodology.	Standard Project Plans	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	Project success is defined as achievement of prescribed project goals.	Project Level Success Measures	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization recognizes there may be exceptions to process standards	Processes Based on Individual Preference	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization agrees the extent to which processes may deviate from the standard.	Documented Process Deviations	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization optimizes the flexible application of project management processes to all individual projects.	Improved Flexible Application Processes.	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization selects projects and makes project continuation/termination decisions to manage the value of the portfolio.	Value-Based Initiate/Terminate Decisions	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization facilitates and encourages continuous improvement in the adoption of organizational project management as the vehicle in achieving their goals and objectives.	Continuously Improved Organizational Project Management	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	Organization achieves strategic goals and objectives through using organizational project management	Adopted Organizational Project Management	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization defines what a PMIS needs to be.	PMIS definition.	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization uses project results to analyze and improve product quality and customer satisfaction metrics.	Improved Metrics	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	Review metrics collection processes for initiatives.	Document Organizational Metric Targets	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization gathers Benefit to the Organization data from its projects and programs.	Benefit to the Organization Data	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization improves the metrics collection process.	OPM Process Metrics	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization verifies the metrics collection processes.	Internally Validated Project Metrics	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization verifies metrics for projects, programs, and portfolios through evaluations	Current Performance Measures	Governance	Resource Optimization, Project Predictability, Internal Processes
Standardization Policies	Standardization Policies are documented and communicated to all stakeholders.	The organization communicates the metrics.	Stakeholders with Benefit to the Organization Knowledge	Governance	Resource Optimization, Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1000	Establish Organizational Project Management Policies	The organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.	1000.020	Established Measurement Policies	The organization has policies explaining which organizational project management processes must be measured.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization defines its quality policy.	Documented Quality Policy	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization measures the effectiveness of the organizational project management policies.	Policy Effectiveness Measures	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization identifies and documents the quality standards and regulations that it will apply.	Documented Quality Standards	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization requires all projects to use standard project management.	Project Management Usage	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	Conducting both self and independent audits of the performance of the organization against the relevant quality standards.	Independent Audits Conducted	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization identifies the quality assurance activities that it will undertake.	Documented Quality Assurance Plan	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization defines a project management framework and its components.	Project Management Framework	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization continuously improves its training policies and procedures.	Improved Continuous Training Program	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization ensures individual training plans incorporate project management policies and procedures on training.	Development Plans for Project Management Training	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization defines a program management framework and its components.	Implemented Project Management Framework	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization develops organizational project management policies.	Organizational Project Management Policies	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization defines a portfolio management framework and its components.	Integrated Project Management Framework	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	Impacts of the business change management program are shared with the affected organizations.	Affected organizations get feedback.	Governance	Resource Optimization, Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	Organization executives are involved in shaping the business change management program.	Executive involvement.	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The selected business change management methodology is common across the organization.	Selected business change management program methodology.	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization manages appropriate work in a project-like manner. Project management standards are established.	Tailored Processes for Projects	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization facilitates and encourages continuous improvement in the adoption of organizational project management as the vehicle in achieving their goals and objectives.	Continuously Improved Organizational Project Management	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	Organization achieves strategic goals and objectives through using organizational project management	Adopted Organizational Project Management	Governance	Resource Optimization, Project Predictability, Internal Processes
Measurement Policies	Measurement Policies are documented and communicated to all stakeholders.	The organization has policies and procedures to ensure every project role has adequate training.	Training Policies and Procedures	Governance	Resource Optimization, Project Predictability, Internal Processes

OPM3® Product Suite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1000	Establish Organizational Project Management Policies	The organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.	1000.030	Established Control Policies	The organization has policies explaining which organizational project management processes must be controlled and defining the upper and lower control limits of control for each of those processes.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Control Policies	Control Policies are documented and communicated to all stakeholders.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	Resource Optimization, Project Predictability, Internal Processes
Control Policies	Control Policies are documented and communicated to all stakeholders.	The organization measures the effectiveness of the organizational project management policies.	Policy Effectiveness Measures	Governance	Resource Optimization, Project Predictability, Internal Processes
Control Policies	Control Policies are documented and communicated to all stakeholders.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	Resource Optimization, Project Predictability, Internal Processes
Control Policies	Control Policies are documented and communicated to all stakeholders.	The organization develops organizational project management policies.	Organizational Project Management Policies	Governance	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1000	Establish Organizational Project Management Policies	The organization has policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes.	1000.040	Established Improvement Policies	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Improvement Policies	Improvement Policies are documented and communicated to all stakeholders.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	Resource Optimization, Project Predictability, Internal Processes
Improvement Policies	Improvement Policies are documented and communicated to all stakeholders.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	Resource Optimization, Project Predictability, Internal Processes
Improvement Policies	Improvement Policies are documented and communicated to all stakeholders.	The organization measures the effectiveness of the organizational project management policies.	Policy Effectiveness Measures	Governance	Resource Optimization, Project Predictability, Internal Processes

Standardize Develop Project Charter Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1005	Standardize Develop Project Charter Process	Develop Project Charter Process standards are established.	1005.010	Establish 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.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Integration Mgmt	Project Predictability, External Relationships, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1005	Standardize Develop Project Charter Process	Develop Project Charter Process standards are established.	1005.020	Develop Project Charter Process	The organization assembles, develops, purchases, or otherwise acquires a Develop Project Charter process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Develop Project Charter Process	A Develop Project Charter process is documented.	The organization enables Develop Project Charter process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Integration Mgmt	Project Predictability, External Relationships, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1005	Standardize Develop Project Charter Process	Develop Project Charter Process standards are established.	1005.025	Communicate Develop Project Charter Process	The organization communicates the availability of a Develop Project Charter process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Develop Project Charter Process	The availability of a Develop Project Charter process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Develop Project Charter process.	Documented Develop Project Charter Process	Integration Mgmt	Project Predictability, External Relationships, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1005	Standardize Develop Project Charter Process	Develop Project Charter Process standards are established.	1005.030	Adopt the Develop Project Charter Process	The Develop Project Charter process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Develop Project Charter Process	Work methods for the Develop Project Charter process are implemented consistently producing Project Charters.	The organization communicates the availability of a Develop Project Charter process to all necessary stakeholders.	Communicated Develop Project Charter Process	Integration Mgmt	Project Predictability, External Relationships, Internal Processes

OPM3® ProductSuite Improvement Plan

Standardize Develop Project Management Plan Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1020	Standardize Develop Project Management Plan Process	Develop Project Management Plan Process standards are established.	1020.010	Establish Process Management Governing Body	The organization enables Develop Project Management Plan process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1020	Standardize Develop Project Management Plan Process	Develop Project Management Plan Process standards are established.	1020.020	Develop Project Management Plan Process	The organization assembles, develops, purchases, or otherwise acquires a Develop Project Management Plan process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Develop Project Management Plan Process	A Develop Project Management Plan process is documented.	The organization enables Develop Project Management Plan process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1020	Standardize Develop Project Management Plan Process	Develop Project Management Plan Process standards are established.	1020.025	Communicate Develop Project Management Plan Process	The organization communicates the availability of a Develop Project Management Plan process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Develop Project Management Plan Process	The availability of a Develop Project Management Plan process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Develop Project Management Plan process.	Documented Develop Project Management Plan Process	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1020	Standardize Develop Project Management Plan Process	Develop Project Management Plan Process standards are established.	1020.030	Adopt the Develop Project Management Plan Process	The Develop Project Management Plan process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Develop Project Management Plan Process	Work methods for the Develop Project Management Plan process are implemented consistently producing project plans.	The organization communicates the availability of a Develop Project Management Plan process to all necessary stakeholders.	Communicated Develop Project Management Plan Process	Integration Mgmt	Project Predictability, Internal Processes

OPM3® Product Suite Improvement Plan

Standardize Project Collect Requirements Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1030	Standardize Project Collect Requirements Process	Project Collect Requirements Process standards are established.	1030.010	Establish Process Management Governing Body	The organization enables Project Collect Requirements process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization on Policies	Scope Mgmt	Project Predictability, External Relationships, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1030	Standardize Project Collect Requirements Process	Project Collect Requirements Process standards are established.	1030.020	Develop Project Collect Requirements Process	The organization assembles, develops, purchases, or otherwise acquires a Project Collect Requirements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Collect Requirements Process	A Project Collect Requirements process is documented.	The organization enables Project Collect Requirements process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Scope Mgmt	Project Predictability, External Relationships, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1030	Standardize Project Collect Requirements Process	Project Collect Requirements Process standards are established.	1030.025	Communicate Project Collect Requirements Process	The organization communicates the availability of a Project Collect Requirements process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Collect Requirements Process	The availability of a Project Collect Requirements process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Collect Requirements process.	Documented Project Collect Requirements Process	Scope Mgmt	Project Predictability, External Relationships, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1030	Standardize Project Collect Requirements Process	Project Collect Requirements Process standards are established.	1030.030	Adopt the Project Collect Requirements Process	The Project Collect Requirements process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Collect Requirements Process	Work methods for the Project Collect Requirements process are implemented consistently producing requirements documentation, a requirements management plan, and a requirements traceability matrix..	The organization communicates the availability of a Project Collect Requirements process to all necessary stakeholders.	Communicated Project Collect Requirements Process	Scope Mgmt	Project Predictability, External Relationships, Internal Processes

Standardize Project Define Scope Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1040	Standardize Project Define Scope Process	Project Define Scope Process standards are established.	1040.010	Establish Process Management Governing Body	The organization enables Project Define Scope process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	Project managers perform the work to authorize a new project or phase, and define its scope.	Project manager effectively initiates projects	Scope Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1040	Standardize Project Define Scope Process	Project Define Scope Process standards are established.	1040.020	Develop Project Define Scope Process	The organization assembles, develops, purchases, or otherwise acquires a Project Define Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Define Scope Process	A Project Define Scope process is documented.	The organization enables Project Define Scope process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Scope Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1040	Standardize Project Define Scope Process	Project Define Scope Process standards are established.	1040.025	Communicate Project Define Scope Process	The organization communicates the availability of a Project Define Scope process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Define Scope Process	The availability of a Project Define Scope process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Define Scope process.	Documented Project Define Scope Process	Scope Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1040	Standardize Project Define Scope Process	Project Define Scope Process standards are established.	1040.030	Adopt the Project Define Scope Process	The Project Define Scope process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Define Scope Process	Work methods for the Project Define Scope process are implemented consistently project scope statements project document updates.	The organization communicates the availability of a Project Define Scope process to all necessary stakeholders.	Communicated Project Define Scope Process	Scope Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

Improve Monitor and Control Project Work Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1065	Improve Monitor and Control Project Work Process	Monitor and Control Project Work Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	1065.010	Conduct Monitor and Control Project Work Process Root Cause Analysis	The organization conducts root cause analysis within the Monitor and Control Project Work process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Monitor and Control Project Work Process Root Causes Identified	The root causes of problems in the Monitor and Control Project Work Process are documented.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Integration Mgmt	External Relationships, Internal Processes, Learning & Growth
Monitor and Control Project Work Process Root Causes Identified	The root causes of problems in the Monitor and Control Project Work Process are documented.	The organization performs the Monitor and Control Project Work process in a stable fashion.	Monitor and Control Project Work Process Stability Achieved	Integration Mgmt	External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1065	Improve Monitor and Control Project Work Process	Monitor and Control Project Work Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	1065.020	Implement Improvements to the Monitor and Control Project Work Process	The organization implements improvements to the Monitor and Control Project Work process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Monitor and Control Project Work Process Improvements Implemented	The organization implements improvements to the Monitor and Control Project Work Process .	The organization conducts root cause analysis within the Monitor and Control Project Work process.	Monitor and Control Project Work Process Root Causes Identified	Integration Mgmt	External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1065	Improve Monitor and Control Project Work Process	Monitor and Control Project Work Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	1065.030	Sustain Monitor and Control Project Work Process Improvement	The organization integrates Monitor and Control Project Work process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Monitor and Control Project Work Process Improvement	Data for the Monitor and Control Project Work Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Monitor and Control Project Work process.	Monitor and Control Project Work Process Improvements Implemented	Integration Mgmt	External Relationships, Internal Processes, Learning & Growth

Standardize Project Develop Human Resource Plan Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1090	Standardize Project Develop Human Resource Plan Process	Project Develop Human Resource Plan Process standards are established.	1090.010	Establish Process Management Governing Body	The organization enables Project Develop Human Resource Plan process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Resources	Resource Optimization, Project Predictability, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1090	Standardize Project Develop Human Resource Plan Process	Project Develop Human Resource Plan Process standards are established.	1090.020	Develop Project Develop Human Resource Plan Process	The organization assembles, develops, purchases, or otherwise acquires a Project Develop Human Resource Plan process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Develop Human Resource Plan Process	A Project Develop Human Resource Plan process is documented.	The organization enables Project Develop Human Resource Plan process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Resources	Resource Optimization, Project Predictability, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1090	Standardize Project Develop Human Resource Plan Process	Project Develop Human Resource Plan Process standards are established.	1090.025	Communicate Project Develop Human Resource Plan Process	The organization communicates the availability of a Project Develop Human Resource Plan process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Develop Human Resource Plan Process	The availability of a Project Develop Human Resource Plan process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Develop Human Resource Plan process.	Documented Project Develop Human Resource Plan Process	Resources	Resource Optimization, Project Predictability, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1090	Standardize Project Develop Human Resource Plan Process	Project Develop Human Resource Plan Process standards are established.	1090.030	Adopt the Project Develop Human Resource Plan Process	The Project Develop Human Resource Plan process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Develop Human Resource Plan Process	Work methods for the Project Develop Human Resource Plan process are implemented consistently, producing a project management plan.	The organization communicates the availability of a Project Develop Human Resource Plan process to all necessary stakeholders.	Communicated Project Develop Human Resource Plan Process	Resources	Resource Optimization, Project Predictability, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

Improve Project Create WBS Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1105	Improve Project Create WBS Process	Project Create WBS Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	1105.010	Conduct Project Create WBS Process Root Cause Analysis	The organization conducts root cause analysis within the Project Create WBS process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Create WBS Process Root Causes Identified	The root causes of problems in the Project Create WBS Process are documented.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Scope Mgmt	Internal Processes, Learning & Growth
Project Create WBS Process Root Causes Identified	The root causes of problems in the Project Create WBS Process are documented.	The organization performs the Project Create WBS process in a stable fashion.	Project Create WBS Process Stability Achieved	Scope Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1105	Improve Project Create WBS Process	Project Create WBS Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	1105.020	Implement Improvements to the Project Create WBS Process	The organization implements improvements to the Project Create WBS process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Create WBS Process Improvements Implemented	The organization implements improvements to the Project Create WBS Process .	The organization conducts root cause analysis within the Project Create WBS process.	Project Create WBS Process Root Causes Identified	Scope Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1105	Improve Project Create WBS Process	Project Create WBS Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	1105.030	Sustain Project Create WBS Process Improvement	The organization integrates Project Create WBS process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Create WBS Process Improvement	Data for the Project Create WBS Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Create WBS process.	Project Create WBS Process Improvements Implemented	Scope Mgmt	Internal Processes, Learning & Growth

Standardize Project Estimate Activity Resources Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1115	Standardize Project Estimate Activity Resources Process	Project Estimate Activity Resources Process standards are established.	1115.010	Establish Process Management Governing Body	The organization enables Project Estimate Activity Resources process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Time Mgmt	Resource Optimization, Project Predictability, External Relationships, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1115	Standardize Project Estimate Activity Resources Process	Project Estimate Activity Resources Process standards are established.	1115.020	Develop Project Estimate Activity Resources Process	The organization assembles, develops, purchases, or otherwise acquires a Project Estimate Activity Resources process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Estimate Activity Resources Process	A Project Estimate Activity Resources process is documented.	The organization enables Project Estimate Activity Resources process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Time Mgmt	Resource Optimization, Project Predictability, External Relationships, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1115	Standardize Project Estimate Activity Resources Process	Project Estimate Activity Resources Process standards are established.	1115.025	Communicate Project Estimate Activity Resources Process	The organization communicates the availability of a Project Estimate Activity Resources process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Estimate Activity Resources Process	The availability of a Project Estimate Activity Resources process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Estimate Activity Resources process.	Documented Project Estimate Activity Resources Process	Time Mgmt	Resource Optimization, Project Predictability, External Relationships, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1115	Standardize Project Estimate Activity Resources Process	Project Estimate Activity Resources Process standards are established.	1115.030	Adopt the Project Estimate Activity Resources Process	The Project Estimate Activity Resources process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Estimate Activity Resources Process	Work methods for the Project Estimate Activity Resources process are implemented consistently, producing activity resource requirements, resource breakdown structure and project document updates.	The organization communicates the availability of a Project Estimate Activity Resources process to all necessary stakeholders.	Communicated Project Estimate Activity Resources Process	Time Mgmt	Resource Optimization, Project Predictability, External Relationships, Internal Processes

Standardize Project Plan Risk Management Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1120	Standardize Project Plan Risk Management Process	Project Plan Risk Management Process standards are established.	1120.010	Establish Process Management Governing Body	The organization enables Project Plan Risk Management process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Risk Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1120	Standardize Project Plan Risk Management Process	Project Plan Risk Management Process standards are established.	1120.020	Develop Project Plan Risk Management Process	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Risk Management process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Plan Risk Management Process	A Project Plan Risk Management process is documented.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Risk Mgmt	Internal Processes
Documented Project Plan Risk Management Process	A Project Plan Risk Management process is documented.	The organization enables Project Plan Risk Management process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Risk Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1120	Standardize Project Plan Risk Management Process	Project Plan Risk Management Process standards are established.	1120.025	Communicate Project Plan Risk Management Process	The organization communicates the availability of a Project Plan Risk Management process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Plan Risk Management Process	The availability of a Project Plan Risk Management process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Risk Management process.	Documented Project Plan Risk Management Process	Risk Mgmt	Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1120	Standardize Project Plan Risk Management Process	Project Plan Risk Management Process standards are established.	1120.030	Adopt the Project Plan Risk Management Process	The Project Plan Risk Management process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Plan Risk Management Process	Work methods for the Project Plan Risk Management process are implemented consistently, producing Risk Management plans.	The organization communicates the availability of a Project Plan Risk Management process to all necessary stakeholders.	Communicated Project Plan Risk Management Process	Risk Mgmt	Internal Processes

Standardize Project Plan Quality Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1130	Standardize Project Plan Quality Process	Project Plan Quality Process standards are established.	1130.010	Establish Process Management Governing Body	The organization enables Project Plan Quality process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Quality Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1130	Standardize Project Plan Quality Process	Project Plan Quality Process standards are established.	1130.020	Develop Project Plan Quality Process	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Quality process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Plan Quality Process	A Project Plan Quality process is documented.	The organization defines its quality policy.	Documented Quality Policy	Quality Mgmt	Project Predictability, Internal Processes
Documented Project Plan Quality Process	A Project Plan Quality process is documented.	The organization enables Project Plan Quality process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Quality Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1130	Standardize Project Plan Quality Process	Project Plan Quality Process standards are established.	1130.025	Communicate Project Plan Quality Process	The organization communicates the availability of a Project Plan Quality process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Plan Quality Process	The availability of a Project Plan Quality process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Quality process.	Documented Project Plan Quality Process	Quality Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1130	Standardize Project Plan Quality Process	Project Plan Quality Process standards are established.	1130.030	Adopt the Project Plan Quality Process	The Project Plan Quality process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Plan Quality Process	Work methods for the Project Plan Quality process are implemented consistently, producing Quality Management plans, quality metrics, quality checklists, a process improvement plan and project document updates.	The organization communicates the availability of a Project Plan Quality process to all necessary stakeholders.	Communicated Project Plan Quality Process	Quality Mgmt	Project Predictability, Internal Processes

Improve Project Estimate Activity Resources Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1145	Improve Project Estimate Activity Resources Process	Project Estimate Activity Resources Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	1145.010	Conduct Project Estimate Activity Resources Process Root Cause Analysis	The organization conducts root cause analysis within the Project Estimate Activity Resources process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Activity Resources Process Root Causes Identified	The root causes of problems in the Project Estimate Activity Resources Process are documented.	The organization performs the Project Estimate Activity Resources process in a stable fashion.	Project Estimate Activity Resources Process Stability Achieved	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1145	Improve Project Estimate Activity Resources Process	Project Estimate Activity Resources Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	1145.020	Implement Improvements to the Project Estimate Activity Resources Process	The organization implements improvements to the Project Estimate Activity Resources process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Activity Resources Process Improvements Implemented	The organization implements improvements to the Project Estimate Activity Resources Process .	The organization conducts root cause analysis within the Project Estimate Activity Resources process.	Project Estimate Activity Resources Process Root Causes Identified	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1145	Improve Project Estimate Activity Resources Process	Project Estimate Activity Resources Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	1145.030	Sustain Project Estimate Activity Resources Process Improvement	The organization integrates Project Estimate Activity Resources process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Estimate Activity Resources Process Improvement	Data for the Project Estimate Activity Resources Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Estimate Activity Resources process.	Project Estimate Activity Resources Process Improvements Implemented	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth

Standardize Acquire Project Team Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1150	Standardize Acquire Project Team Process	Acquire Project Team Process standards are established.	1150.010	Establish Process Management Governing Body	The organization enables Acquire Project Team process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	Staff Acquisition Policies and Procedures	Resources	Project Predictability, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1150	Standardize Acquire Project Team Process	Acquire Project Team Process standards are established.	1150.020	Develop Acquire Project Team Process	The organization assembles, develops, purchases, or otherwise acquires a Acquire Project Team process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Acquire Project Team Process	A Acquire Project Team process is documented.	The organization enables Acquire Project Team process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Resources	Project Predictability, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1150	Standardize Acquire Project Team Process	Acquire Project Team Process standards are established.	1150.025	Communicate Acquire Project Team Process	The organization communicates the availability of a Acquire Project Team process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Acquire Project Team Process	The availability of a Acquire Project Team process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Acquire Project Team process.	Documented Acquire Project Team Process	Resources	Project Predictability, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1150	Standardize Acquire Project Team Process	Acquire Project Team Process standards are established.	1150.030	Adopt the Acquire Project Team Process	The Acquire Project Team process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Acquire Project Team Process	Work methods for the Acquire Project Team process are implemented consistently, producing project staff assignments, resource calendars and project management plan updates.	The organization communicates the availability of a Acquire Project Team process to all necessary stakeholders.	Communicated Acquire Project Team Process	Resources	Project Predictability, Internal Processes, Learning & Growth

Standardize Manage Project Team Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1155	Standardize Manage Project Team Process	Manage Project Team Process standards are established.	1155.010	Establish Process Management Governing Body	The organization enables Manage Project Team process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Resources	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1155	Standardize Manage Project Team Process	Manage Project Team Process standards are established.	1155.020	Develop Manage Project Team Process	The organization assembles, develops, purchases, or otherwise acquires a Manage Project Team process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Manage Project Team Process	A Manage Project Team process is documented.	The organization enables Manage Project Team process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Resources	Internal Processes, Learning & Growth
Documented Manage Project Team Process	A Manage Project Team process is documented.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Resources	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1155	Standardize Manage Project Team Process	Manage Project Team Process standards are established.	1155.025	Communicate Manage Project Team Process	The organization communicates the availability of a Manage Project Team process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Manage Project Team Process	The availability of a Manage Project Team process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Manage Project Team process.	Documented Manage Project Team Process	Resources	Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1155	Standardize Manage Project Team Process	Manage Project Team Process standards are established.	1155.030	Adopt the Manage Project Team Process	The Manage Project Team process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Manage Project Team Process	Work methods for the Manage Project Team process are implemented consistently, producing enterprise environmental factors updates, organizational process assets updates, change requests and project management plan updates.	The organization communicates the availability of a Manage Project Team process to all necessary stakeholders.	Communicated Manage Project Team Process	Resources	Internal Processes, Learning & Growth

Standardize Project Plan Communications Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1160	Standardize Project Plan Communications Process	Project Plan Communications Process standards are established.	1160.010	Establish Process Management Governing Body	The organization enables Project Plan Communications process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Communication Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1160	Standardize Project Plan Communications Process	Project Plan Communications Process standards are established.	1160.020	Develop Project Plan Communications Process	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Communications process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Plan Communications Process	A Project Plan Communications process is documented.	Define how the organizational environment will be surveyed to support competency management.	Political Economical Social and Technological (PEST) analysis	Communication Mgmt	Project Predictability, Internal Processes
Documented Project Plan Communications Process	A Project Plan Communications process is documented.	The organization enables Project Plan Communications process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Communication Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1160	Standardize Project Plan Communications Process	Project Plan Communications Process standards are established.	1160.025	Communicate Project Plan Communications Process	The organization communicates the availability of a Project Plan Communications process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Plan Communications Process	The availability of a Project Plan Communications process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Communications process.	Documented Project Plan Communications Process	Communication Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1160	Standardize Project Plan Communications Process	Project Plan Communications Process standards are established.	1160.030	Adopt the Project Plan Communications Process	The Project Plan Communications process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Plan Communications Process	Work methods for the Project Plan Communications process are implemented consistently, producing Communication Management Plans and project document updates..	The organization communicates the availability of a Project Plan Communications process to all necessary stakeholders.	Communicated Project Plan Communications Process	Communication Mgmt	Project Predictability, Internal Processes

OPM3® Product Suite Improvement Plan

Standardize Project Identify Risk Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1170	Standardize Project Identify Risks Process	Project Identify Risks Process standards are established.	1170.010	Establish Process Management Governing Body	The organization enables Project Identify Risks process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Risk Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1170	Standardize Project Identify Risks Process	Project Identify Risks Process standards are established.	1170.020	Develop Project Identify Risks Process	The organization assembles, develops, purchases, or otherwise acquires a Project Identify Risks process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Identify Risks Process	A Project Identify Risks process is documented.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Risk Mgmt	Internal Processes
Documented Project Identify Risks Process	A Project Identify Risks process is documented.	The organization enables Project Identify Risks process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Risk Mgmt	Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1170	Standardize Project Identify Risks Process	Project Identify Risks Process standards are established.	1170.025	Communicate Project Identify Risks Process	The organization communicates the availability of a Project Identify Risks process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Identify Risks Process	The availability of a Project Identify Risks process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Identify Risks process.	Documented Project Identify Risks Process	Risk Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1170	Standardize Project Identify Risks Process	Project Identify Risks Process standards are established.	1170.030	Adopt the Project Identify Risks Process	The Project Identify Risks process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Identify Risks Process	Work methods for the Project Identify Risks process are implemented consistently, producing a risk register.	The organization communicates the availability of a Project Identify Risks process to all necessary stakeholders.	Communicated Project Identify Risks Process	Risk Mgmt	Internal Processes

Standardize Project Perform Qualitative Risk Analysis Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1180	Standardize Project Perform Qualitative Risk Analysis Process	Project Perform Qualitative Risk Analysis Process standards are established.	1180.010	Establish Process Management Governing Body	The organization enables Project Perform Qualitative Risk Analysis process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Risk Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1180	Standardize Project Perform Qualitative Risk Analysis Process	Project Perform Qualitative Risk Analysis Process standards are established.	1180.020	Develop Project Perform Qualitative Risk Analysis Process	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Qualitative Risk Analysis process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Perform Qualitative Risk Analysis Process	A Project Perform Qualitative Risk Analysis process is documented.	The organization enables Project Perform Qualitative Risk Analysis process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Risk Mgmt	Internal Processes
Documented Project Perform Qualitative Risk Analysis Process	A Project Perform Qualitative Risk Analysis process is documented.	Project teams take calculated risks.	Risk Training	Risk Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1180	Standardize Project Perform Qualitative Risk Analysis Process	Project Perform Qualitative Risk Analysis Process standards are established.	1180.025	Communicate Project Perform Qualitative Risk Analysis Process	The organization communicates the availability of a Project Perform Qualitative Risk Analysis process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Perform Qualitative Risk Analysis Process	The availability of a Project Perform Qualitative Risk Analysis process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Qualitative Risk Analysis process.	Documented Project Perform Qualitative Risk Analysis Process	Risk Mgmt	Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1180	Standardize Project Perform Qualitative Risk Analysis Process	Project Perform Qualitative Risk Analysis Process standards are established.	1180.030	Adopt the Project Perform Qualitative Risk Analysis Process	The Project Perform Qualitative Risk Analysis process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Perform Qualitative Risk Analysis Process	Work methods for the Project Perform Qualitative Risk Analysis process are implemented consistently, producing risk register updates.	The organization communicates the availability of a Project Perform Qualitative Risk Analysis process to all necessary stakeholders.	Communicated Project Perform Qualitative Risk Analysis Process	Risk Mgmt	Internal Processes

Standardize Project Perform Quantitative Risk Analysis Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1190	Standardize Project Perform Quantitative Risk Analysis Process	Project Perform Quantitative Risk Analysis Process standards are established.	1190.010	Establish Process Management Governing Body	The organization enables Project Perform Quantitative Risk Analysis process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Risk Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1190	Standardize Project Perform Quantitative Risk Analysis Process	Project Perform Quantitative Risk Analysis Process standards are established.	1190.020	Develop Project Perform Quantitative Risk Analysis Process	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Quantitative Risk Analysis process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Perform Quantitative Risk Analysis Process	A Project Perform Quantitative Risk Analysis process is documented.	The organization enables Project Perform Quantitative Risk Analysis process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Risk Mgmt	Internal Processes
Documented Project Perform Quantitative Risk Analysis Process	A Project Perform Quantitative Risk Analysis process is documented.	Project teams take calculated risks.	Risk Training	Risk Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1190	Standardize Project Perform Quantitative Risk Analysis Process	Project Perform Quantitative Risk Analysis Process standards are established.	1190.025	Communicate Project Perform Quantitative Risk Analysis Process	The organization communicates the availability of a Project Perform Quantitative Risk Analysis process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Perform Quantitative Risk Analysis Process	The availability of a Project Perform Quantitative Risk Analysis process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Quantitative Risk Analysis process.	Documented Project Perform Quantitative Risk Analysis Process	Risk Mgmt	Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1190	Standardize Project Perform Quantitative Risk Analysis Process	Project Perform Quantitative Risk Analysis Process standards are established.	1190.030	Adopt the Project Perform Quantitative Risk Analysis Process	The Project Perform Quantitative Risk Analysis process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Perform Quantitative Risk Analysis Process	Work methods for the Project Perform Quantitative Risk Analysis process are implemented consistently, producing risk register updates.	The organization communicates the availability of a Project Perform Quantitative Risk Analysis process to all necessary stakeholders.	Communicated Project Perform Quantitative Risk Analysis Process	Risk Mgmt	Internal Processes

Standardize Project Identify Stakeholders Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1195	Standardize Project Identify Stakeholders Process	Project Identify Stakeholders Process standards are established.	1195.010	Establish Process Management Governing Body	The organization enables Project Identify Stakeholders process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1195	Standardize Project Identify Stakeholders Process	Project Identify Stakeholders Process standards are established.	1195.020	Develop Project Identify Stakeholders Process	The organization assembles, develops, purchases, or otherwise acquires a Project Identify Stakeholders process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Identify Stakeholders Process	A Project Identify Stakeholders process is documented.	The organization enables Project Identify Stakeholders process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1195	Standardize Project Identify Stakeholders Process	Project Identify Stakeholders Process standards are established.	1195.025	Communicate Project Identify Stakeholders Process	The organization communicates the availability of a Project Identify Stakeholders process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Identify Stakeholders Process	The availability of a Project Identify Stakeholders process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Identify Stakeholders process.	Documented Project Identify Stakeholders Process	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1195	Standardize Project Identify Stakeholders Process	Project Identify Stakeholders Process standards are established.	1195.030	Adopt the Project Identify Stakeholders Process	The Project Identify Stakeholders process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Identify Stakeholders Process	Work methods for the Project Identify Stakeholders process are implemented consistently, producing a stakeholder registry and stakeholder management strategy..	The organization communicates the availability of a Project Identify Stakeholders process to all necessary stakeholders.	Communicated Project Identify Stakeholders Process	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

Standardize Project Plan Risk Responses Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1200	Standardize Project Plan Risk Responses Process	Project Plan Risk Responses Process standards are established.	1200.010	Establish Process Management Governing Body	The organization enables Project Plan Risk Responses process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Risk Mgmt	-

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1200	Standardize Project Plan Risk Responses Process	Project Plan Risk Responses Process standards are established.	1200.020	Develop Project Plan Risk Responses Process	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Risk Responses process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Plan Risk Responses Process	A Project Plan Risk Responses process is documented.	The organization builds a plan to ensure the competencies of their project managers in executing a project	Competency plan in place	Risk Mgmt	-
Documented Project Plan Risk Responses Process	A Project Plan Risk Responses process is documented.	The organization enables Project Plan Risk Responses process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Risk Mgmt	-

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1200	Standardize Project Plan Risk Responses Process	Project Plan Risk Responses Process standards are established.	1200.025	Communicate Project Plan Risk Responses Process	The organization communicates the availability of a Project Plan Risk Responses process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Plan Risk Responses Process	The availability of a Project Plan Risk Responses process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Risk Responses process.	Documented Project Plan Risk Responses Process	Risk Mgmt	-

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1200	Standardize Project Plan Risk Responses Process	Project Plan Risk Responses Process standards are established.	1200.030	Adopt the Project Plan Risk Responses Process	The Project Plan Risk Responses process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Plan Risk Responses Process	Work methods for the Project Plan Risk Responses process are implemented consistently, producing risk register updates, risk-related contract decisions, and project document updates.	The organization communicates the availability of a Project Plan Risk Responses process to all necessary stakeholders.	Communicated Project Plan Risk Responses Process	Risk Mgmt	-

Standardize Direct and Manage Project Execution Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1230	Standardize Direct and Manage Project Execution Process	Direct and Manage Project Execution Process standards are established.	1230.010	Establish Process Management Governing Body	The organization enables Direct and Manage Project Execution process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1230	Standardize Direct and Manage Project Execution Process	Direct and Manage Project Execution Process standards are established.	1230.020	Develop Direct and Manage Project Execution Process	The organization assembles, develops, purchases, or otherwise acquires a Direct and Manage Project Execution process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Direct and Manage Project Execution Process	A Direct and Manage Project Execution process is documented.	The organization builds a plan to ensure the competencies of their project managers in executing a project	Competency plan in place	Integration Mgmt	Project Predictability, Internal Processes
Documented Direct and Manage Project Execution Process	A Direct and Manage Project Execution process is documented.	The organization enables Direct and Manage Project Execution process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Integration Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1230	Standardize Direct and Manage Project Execution Process	Direct and Manage Project Execution Process standards are established.	1230.025	Communicate Direct and Manage Project Execution Process	The organization communicates the availability of a Direct and Manage Project Execution process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Direct and Manage Project Execution Process	The availability of a Direct and Manage Project Execution process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Direct and Manage Project Execution process.	Documented Direct and Manage Project Execution Process	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1230	Standardize Direct and Manage Project Execution Process	Direct and Manage Project Execution Process standards are established.	1230.030	Adopt the Direct and Manage Project Execution Process	The Direct and Manage Project Execution process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Direct and Manage Project Execution Process	Work methods for the Direct and Manage Project Execution process are implemented consistently, producing deliverables, work performance information, change requests project management plan updates and project document updates.	The organization communicates the availability of a Direct and Manage Project Execution process to all necessary stakeholders.	Communicated Direct and Manage Project Execution Process	Integration Mgmt	Project Predictability, Internal Processes

Standardize Project Perform Quality Assurance Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1240	Standardize Project Perform Quality Assurance Process	Project Perform Quality Assurance Process standards are established.	1240.010	Establish Process Management Governing Body	The organization enables Project Perform Quality Assurance process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Quality Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1240	Standardize Project Perform Quality Assurance Process	Project Perform Quality Assurance Process standards are established.	1240.020	Develop Project Perform Quality Assurance Process	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Quality Assurance process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Perform Quality Assurance Process	A Project Perform Quality Assurance process is documented.	The organization enables Project Perform Quality Assurance process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Quality Mgmt	Project Predictability, Internal Processes
Documented Project Perform Quality Assurance Process	A Project Perform Quality Assurance process is documented.	The organization identifies and documents the quality standards and regulations that it will apply.	Documented Quality Standards	Quality Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1240	Standardize Project Perform Quality Assurance Process	Project Perform Quality Assurance Process standards are established.	1240.025	Communicate Project Perform Quality Assurance Process	The organization communicates the availability of a Project Perform Quality Assurance process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Perform Quality Assurance Process	The availability of a Project Perform Quality Assurance process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Quality Assurance process.	Documented Project Perform Quality Assurance Process	Quality Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1240	Standardize Project Perform Quality Assurance Process	Project Perform Quality Assurance Process standards are established.	1240.030	Adopt the Project Perform Quality Assurance Process	The Project Perform Quality Assurance process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Perform Quality Assurance Process	Work methods for the Project Perform Quality Assurance process are implemented consistently, producing organizational process asset updates, change requests project management plan updates and project document updates.	The organization communicates the availability of a Project Perform Quality Assurance process to all necessary stakeholders.	Communicated Project Perform Quality Assurance Process	Quality Mgmt	Project Predictability, Internal Processes

Standardize Develop Project Team Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1250	Standardize Develop Project Team Process	Develop Project Team Process standards are established.	1250.010	Establish Process Management Governing Body	The organization enables Develop Project Team process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Resources	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1250	Standardize Develop Project Team Process	Develop Project Team Process standards are established.	1250.020	Develop Project Team Process	The organization assembles, develops, purchases, or otherwise acquires a Develop Project Team process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Develop Project Team Process	A Develop Project Team process is documented.	The projects of the organization define their project competency staffing requirements.	Organizational Project Management Competency Requirements	Resources	Internal Processes, Learning & Growth
Documented Develop Project Team Process	A Develop Project Team process is documented.	The organization enables Develop Project Team process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Resources	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1250	Standardize Develop Project Team Process	Develop Project Team Process standards are established.	1250.025	Communicate Develop Project Team Process	The organization communicates the availability of a Develop Project Team process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area
Communicated Develop Project Team Process	The availability of a Develop Project Team process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Develop Project Team process.	Documented Develop Project Team Process	Resources

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1250	Standardize Develop Project Team Process	Develop Project Team Process standards are established.	1250.030	Adopt the Develop Project Team Process	The Develop Project Team process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Develop Project Team Process	Work methods for the Develop Project Team process are implemented consistently, producing team performance assessments and enterprise environmental factors updates.	The organization communicates the availability of a Develop Project Team process to all necessary stakeholders.	Communicated Develop Project Team Process	Resources	Internal Processes, Learning & Growth

Standardize Project Report Performance Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1300	Standardize Project Report Performance Process	Project Report Performance Process standards are established.	1300.010	Establish Process Management Governing Body	The organization enables Project Report Performance process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Communication Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1300	Standardize Project Report Performance Process	Project Report Performance Process standards are established.	1300.020	Develop Project Report Performance Process	The organization assembles, develops, purchases, or otherwise acquires a Project Report Performance process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Report Performance Process	A Project Report Performance process is documented.	The organization enables Project Report Performance process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Communication Mgmt	Project Predictability, Internal Processes
Documented Project Report Performance Process	A Project Report Performance process is documented.	The organizational project management structure is adopted across the entire organization.	Validation of organizational structure adoption	Communication Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1300	Standardize Project Report Performance Process	Project Report Performance Process standards are established.	1300.025	Communicate Project Report Performance Process	The organization communicates the availability of a Project Report Performance process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Report Performance Process	The availability of a Project Report Performance process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Report Performance process.	Documented Project Report Performance Process	Communication Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1300	Standardize Project Report Performance Process	Project Report Performance Process standards are established.	1300.030	Adopt the Project Report Performance Process	The Project Report Performance process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Report Performance Process	Work methods for the Project Report Performance process are implemented consistently, producing performance reports, organizational process assets updates and change requests.	The organization communicates the availability of a Project Report Performance process to all necessary stakeholders.	Communicated Project Report Performance Process	Communication Mgmt	Project Predictability, Internal erforabCon.

Standardize Project Control Scope Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1330	Standardize Project Control Scope Process	Project Control Scope Process standards are established.	1330.010	Establish Process Management Governing Body	The organization enables Project Control Scope process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Scope Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	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.	The organization defines a project management framework and its components.	Project Management Framework	Scope Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	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.	The organization develops organizational project management policies.	Organizational Project Management Policies	Scope Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1330	Standardize Project Control Scope Process	Project Control Scope Process standards are established.	1330.020	Develop Project Control Scope Process	The organization assembles, develops, purchases, or otherwise acquires a Project Control Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Control Scope Process	A Project Control Scope process is documented.	The organization enables Project Control Scope process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Scope Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1330	Standardize Project Control Scope Process	Project Control Scope Process standards are established.	1330.025	Communicate Project Control Scope Process	The organization communicates the availability of a Project Control Scope process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Control Scope Process	The availability of a Project Control Scope process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Control Scope process.	Documented Project Control Scope Process	Scope Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1330	Standardize Project Control Scope Process	Project Control Scope Process standards are established.	1330.030	Adopt the Project Control Scope Process	The Project Control Scope process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Control Scope Process	Work methods for the Project Control Scope process are implemented consistently, producing work performance measurements, organizational process assets updates, change requests, project management plan updates and project document updates.	The organization communicates the availability of a Project Control Scope process to all necessary stakeholders.	Communicated Project Control Scope Process	Scope Mgmt	Project Predictability, Internal Processes

Standardize Project Control Schedule Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1340	Standardize Project Control Schedule Process	Project Control Schedule Process standards are established.	1340.010	Establish Process Management Governing Body	The organization enables Project Control Schedule process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Time Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Time Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	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.	The organization develops organizational project management policies.	Organizational Project Management Policies	Time Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1340	Standardize Project Control Schedule Process	Project Control Schedule Process standards are established.	1340.020	Develop Project Control Schedule Process	The organization assembles, develops, purchases, or otherwise acquires a Project Control Schedule process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Control Schedule Process	A Project Control Schedule process is documented.	The organization enables Project Control Schedule process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Time Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1340	Standardize Project Control Schedule Process	Project Control Schedule Process standards are established.	1340.025	Communicate Project Control Schedule Process	The organization communicates the availability of a Project Control Schedule process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Control Schedule Process	The availability of a Project Control Schedule process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Control Schedule process.	Documented Project Control Schedule Process	Time Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1340	Standardize Project Control Schedule Process	Project Control Schedule Process standards are established.	1340.030	Adopt the Project Control Schedule Process	The Project Control Schedule process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Control Schedule Process	Work methods for the Project Control Schedule process are implemented consistently, producing work performance measurements, organizational process assets updates, change requests, project management plan updates and project document updates.	The organization communicates the availability of a Project Control Schedule process to all necessary stakeholders.	Communicated Project Control Schedule Process	Time Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

Standardize Project Perform Quality Control Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1360	Standardize Project Perform Quality Control Process	Project Perform Quality Control Process standards are established.	1360.010	Establish Process Management Governing Body	The organization enables Project Perform Quality Control process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization develops organizational project management policies.	Organizational Project Management Policies	Quality Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Quality Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1360	Standardize Project Perform Quality Control Process	Project Perform Quality Control Process standards are established.	1360.020	Develop Project Perform Quality Control Process	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Quality Control process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Perform Quality Control Process	A Project Perform Quality Control process is documented.	The organization enables Project Perform Quality Control process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Quality Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1360	Standardize Project Perform Quality Control Process	Project Perform Quality Control Process standards are established.	1360.025	Communicate Project Perform Quality Control Process	The organization communicates the availability of a Project Perform Quality Control process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Perform Quality Control Process	The availability of a Project Perform Quality Control process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Quality Control process.	Documented Project Perform Quality Control Process	Quality Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1360	Standardize Project Perform Quality Control Process	Project Perform Quality Control Process standards are established.	1360.030	Adopt the Project Perform Quality Control Process	The Project Perform Quality Control process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Perform Quality Control Process	Work methods for the Project Perform Quality Control process are implemented consistently, producing quality control measurements, validated changes, validated deliverables, organizational process assets update, change requests, project management plan updates and project document updates.	The organization communicates the availability of a Project Perform Quality Control process to all necessary stakeholders.	Communicated Project Perform Quality Control Process	Quality Mgmt	Project Predictability, Internal Processes

Standardize Project Monitor and Control Risks Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1370	Standardize Project Monitor and Control Risks Process	Project Monitor and Control Risks Process standards are established.	1370.010	Establish Process Management Governing Body	The organization enables Project Monitor and Control Risks process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization develops organizational project management policies.	Organizational Project Management Policies	Risk Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Risk Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1370	Standardize Project Monitor and Control Risks Process	Project Monitor and Control Risks Process standards are established.	1370.020	Develop Project Monitor and Control Risks Process	The organization assembles, develops, purchases, or otherwise acquires a Project Monitor and Control Risks process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Monitor and Control Risks Process	A Project Monitor and Control Risks process is documented.	The organization enables Project Monitor and Control Risks process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Risk Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1370	Standardize Project Monitor and Control Risks Process	Project Monitor and Control Risks Process standards are established.	1370.025	Communicate Project Monitor and Control Risks Process	The organization communicates the availability of a Project Monitor and Control Risks process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Monitor and Control Risks Process	The availability of a Project Monitor and Control Risks process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Monitor and Control Risks process.	Documented Project Monitor and Control Risks Process	Risk Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1370	Standardize Project Monitor and Control Risks Process	Project Monitor and Control Risks Process standards are established.	1370.030	Adopt the Project Monitor and Control Risks Process	The Project Monitor and Control Risks process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Monitor and Control Risks Process	Work methods for the Project Monitor and Control Risks process are implemented consistently, producing risk register updates, organizational process assets updates, change requests, project management plan updates and project document updates.	The organization communicates the availability of a Project Monitor and Control Risks process to all necessary stakeholders.	Communicated Project Monitor and Control Risks Process	Risk Mgmt	Project Predictability, Internal Processes

Standardize Close Project or Phase Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1390	Standardize Close Project or Phase Process	Close Project or Phase Process standards are established.	1390.010	Establish Process Management Governing Body	The organization enables Close Project or Phase process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization develops organizational project management policies.	Organizational Project Management Policies	Integration Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1390	Standardize Close Project or Phase Process	Close Project or Phase Process standards are established.	1390.020	Develop Close Project or Phase Process	The organization assembles, develops, purchases, or otherwise acquires a Close Project or Phase process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Close Project or Phase Process	A Close Project or Phase process is documented.	The organization enables Close Project or Phase process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Integration Mgmt	Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1390	Standardize Close Project or Phase Process	Close Project or Phase Process standards are established.	1390.025	Communicate Close Project or Phase Process	The organization communicates the availability of a Close Project or Phase process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Close Project or Phase Process	The availability of a Close Project or Phase process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Close Project or Phase process.	Documented Close Project or Phase Process	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1390	Standardize Close Project or Phase Process	Close Project or Phase Process standards are established.	1390.030	Adopt the Close Project or Phase Process	The Close Project or Phase process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Close Project or Phase Process	Work methods for the Close Project or Phase process are implemented consistently, producing final product, service or result transition and organizational process updates.	The organization communicates the availability of a Close Project or Phase process to all necessary stakeholders.	Communicated Close Project or Phase Process	Integration Mgmt	Project Predictability, Internal Processes

Staff Organizational Project Management With Competent Resources

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1400	Staff Organizational Project Management With Competent Resources	The organization provides organizational project management with an adequate workforce with the right level of competence for each project-related role.	1400.010	Define Organizational Project Management Competency Requirements	The projects of the organization define their project competency staffing requirements.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organizational Project Management Competency Requirements	The organization defines their organizational project management competency staffing requirements.	The organization has policies and procedures to ensure every project role has adequate training.	Training Policies and Procedures	Resources	Resource Optimization, Internal Processes, Learning & Growth
Organizational Project Management Competency Requirements	The organization defines their organizational project management competency staffing requirements.	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	Staff Acquisition Policies and Procedures	Resources	Resource Optimization, Internal Processes, Learning & Growth
Organizational Project Management Competency Requirements	The organization defines their organizational project management competency staffing requirements.	The Project Develop Human Resource Plan process is consistently implemented and practiced across the organization.	Consistently implemented Project Develop Human Resource Plan Process	Resources	Resource Optimization, Internal Processes, Learning & Growth
Organizational Project Management Competency Requirements	The organization defines their organizational project management competency staffing requirements.	Based on understanding cultural diversity awareness, the project management team defines the approach to establish the project management organization culture.	Approach defined.	Resources	Resource Optimization, Internal Processes, Learning & Growth
Organizational Project Management Competency Requirements	The organization defines their organizational project management competency staffing requirements.	The organization develops a resource management plan to prepare for future needs.	Coordinated Formal Staff Acquisition and Placement	Resources	Resource Optimization, Internal Processes, Learning & Growth
Organizational Project Management Competency Requirements	The organization defines their organizational project management competency staffing requirements.	Management understands the need for training, establishes training objectives and defines the requirements.	Training Analysis	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1400	Staff Organizational Project Management With Competent Resources	The organization provides organizational project management with an adequate workforce with the right level of competence for each project-related role.	1400.020	Plan Project Competency Requirements	The organization staffs its projects using the staffing process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Competency Achievement Plan	The competency staffing process is used.	The organization provides project management teams, the understanding of diversity, and respect for cultural differences.	Culture Diversity Awareness Understanding	Resources	Resource Optimization, Internal Processes, Learning & Growth
Competency Achievement Plan	The competency staffing process is used.	The organization has policies and procedures to ensure every project role has adequate training.	Training Policies and Procedures	Resources	Resource Optimization, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1400	Staff Organizational Project Management With Competent Resources	The organization provides organizational project management with an adequate workforce with the right level of competence for each project-related role.	1400.030	Create Staffing Plan	The organization verifies and improves the competency staffing process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Staffing Plan	The organization competency staffing process is verified and improved.	The organization defines procedures for continuous training requirements.	Formal Continuous Training Policy	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staffing Plan	The organization competency staffing process is verified and improved.	The organization schedules coordinates and delivers the on-going project management training.	Project Management Training Program	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staffing Plan	The organization competency staffing process is verified and improved.	The organization has policies and procedures to ensure every project role has adequate training.	Training Policies and Procedures	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staffing Plan	The organization competency staffing process is verified and improved.	The organization identifies defines and agrees on the training events and their sequence within a progression.	Define Training Curricula	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staffing Plan	The organization competency staffing process is verified and improved.	The organization determines how best to deliver the necessary training to project personnel whether through the development or purchase of training opportunities.	Training Delivery Strategy	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staffing Plan	The organization competency staffing process is verified and improved.	The organization establishes funds implements and manages a training program.	Training Access	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staffing Plan	The organization competency staffing process is verified and improved.	The organization continuously improves its training policies and procedures.	Improved Continuous Training Program	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staffing Plan	The organization competency staffing process is verified and improved.	The organization develops a resource management plan to prepare for future needs.	Coordinated Formal Staff Acquisition and Placement	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staffing Plan	The organization competency staffing process is verified and improved.	The organization establishes a PM culture that involves dimensions of behaviors, attitude, perception, that combine to provide a core picture of the project Management organization.	PM Culture is established	Resources	Resource Optimization, Internal Processes, Learning & Growth

Establish Project Manager Competency Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1430	Establish Project Manager Competency Processes	The organization establishes a process to ensure project managers have sufficient knowledge and experience.	1430.030	Manage Project Manager Competency Processes	The organization defines the project management competency processes.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization builds a plan to ensure the competencies of their project managers in closing a project	Competency plan in place	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization builds a plan to ensure the competencies of their project managers in executing a project	Competency plan in place	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization builds a plan to ensure the competencies of their project managers in communicating	Competency plan in place	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization builds a plan to ensure the competencies of their project managers in managing	Competency plan in place	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization builds a plan to ensure the competencies of their project managers in leading	Competency plan in place	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization has policies and procedures to ensure every project role has adequate training.	Training Policies and Procedures	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization defines a process to facilitate development of project management competencies.	Training Program	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The Develop Project Management Plan process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Management Plan Process	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization ensures individual training plans incorporate project management policies and procedures on training.	Development Plans for Project Management Training.	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization provides an environment project managers utilize the process for project manager self development.	Project managers' individual performance	Resources	Resource Optimization, Internal Processes, Learning & Growth
Regular Review of Project Manager Competency	Project management competency process is defined.	The organization identifies defines and agrees on the training events and their sequence within a progression.	Define Training Curricula	Resources	Resource Optimization, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1430	Establish Project Manager Competency Processes	The organization establishes a process to ensure project managers have sufficient knowledge and experience.	1430.040	Optimize Project Manager Competency Processes	The organization continuously improves their project management competency process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Regular Process Reviews	The organization reviews and improves the project management competency process.	-	-	Resources	Resource Optimization, Internal Processes, Learning & Growth

Establish Strong Sponsorship

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1450	Establish Strong Sponsorship	Sponsors actively participate in supporting the project.	1450.010	Appoint an Executive Sponsor for Each Project	The organization appoints a sponsor for every project.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Executive Project Sponsor	Each project has a sponsor.	Management understands the need for training, establishes training objectives and defines the requirements.	Training Analysis	Governance	Internal Processes
Executive Project Sponsor	Each project has a sponsor.	The organization can provide a leadership Training Program for Project Managers	PM Leadership Training Program	Governance	Internal Processes
Executive Project Sponsor	Each project has a sponsor.	The organization recognizes the role of project management in achieving its goals.	Project Management Values Determined	Governance	Internal Processes
Executive Project Sponsor	Each project has a sponsor.	The sponsor influences a network of decision makers to support the organizational project management processes.	Organizational Participation	Governance	Internal Processes
Executive Project Sponsor	Each project has a sponsor.	Executives determine how organizational project management will work best for their organization.	Decisions Based on Organizational Project Management	Governance	Internal Processes
Executive Project Sponsor	Each project has a sponsor.	OPM Methodology Introduction and Training for stakeholders	PM training	Governance	Internal Processes
Executive Project Sponsor	Each project has a sponsor.	Executives possess a common understanding of organizational project management and can express it.	Executive Knowledge	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1450	Establish Strong Sponsorship	Sponsors actively participate in supporting the project.	1450.020	Understand Project Vision	The project sponsor has a good understanding of the project vision and its charter

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Endorsed Project Vision	The project sponsor has a good understanding of the project vision and its charter and endorses both.	Executive support of the organizational project management processes extends beyond the organization's boundaries.	Organizational Influence Extends Outside organizational Boundaries	Governance	Internal Processes
Endorsed Project Vision	The project sponsor has a good understanding of the project vision and its charter and endorses both.	The sponsor influences a network of decision makers to support the organizational project management processes.	Organizational Participation	Governance	Internal Processes
Endorsed Project Vision	The project sponsor has a good understanding of the project vision and its charter and endorses both.	Executives determine how organizational project management will work best for their organization.	Decisions Based on Organizational Project Management	Governance	Internal Processes
Endorsed Project Vision	The project sponsor has a good understanding of the project vision and its charter and endorses both.	The organization recognizes the role of project management in achieving its goals.	Project Management Values Determined	Governance	Internal Processes
Endorsed Project Vision	The project sponsor has a good understanding of the project vision and its charter and endorses both.	The organization can provide a leadership Training Program for Project Managers	PM Leadership Training Program	Governance	Internal Processes
Endorsed Project Vision	The project sponsor has a good understanding of the project vision and its charter and endorses both.	Executives possess a common understanding of organizational project management and can express it.	Executive Knowledge	Governance	Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1450	Establish Strong Sponsorship	Sponsors actively participate in supporting the project.	1450.030	Commitment of the Project and its activities	Sponsor champions the effort to remove barriers to project success.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Supported Project Team	Barriers have been addressed by project Sponsor.	Executives possess a common understanding of organizational project management and can express it.	Executive Knowledge	Governance	Internal Processes
Supported Project Team	Barriers have been addressed by project Sponsor.	Executive support of the organizational project management processes extends beyond the organization's boundaries.	Organizational Influence Extends Outside organizational Boundaries	Governance	Internal Processes

OPM3® Product Suite Improvement Plan

Record Project Resource Assignments

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1590	Record Project Resource Assignments	The organization has a formal process for assigning resources to projects and recording assignments.	1590.020	Assign Project Resources According to Skill set	The organization assigns appropriate resources according to the skill required by the activity.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Improved Matching of Skills to Projects	Project resources are assigned according to the skills required by the activities.	The organization develops and analyzes requirements for a mechanism for the storage, retrieval, dissemination, and reporting of organization project management information	Requirements identified	Resources	Resource Optimization, Internal Processes, Learning & Growth
Improved Matching of Skills to Projects	Project resources are assigned according to the skills required by the activities.	The organization develops a resource management plan to prepare for future needs.	Coordinated Formal Staff Acquisition and Placement	Resources	Resource Optimization, Internal Processes, Learning & Growth
Improved Matching of Skills to Projects	Project resources are assigned according to the skills required by the activities.	The organization staffs its projects using the staffing process.	Competency Achievement Plan	Resources	Resource Optimization, Internal Processes, Learning & Growth
Improved Matching of Skills to Projects	Project resources are assigned according to the skills required by the activities.	The projects of the organization define their project competency staffing requirements.	Organizational Project Management Competency Requirements	Resources	Resource Optimization, Internal Processes, Learning & Growth
Improved Matching of Skills to Projects	Project resources are assigned according to the skills required by the activities.	The organization verifies and improves the competency staffing process.	Staffing Plan	Resources	Resource Optimization, Internal Processes, Learning & Growth
Improved Matching of Skills to Projects	Project resources are assigned according to the skills required by the activities.	The organization knows the profile and skills of all its project management community.	Coordinated Formal Staff Acquisition and Placement	Resources	Resource Optimization, Internal Processes, Learning & Growth
Improved Matching of Skills to Projects	Project resources are assigned according to the skills required by the activities.	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	Staff Acquisition Policies and Procedures	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1590	Record Project Resource Assignments	The organization has a formal process for assigning resources to projects and recording assignments.	1590.030	Allocate Resource According to Project Priorities and skill set	The organization assigns resources based on the strategic priority of each initiative and the resource skill set.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Resources Assigned Against Project Priority	Initiatives receive resource allocations according to their strategic priority and skill set needed.	The organization staffs its projects using the staffing process.	Competency Achievement Plan	Resources	Resource Optimization, Internal Processes, Learning & Growth
Resources Assigned Against Project Priority	Initiatives receive resource allocations according to their strategic priority and skill set needed.	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	Staff Acquisition Policies and Procedures	Resources	Resource Optimization, Internal Processes, Learning & Growth
Resources Assigned Against Project Priority	Initiatives receive resource allocations according to their strategic priority and skill set needed.	The organization develops a resource management plan to prepare for future needs.	Coordinated Formal Staff Acquisition and Placement	Resources	Resource Optimization, Internal Processes, Learning & Growth
Resources Assigned Against Project Priority	Initiatives receive resource allocations according to their strategic priority and skill set needed.	The organization knows the profile and skills of all its project management community.	Coordinated Formal Staff Acquisition and Placement	Resources	Resource Optimization, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

Know Inter-Project Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
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.	1670.010	Identify Project Goals	Project Managers review goals and plans of projects within the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Identified Project Goals	Evidence exists indicating that goals and plans of projects using the organization's resources are reviewed by Project Managers.	Project managers understand the impact of their projects on the organization, other projects and stakeholders	Holistic view understanding	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Identified Project Goals	Evidence exists indicating that goals and plans of projects using the organization's resources are reviewed by Project Managers.	The organization identifies standard rules of conduct for communication and collaboration among projects.	Acceptable Conduct Among Project Managers	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Identified Project Goals	Evidence exists indicating that goals and plans of projects using the organization's resources are reviewed by Project Managers.	The organization groups related projects into a program to control interaction among projects.	Strategic Considerations	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
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.	1670.030	Avoid Project Conflicts	Project Managers address inter-project conflicts and satisfy project goals.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Conflict Avoidance	Project Managers address inter-project conflict.	Project managers use their holistic view skills to improve project performance	Improved project performance	Resources	Resource Optimization, Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

Measure Develop Project Charter Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1700	Measure Develop Project Charter Process	Develop Project Charter Process measures are established, assembled and analyzed.	1700.010	Identify Critical Develop Project Charter Process Customer Focused Measures	The Develop Project Charter process is focused on the needs of the customer and is measured accordingly.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Charter Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Develop Project Charter process measures.	The organization enables Develop Project Charter process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Integration Mgmt	Resource Optimization, Internal Processes
Develop Project Charter Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Develop Project Charter process measures.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Internal Processes
Develop Project Charter Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Develop Project Charter process measures.	Project managers perform the work to authorize a new project or phase, and define 5(o)-14(m)ET Q q BT /F10 5.3875 Tf 0.0 0.0 0.0 r)or7(o)-14(r)-15.3875 Tf 0.0 45(o)-11] TJ 7c			

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1700	Measure Develop Project Charter Process	Develop Project Charter Process measures are established, assembled and analyzed.	1700.040	Identify Upstream Measures	The process owners are able to identify the Develop Project Charter process's upstream measures.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Charter Process Inputs Related to Results	Owners and users of the Develop Project Charter Process understand how processes feeding the Develop Project Charter Process impact the ability of the Develop Project Charter Process to produce the correct outputs effectively.	The organization measures critical characteristics of the Develop Project Charter process.	Measured Develop Project Charter Process Critical Characteristics	Integration Mgmt	Resource Optimization, Internal Processes
Develop Project Charter Process Inputs Related to Results	Owners and users of the Develop Project Charter Process understand how processes feeding the Develop Project Charter Process impact the ability of the Develop Project Charter Process to produce the correct outputs effectively.	The Develop Project Charter process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Charter Process	Integration Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1700	Measure Develop Project Charter Process	Develop Project Charter Process measures are established, assembled and analyzed.	1700.050	Measure Critical Develop Project Charter Process Inputs.	The organization measures critical inputs to the Develop Project Charter process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Develop Project Charter Process Inputs	The critical inputs and feeding processes that affect the Develop Project Charter Process are measured.	The process owners are able to identify the Develop Project Charter process's upstream measures.	Develop Project Charter Process Inputs Related to Results	Integration Mgmt	Resource Optimization, Internal Processes

Measure Develop Project Management Plan Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1710	Measure Develop Project Management Plan Process	Develop Project Management Plan Process measures are established, assembled and analyzed.	1710.010	Identify Critical Develop Project Management Plan Process Customer Focused Measures	The Develop Project Management Plan process is focused on the needs of the customer and is measured accordingly.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Management Plan Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Develop Project Management Plan process measures.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Develop Project Management Plan Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Develop Project Management Plan process measures.	The organization enables Develop Project Management Plan process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1710	Measure Develop Project Management Plan Process	Develop Project Management Plan Process measures are established, assembled and analyzed.	1710.020	Identify Critical Develop Project Management Plan Process Characteristics	The organization identifies the characteristics of the Develop Project Management Plan process that are critical at this point in time.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Identified Develop Project Management Plan Process Critical Characteristics	The current critical characteristics of the Develop Project Management Plan process are identified.	The Develop Project Management Plan process is focused on the needs of the customer and is measured accordingly.	Develop Project Management Plan Process Customer Requirements Incorporated in Measurements	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1710	Measure Develop Project Management Plan Process	Develop Project Management Plan Process measures are established, assembled and analyzed.	1710.030	Measure Critical Develop Project Management Plan Process Characteristics	The organization measures critical characteristics of the Develop Project Management Plan process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Develop Project Management Plan Process Critical Characteristics	The critical characteristics of the Develop Project Management Plan process are measured.	The organization identifies the characteristics of the Develop Project Management Plan process that are critical at this point in time.	Identified Develop Project Management Plan Process Critical Characteristics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1710	Measure Develop Project Management Plan Process	Develop Project Management Plan Process measures are established, assembled and analyzed.	1710.040	Identify Upstream Measures	The process owners are able to identify the Develop Project Management Plan process's upstream measures.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Management Plan Process Inputs Related to Results	Owners and users of the Develop Project Management Plan Process understand how processes feeding the Develop Project Management Plan Process impact the ability of the Develop Project Management Plan Process to produce the correct outputs effectively.	The Develop Project Management Plan process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Management Plan Process	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Develop Project Management Plan Process Inputs Related to Results	Owners and users of the Develop Project Management Plan Process understand how processes feeding the Develop Project Management Plan Process impact the ability of the Develop Project Management Plan Process to produce the correct outputs effectively.	The organization measures critical characteristics of the Develop Project Management Plan process.	Measured Develop Project Management Plan Process Critical Characteristics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1710	Measure Develop Project Management Plan Process	Develop Project Management Plan Process measures are established, assembled and analyzed.	1710.050	Measure Critical Develop Project Management Plan Process Inputs.	The organization measures critical inputs to the Develop Project Management Plan process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Develop Project Management Plan Process Inputs	The critical inputs and feeding processes that affect the Develop Project Management Plan Process are measured.	The process owners are able to identify the Develop Project Management Plan process's upstream measures.	Develop Project Management Plan Process Inputs Related to Results	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

Measure Project Collect Requirements Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1720	Measure Project Collect Requirements Process	Project Collect Requirements Process measures are established, assembled and analyzed.	1720.010	Identify Critical Project Collect Requirements Process Customer Focused Measures	The Project Collect Requirements process is focused on the needs of the customer and is measured accordingly.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Collect Requirements Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Collect Requirements process measures.	The organization enables Project Collect Requirements process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Scope Mgmt	Resource Optimization, Project Predictability, Internal Processes
Project Collect Requirements Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Collect Requirements process measures.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Scope Mgmt	Resource Optimization, Project Predictability, Internal Processes
Project Collect Requirements Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Collect Requirements process measures.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Scope Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1720	Measure Project Collect Requirements Process	Project Collect Requirements Process measures are established, assembled and analyzed.	1720.020	Identify Critical Project Collect Requirements Process Characteristics	The organization identifies the characteristics of the Project Collect Requirements process that are critical at this point in time.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Identified Project Collect Requirements Process Critical Characteristics	The current critical characteristics of the Project Collect Requirements process are identified.	The Project Collect Requirements process is focused on the needs of the customer and is measured accordingly.	Project Collect Requirements Process Customer Requirements Incorporated in Measurements	Scope Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1720	Measure Project Collect Requirements Process	Project Collect Requirements Process measures are established, assembled and analyzed.	1720.030	Measure Critical Project Collect Requirements Process Characteristics	The organization measures critical characteristics of the Project Collect Requirements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Project Collect Requirements Process Critical Characteristics	The critical characteristics of the Project Collect Requirements process are measured.	The organization identifies the characteristics of the Project Collect Requirements process that are critical at this point in time.	Identified Project Collect Requirements Process Critical Characteristics	Scope Mgmt	Resource Optimization, Project Predictability, Internal Processes

OPM3® Product Suite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1720	Measure Project Collect Requirements Process	Project Collect Requirements Process measures are established, assembled and analyzed.	1720.040	Identify Upstream Measures	The process owners are able to identify the Project Collect Requirements process's upstream measures.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Collect Requirements Process Inputs Related to Results	Owners and users of the Project Collect Requirements Process understand how processes feeding the Project Collect Requirements Process impact the ability of the Project Collect Requirements Process to produce the correct outputs effectively.	The organization measures critical characteristics of the Project Collect Requirements process.	Measured Project Collect Requirements Process Critical Characteristics	Scope Mgmt	Resource Optimization, Project Predictability, Internal Processes
Project Collect Requirements Process Inputs Related to Results	Owners and users of the Project Collect Requirements Process understand how processes feeding the Project Collect Requirements Process impact the ability of the Project Collect Requirements Process to produce the correct outputs effectively.	The Project Collect Requirements process is consistently implemented and practiced across the organization.	Consistently implemented Project Collect Requirements Process	Scope Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1720	Measure Project Collect Requirements Process	Project Collect Requirements Process measures are established, assembled and analyzed.	1720.050	Measure Critical Project Collect Requirements Process Inputs.	The organization measures critical inputs to the Project Collect Requirements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Project Collect Requirements Process Inputs	The critical inputs and feeding processes that affect the Project Collect Requirements Process are measured.	The process owners are able to identify the Project Collect Requirements process's upstream measures.	Project Collect Requirements Process Inputs Related to Results	Scope Mgmt	Resource Optimization, Project Predictability, Internal Processes

Measure Project Estimate Costs Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1790	Measure Project Estimate Costs Process	Project Estimate Costs Process measures are established, assembled and analyzed.	1790.010	Identify Critical Project Estimate Costs Process Customer Focused Measures	The Project Estimate Costs process is focused on the needs of the customer and is measured accordingly.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Costs Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Estimate Costs process measures.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes
Project Estimate Costs Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Estimate Costs process measures.	The organization enables Project Estimate Costs process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1790	Measure Project Estimate Costs Process	Project Estimate Costs Process measures are established, assembled and analyzed.	1790.020	Identify Critical Project Estimate Costs Process Characteristics	The organization identifies the characteristics of the Project Estimate Costs process that are critical at this point in time.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Identified Project Estimate Costs Process Critical Characteristics	The current critical characteristics of the Project Estimate Costs process are identified.	The Project Estimate Costs process is focused on the needs of the customer and is measured accordingly.	Project Estimate Costs Process Customer Requirements Incorporated in Measurements	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1790	Measure Project Estimate Costs Process	Project Estimate Costs Process measures are established, assembled and analyzed.	1790.030	Measure Critical Project Estimate Costs Process Characteristics	The organization measures critical characteristics of the Project Estimate Costs process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Project Estimate Costs Process Critical Characteristics	The critical characteristics of the Project Estimate Costs process are measured.	The organization identifies the characteristics of the Project Estimate Costs process that are critical at this point in time.	Identified Project Estimate Costs Process Critical Characteristics	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1790	Measure Project Estimate Costs Process	Project Estimate Costs Process measures are established, assembled and analyzed.	1790.040	Identify Upstream Measures	The process owners are able to identify the Project Estimate Costs process's upstream measures.
CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Costs Process Inputs Related to Results	Owners and users of the Project Estimate Costs Process understand how processes feeding the Project Estimate Costs Process impact the ability of the Project Estimate Costs Process to produce the correct outputs effectively.	The organization measures critical characteristics of the Project Estimate Costs process.	Measured Project Estimate Costs Process Critical Characteristics	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes
Project Estimate Costs Process Inputs Related to Results	Owners and users of the Project Estimate Costs Process understand how processes feeding the Project Estimate Costs Process impact the ability of the Project Estimate Costs Process to produce the correct outputs effectively.	The Project Estimate Costs process is consistently implemented and practiced across the organization.	Consistently implemented Project Estimate Costs Process	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1790	Measure Project Estimate Costs Process	Project Estimate Costs Process measures are established, assembled and analyzed.	1790.050	Measure Critical Project Estimate Costs Process Inputs.	The organization measures critical inputs to the Project Estimate Costs process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Project Estimate Costs Process Inputs	The critical inputs and feeding processes that affect the Project Estimate Costs Process are measured.	The process owners are able to identify the Project Estimate Costs process's upstream measures.	Project Estimate Costs Process Inputs Related to Results	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes

Measure Project Determine Budget Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1800	Measure Project Determine Budget Process	Project Determine Budget process measures are established, assembled and analyzed.	1800.010	Identify Critical Project Determine Budget Process Customer Focused Measures	The Project Determine Budget process is focused on the needs of the customer and is measured accordingly.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Determine Budget Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Determine Budget process measures.	The organization enables Project Determine Budget process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes
Project Determine Budget Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Determine Budget process measures.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1800	Measure Project Determine Budget Process	Project Determine Budget process measures are established, assembled and analyzed.	1800.020	Identify Critical Project Determine Budget Process Characteristics	The organization identifies the characteristics of the Project Determine Budget process that are critical at this point in time.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Identified Project Determine Budget Process Critical Characteristics	The current critical characteristics of the Project Determine Budget process are identified.	The Project Determine Budget process is focused on the needs of the customer and is measured accordingly.	Project Determine Budget Process Customer Requirements Incorporated in Measurements	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1800	Measure Project Determine Budget Process	Project Determine Budget process measures are established, assembled and analyzed.	1800.030	Measure Critical Project Determine Budget Process	

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1800	Measure Project Determine Budget Process	Project Determine Budget Process measures are established, assembled and analyzed.	1800.040	Identify Upstream Measures	The process owners are able to identify the Project Determine Budget process's upstream measures.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Determine Budget Process Inputs Related to Results	Owners and users of the Project Determine Budget Process understand how processes feeding the Project Determine Budget Process impact the ability of the Project Determine Budget Process to produce the correct outputs effectively.	The Project Determine Budget process is consistently implemented and practiced across the organization.	Consistently implemented Project Determine Budget Process	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes
Project Determine Budget Process Inputs Related to Results	Owners and users of the Project Determine Budget Process understand how processes feeding the Project Determine Budget Process impact the ability of the Project Determine Budget Process to produce the correct outputs effectively.	The organization measures critical characteristics of the Project Determine Budget process.	Measured Project Determine Budget Process Critical Characteristics	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1800	Measure Project Determine Budget Process	Project Determine Budget Process measures are established, assembled and analyzed.	1800.050	Measure Critical Project Determine Budget Process Inputs.	The organization measures critical inputs to the Project Determine Budget process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Project Determine Budget Process Inputs	The critical inputs and feeding processes that affect the Project Determine Budget Process are measured.	The process owners are able to identify the Project Determine Budget process's upstream measures.	Project Determine Budget Process Inputs Related to Results	Cost Mgmt	Resource Optimization, Project Predictability, Financial Perspective, Internal Processes

Measure Direct and Manage Project Execution Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1920	Measure Direct and Manage Project Execution Process	Direct and Manage Project Execution Process measures are established, assembled and analyzed.	1920.010	Identify Critical Direct and Manage Project Execution Process Customer Focused Measures	The Direct and Manage Project Execution process is focused on the needs of the customer and is measured accordingly.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Direct and Manage Project Execution Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Direct and Manage Project Execution process measures.	The organization compares internal project metrics with industry benchmark standards.	Documented External Benchmark	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1920	Measure Direct and Manage Project Execution Process	Direct and Manage Project Execution Process measures are established, assembled and analyzed.	1920.020	Identify Critical Direct and Manage Project Execution Process Characteristics	The organization identifies the characteristics of the Direct and Manage Project Execution process that are critical at this point in time.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Identified Direct and Manage Project Execution Process Critical Characteristics	The current critical characteristics of the Direct and Manage Project Execution process are identified.	The Direct and Manage Project Execution process is focused on the needs of the customer and is measured accordingly.	Direct and Manage Project Execution Process Customer Requirements Incorporated in Measurements	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1920	Measure Direct and Manage Project Execution Process	Direct and Manage Project Execution Process measures are established, assembled and analyzed.	1920.030	Measure Critical Direct and Manage Project Execution Process Characteristics	The organization measures critical characteristics of the Direct and Manage Project Execution process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Direct and Manage Project Execution Process Critical Characteristics	The critical characteristics of the Direct and Manage Project Execution process are measured.	The organization compares internal project metrics with industry benchmark standards.	Documented External Benchmark	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Measured Direct and Manage Project Execution Process Critical Characteristics	The critical characteristics of the Direct and Manage Project Execution process are measured.	The organization continually improves its organizational project management benchmarking process.	Implement the Improvements	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Measured Direct and Manage Project Execution Process Critical Characteristics	The critical characteristics of the Direct and Manage Project Execution process are measured.	The organization analyzes benchmark project metrics and uses them to develop the improvement plan.	Develop Improvement Plan	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Measured Direct and Manage Project Execution Process Critical Characteristics	The critical characteristics of the Direct and Manage Project Execution process are measured.	The organization identifies the characteristics of the Direct and Manage Project Execution process that are critical at this point in time.	Identified Direct and Manage Project Execution Process Critical Characteristics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Measured Direct and Manage Project Execution Process Critical Characteristics	The critical characteristics of the Direct and Manage Project Execution process are measured.	The organization normalizes organizational and industry standard project metrics.	Identify Best Practice Metrics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1920	Measure Direct and Manage Project Execution Process	Direct and Manage Project Execution Process measures are established, assembled and analyzed.	1920.040	Identify Upstream Measures	The process owners are able to identify the Direct and Manage Project Execution process's upstream measures.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Direct and Manage Project Execution Process Inputs Related to Results	Owners and users of the Direct and Manage Project Execution Process understand how processes feeding the Direct and Manage Project Execution Process impact the ability of the Direct and Manage Project Execution Process to produce the correct outputs effectively.	The Direct and Manage Project Execution process is consistently implemented and practiced across the organization.	Consistently implemented Direct and Manage Project Execution Process	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Direct and Manage Project Execution Process Inputs Related to Results	Owners and users of the Direct and Manage Project Execution Process understand how processes feeding the Direct and Manage Project Execution Process impact the ability of the Direct and Manage Project Execution Process to produce the correct outputs effectively.	The organization measures critical characteristics of the Direct and Manage Project Execution process.	Measured Direct and Manage Project Execution Process Critical Characteristics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Direct and Manage Project Execution Process Inputs Related to Results	Owners and users of the Direct and Manage Project Execution Process understand how processes feeding the Direct and Manage Project Execution Process impact the ability of the Direct and Manage Project Execution Process to produce the correct outputs effectively.	The organization improves the metrics collection process.	OPM Process Metrics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Direct and Manage Project Execution Process Inputs Related to Results	Owners and users of the Direct and Manage Project Execution Process understand how processes feeding the Direct and Manage Project Execution Process impact the ability of the Direct and Manage Project Execution Process to produce the correct outputs effectively.	The organization standardizes the collection of performance measures based upon the portfolio's success criteria.	Available Success Criteria Metrics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Direct and Manage Project Execution Process Inputs Related to Results	Owners and users of the Direct and Manage Project Execution Process understand how processes feeding the Direct and Manage Project Execution Process impact the ability of the Direct and Manage Project Execution Process to produce the correct outputs effectively.	Review metrics collection processes for initiatives.	Document Organizational Metric Targets	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1920	Measure Direct and Manage Project Execution Process	Direct and Manage Project Execution Process measures are established, assembled and analyzed.	1920.050	Measure Critical Direct and Manage Project Execution Process Inputs.	The organization measures critical inputs to the Direct and Manage Project Execution process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Direct and Manage Project Execution Process Inputs	The critical inputs and feeding processes that affect the Direct and Manage Project Execution Process are measured.	The process owners are able to identify the Direct and Manage Project Execution process's upstream measures.	Direct and Manage Project Execution Process Inputs Related to Results	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

Measure Project Verify Scope Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2010	Measure Project Verify Scope Process	Project Verify Scope Process measures are established, assembled and analyzed.	2010.010	Identify Critical Project Verify Scope Process Customer Focused Measures	The Project Verify Scope process is focused on the needs of the customer and is measured accordingly.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Verify Scope Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Verify Scope process measures.	The organization enables Project Verify Scope process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Scope Mgmt	Internal Processes
Project Verify Scope Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Verify Scope process measures.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Scope Mgmt	Internal Processes
Project Verify Scope Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Verify Scope process measures.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Scope Mgmt	Internal Processes
Project Verify Scope Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Verify Scope process measures.	The organization builds a plan to ensure the competencies of their project managers in closing a project	Competency plan in place	Scope Mgmt	Internal Processes
Project Verify Scope Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Verify Scope process measures.	Project managers perform the work to authorize a new project or phase, and define its scope.	Project manager effectively initiates projects	Scope Mgmt	Internal Processes
Project Verify Scope Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Verify Scope process measures.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Scope Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2010	Measure Project Verify Scope Process	Project Verify Scope Process measures are established, assembled and analyzed.	2010.020	Identify Critical Project Verify Scope Process Characteristics	The organization identifies the characteristics of the Project Verify Scope process that are critical at this point in time.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Identified Project Verify Scope Process Critical Characteristics	The current critical characteristics of the Project Verify Scope process are identified.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Scope Mgmt	Internal Processes
Identified Project Verify Scope Process Critical Characteristics	The current critical characteristics of the Project Verify Scope process are identified.	The Project Verify Scope process is focused on the needs of the customer and is measured accordingly.	Project Verify Scope Process Customer Requirements Incorporated in Measurements	Scope Mgmt	Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2010	Measure Project Verify Scope Process	Project Verify Scope Process measures are established, assembled and analyzed.	2010.030	Measure Critical Project Verify Scope Process Characteristics	The organization measures critical characteristics of the Project Verify Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Project Verify Scope Process Critical Characteristics	The critical characteristics of the Project Verify Scope process are measured.	The organization identifies the characteristics of the Project Verify Scope process that are critical at this point in time.	Identified Project Verify Scope Process Critical Characteristics	Scope Mgmt	Internal Processes
Measured Project Verify Scope Process Critical Characteristics	The critical characteristics of the Project Verify Scope process are measured.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Scope Mgmt	Internal Processes
Measured Project Verify Scope Process Critical Characteristics	The critical characteristics of the Project Verify Scope process are measured.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Scope Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2010	Measure Project Verify Scope Process	Project Verify Scope Process measures are established, assembled and analyzed.	2010.040	Identify Upstream Measures	The process owners are able to identify the Project Verify Scope process's upstream measures.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Verify Scope Process Inputs Related to Results	Owners and users of the Project Verify Scope Process understand how processes feeding the Project Verify Scope Process impact the ability of the Project Verify Scope Process to produce the correct outputs effectively.	The organization measures critical characteristics of the Project Verify Scope process.	Measured Project Verify Scope Process Critical Characteristics	Scope Mgmt	Internal Processes
Project Verify Scope Process Inputs Related to Results	Owners and users of the Project Verify Scope Process understand how processes feeding the Project Verify Scope Process impact the ability of the Project Verify Scope Process to produce the correct outputs effectively.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Scope Mgmt	Internal Processes
Project Verify Scope Process Inputs Related to Results	Owners and users of the Project Verify Scope Process understand how processes feeding the Project Verify Scope Process impact the ability of the Project Verify Scope Process to produce the correct outputs effectively.	The Project Verify Scope process is consistently implemented and practiced across the organization.	Consistently implemented Project Verify Scope Process	Scope Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2010	Measure Project Verify Scope Process	Project Verify Scope Process measures are established, assembled and analyzed.	2010.050	Measure Critical Project Verify Scope Process Inputs.	The organization measures critical inputs to the Project Verify Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Project Verify Scope Process Inputs	The critical inputs and feeding processes that affect the Project Verify Scope Process are measured.	The process owners are able to identify the Project Verify Scope process's upstream measures.	Project Verify Scope Process Inputs Related to Results	Scope Mgmt	Internal Processes

Standardize Project Manage Stakeholder Expectations Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2035	Standardize Project Manage Stakeholder Expectations Process	Project Manage Stakeholder Expectations Process standards are established.	2035.010	Establish Process Management Governing Body	The organization enables Project Manage Stakeholder Expectations process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2035	Standardize Project Manage Stakeholder Expectations Process	Project Manage Stakeholder Expectations Process standards are established.	2035.020	Develop Project Manage Stakeholder Expectations Process	The organization assembles, develops, purchases, or otherwise acquires a Project Manage Stakeholder Expectations process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Manage Stakeholder Expectations Process	A Project Manage Stakeholder Expectations process is documented.	The organization enables Project Manage Stakeholder Expectations process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2035	Standardize Project Manage Stakeholder Expectations Process	Project Manage Stakeholder Expectations Process standards are established.	2035.025	Communicate Project Manage Stakeholder Expectations Process	The organization communicates the availability of a Project Manage Stakeholder Expectations process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Project Manage Stakeholder Expectations Process	The availability of a Project Manage Stakeholder Expectations process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Manage Stakeholder Expectations process.	Documented Project Manage Stakeholder Expectations Process	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2035	Standardize Project Manage Stakeholder Expectations Process	Project Manage Stakeholder Expectations Process standards are established.	2035.030	Adopt the Project Manage Stakeholder Expectations Process	The Project Manage Stakeholder Expectations process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Project Manage Stakeholder Expectations Process	Work methods for the Project Manage Stakeholder Expectations process are implemented consistently.	The organization communicates the availability of a Project Manage Stakeholder Expectations process to all necessary stakeholders.	Communicated Project Manage Stakeholder Expectations Process	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

Measure Close Project or Phase Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2080	Measure Close Project or Phase Process	Close Project or Phase Process measures are established, assembled and analyzed.	2080.010	Identify Critical Close Project or Phase Process Customer Focused Measures	The Close Project or Phase process is focused on the needs of the customer and is measured accordingly.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Close Project or Phase Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Close Project or Phase process measures.	The organization builds a plan to ensure the competencies of their project managers in closing a project	Competency plan in place	Integration Mgmt	Internal Processes
Close Project or Phase Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Close Project or Phase process measures.	The organization enables Close Project or Phase process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2080	Measure Close Project or Phase Process	Close Project or Phase Process measures are established, assembled and analyzed.	2080.020	Identify Critical Close Project or Phase Process Characteristics	The organization identifies the characteristics of the Close Project or Phase process that are critical at this point in time.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Identified Close Project or Phase Process Critical Characteristics	The current critical characteristics of the Close Project or Phase process are identified.	The Close Project or Phase process is focused on the needs of the customer and is measured accordingly.	Close Project or Phase Process Customer Requirements Incorporated in Measurements	Integration Mgmt	Internal Processes
Identified Close Project or Phase Process Critical Characteristics	The current critical characteristics of the Close Project or Phase process are identified.	The organization builds a plan to ensure the competencies of their project managers in closing a project	Competency plan in place	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2080	Measure Close Project or Phase Process	Close Project or Phase Process measures are established, assembled and analyzed.	2080.030	Measure Critical Close Project or Phase Process Characteristics	The organization measures critical characteristics of the Close Project or Phase process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Close Project or Phase Process Critical Characteristics	The critical characteristics of the Close Project or Phase process are measured.	The organization builds a plan to ensure the competencies of their project managers in closing a project	Competency plan in place	Integration Mgmt	Internal Processes
Measured Close Project or Phase Process Critical Characteristics	The critical characteristics of the Close Project or Phase process are measured.	The organization identifies the characteristics of the Close Project or Phase process that are critical at this point in time.	Identified Close Project or Phase Process Critical Characteristics	Integration Mgmt	Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2080	Measure Close Project or Phase Process	Close Project or Phase Process measures are established, assembled and analyzed.	2080.040	Identify Upstream Measures	The process owners are able to identify the Close Project or Phase process's upstream measures.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Close Project or Phase Process Inputs Related to Results	Owners and users of the Close Project or Phase Process understand how processes feeding the Close Project or Phase Process impact the ability of the Close Project or Phase Process to produce the correct outputs effectively.	The organization measures critical characteristics of the Close Project or Phase process.	Measured Close Project or Phase Process Critical Characteristics	Integration Mgmt	Internal Processes
Close Project or Phase Process Inputs Related to Results	Owners and users of the Close Project or Phase Process understand how processes feeding the Close Project or Phase Process impact the ability of the Close Project or Phase Process to produce the correct outputs effectively.	The Close Project or Phase process is consistently implemented and practiced across the organization.	Consistently implemented Close Project or Phase Process	Integration Mgmt	Internal Processes
Close Project or Phase Process Inputs Related to Results	Owners and users of the Close Project or Phase Process understand how processes feeding the Close Project or Phase Process impact the ability of the Close Project or Phase Process to produce the correct outputs effectively.	The organization builds a plan to ensure the competencies of their project managers in closing a project	Competency plan in place	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2080	Measure Close Project or Phase Process	Close Project or Phase Process measures are established, assembled and analyzed.	2080.050	Measure Critical Close Project or Phase Process Inputs.	The organization measures critical inputs to the Close Project or Phase process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Close Project or Phase Process Inputs	The critical inputs and feeding processes that affect the Close Project or Phase Process are measured.	The process owners are able to identify the Close Project or Phase process's upstream measures.	Close Project or Phase Process Inputs Related to Results	Integration Mgmt	Internal Processes
Measured Critical Close Project or Phase Process Inputs	The critical inputs and feeding processes that affect the Close Project or Phase Process are measured.	The organization builds a plan to ensure the competencies of their project managers in closing a project	Competency plan in place	Integration Mgmt	Internal Processes

OPM3® ProductSuite Improvement Plan

Adhere to Project Management Techniques

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2090	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.	2090.010	Select Core Project Management Techniques	The organization selects Project Management techniques.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Management Techniques Selected	Project Management techniques are available.	Senior management commits financial and human resources to implement project management.	Project Management Implementation	Integration Mgmt	Resource Optimization, Internal Processes
Project Management Techniques Selected	Project Management techniques are available.	The organization recognizes the role of project management in achieving its goals.	Project Management Values Determined	Integration Mgmt	Resource Optimization, Internal Processes
Project Management Techniques Selected	Project Management techniques are available.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Integration Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2090	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.	2090.020	Tailor Project Management Techniques	The organization permits the Project Management techniques to be tailored to meet the needs of the projects.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Projects Using Tailored Techniques	Projects use tailored Project Management techniques to meet their needs.	Senior management commits financial and human resources to implement project management.	Project Management Implementation	Integration Mgmt	Resource Optimization, Internal Processes

OPM3® ProductSuite Improvement Plan

Control Develop Project Charter Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2240	Control Develop Project Charter Process	Develop Project Charter Process controls are established and executed to control the stability of the process.	2240.010	Develop Project Charter Process Control Plan	The organization develops a process control plan for the Develop Project Charter process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Charter Process Control Plan Developed	A Develop Project Charter process control plan exists which is both actionable and which defines how the process will be controlled.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Internal Processes
Develop Project Charter Process Control Plan Developed	A Develop Project Charter process control plan exists which is both actionable and which defines how the process will be controlled.	Project managers perform the work to authorize a new project or phase, and define its scope.	Project manager effectively initiates projects	Integration Mgmt	Internal Processes
Develop Project Charter Process Control Plan Developed	A Develop Project Charter process control plan exists which is both actionable and which defines how the process will be controlled.	The organization defines the project management competency processes.	Regular Review of Project Manager Competency	Integration Mgmt	Internal Processes
Develop Project Charter Process Control Plan Developed	A Develop Project Charter process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Develop Project Charter process.	Measured Critical Develop Project Charter Process Inputs	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2240	Control Develop Project Charter Process	Develop Project Charter Process controls are established and executed to control the stability of the process.	2240.020	Implement Develop Project Charter Process Control Plan	The organization implements a system for maintaining process control for the Develop Project Charter process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Charter Process Control Plan Implemented	The control plan for the Develop Project Charter process has been implemented.	The organization develops a process control plan for the Develop Project Charter process.	Develop Project Charter Process Control Plan Developed	Integration Mgmt	Internal Processes
Develop Project Charter Process Control Plan Implemented	The control plan for the Develop Project Charter process has been implemented.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2240	Control Develop Project Charter Process	Develop Project Charter Process controls are established and executed to control the stability of the process.	2240.030	Stabilize Develop Project Charter Process Performance	The organization performs the Develop Project Charter process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Charter Process Stability Achieved	The Develop Project Charter Process operates consistently within the defined control limits and process documentation is updated.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Internal Processes
Develop Project Charter Process Stability Achieved	The Develop Project Charter Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Develop Project Charter process.	Develop Project Charter Process Control Plan Implemented	Integration Mgmt	Internal Processes

Control Develop Project Management Plan Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2250	Control Develop Project Management Plan Process	Develop Project Management Plan Process controls are established and executed to control the stability of the process.	2250.010	Develop Project Management Plan Process Control Plan	The organization develops a process control plan for the Develop Project Management Plan process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Management Plan Process Control Plan Developed	A Develop Project Management Plan process control plan exists which is both actionable and which defines how the process will be controlled.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Internal Processes
Develop Project Management Plan Process Control Plan Developed	A Develop Project Management Plan process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Develop Project Management Plan process.	Measured Critical Develop Project Management Plan Process Inputs	Integration Mgmt	Internal Processes
Develop Project Management Plan Process Control Plan Developed	A Develop Project Management Plan process control plan exists which is both actionable and which defines how the process will be controlled.	The organization defines the project management competency processes.	Regular Review of Project Manager Competency	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2250	Control Develop Project Management Plan Process	Develop Project Management Plan Process controls are established and executed to control the stability of the process.	2250.020	Implement Develop Project Management Plan Process Control Plan	The organization implements a system for maintaining process control for the Develop Project Management Plan process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Management Plan Process Control Plan Implemented	The control plan for the Develop Project Management Plan process has been implemented.	The organization develops a process control plan for the Develop Project Management Plan process.	Develop Project Management Plan Process Control Plan Developed	Integration Mgmt	Internal Processes
Develop Project Management Plan Process Control Plan Implemented	The control plan for the Develop Project Management Plan process has been implemented.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2250	Control Develop Project Management Plan Process	Develop Project Management Plan Process controls are established and executed to control the stability of the process.	2250.030	Stabilize Develop Project Management Plan Process Performance	The organization performs the Develop Project Management Plan process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Management Plan Process Stability Achieved	The Develop Project Management Plan Process operates consistently within the defined control limits and process documentation is updated.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Internal Processes
Develop Project Management Plan Process Stability Achieved	The Develop Project Management Plan Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Develop Project Management Plan process.	Develop Project Management Plan Process Control Plan Implemented	Integration Mgmt	Internal Processes

Control Project Collect Requirements Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2260	Control Project Collect Requirements Process	Project Collect Requirements Process controls are established and executed to control the stability of the process.	2260.010	Project Collect Requirements Process Control Plan	The organization develops a process control plan for the Project Collect Requirements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Collect Requirements Process Control Plan Developed	A Project Collect Requirements process control plan exists which is both actionable and which defines how the process will be controlled.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Scope Mgmt	Internal Processes
Project Collect Requirements Process Control Plan Developed	A Project Collect Requirements process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Project Collect Requirements process.	Measured Critical Project Collect Requirements Process Inputs	Scope Mgmt	Internal Processes
Project Collect Requirements Process Control Plan Developed	A Project Collect Requirements process control plan exists which is both actionable and which defines how the process will be controlled.	The organization defines the project management competency processes.	Regular Review of Project Manager Competency	Scope Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2260	Control Project Collect Requirements Process	Project Collect Requirements Process controls are established and executed to control the stability of the process.	2260.020	Implement Project Collect Requirements Process Control Plan	The organization implements a system for maintaining process control for the Project Collect Requirements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Collect Requirements Process Control Plan Implemented	The control plan for the Project Collect Requirements process has been implemented.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Scope Mgmt	Internal Processes
Project Collect Requirements Process Control Plan Implemented	The control plan for the Project Collect Requirements process has been implemented.	The organization develops a process control plan for the Project Collect Requirements process.	Project Collect Requirements Process Control Plan Developed	Scope Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2260	Control Project Collect Requirements Process	Project Collect Requirements Process controls are established and executed to control the stability of the process.	2260.030	Stabilize Project Collect Requirements Process Performance	The organization performs the Project Collect Requirements process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Collect Requirements Process Stability Achieved	The Project Collect Requirements Process operates consistently within the defined control limits and process documentation is updated.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Scope Mgmt	Internal Processes
Project Collect Requirements Process Stability Achieved	The Project Collect Requirements Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Project Collect Requirements process.	Project Collect Requirements Process Control Plan Implemented	Scope Mgmt	Internal Processes

Control Project Estimate Costs Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2330	Control Project Estimate Costs Process	Project Estimate Costs Process controls are established and executed to control the stability of the process.	2330.010	Project Estimate Costs Process Control Plan	The organization develops a process control plan for the Project Estimate Costs process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Costs Process Control Plan Developed	A Project Estimate Costs process control plan exists which is both actionable and which defines how the process will be controlled.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Cost Mgmt	Internal Processes
Project Estimate Costs Process Control Plan Developed	A Project Estimate Costs process control plan exists which is both actionable and which defines how the process will be controlled.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Cost Mgmt	Internal Processes
Project Estimate Costs Process Control Plan Developed	A Project Estimate Costs process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Project Estimate Costs process.	Measured Critical Project Estimate Costs Process Inputs	Cost Mgmt	Internal Processes
Project Estimate Costs Process Control Plan Developed	A Project Estimate Costs process control plan exists which is both actionable and which defines how the process will be controlled.	The organization defines the project management competency processes.	Regular Review of Project Manager Competency	Cost Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2330	Control Project Estimate Costs Process	Project Estimate Costs Process controls are established and executed to control the stability of the process.	2330.020	Implement Project Estimate Costs Process Control Plan	The organization implements a system for maintaining process control for the Project Estimate Costs process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Costs Process Control Plan Implemented	The control plan for the Project Estimate Costs process has been implemented.	The organization develops a process control plan for the Project Estimate Costs process.	Project Estimate Costs Process Control Plan Developed	Cost Mgmt	Internal Processes
Project Estimate Costs Process Control Plan Implemented	The control plan for the Project Estimate Costs process has been implemented.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Cost Mgmt	Internal Processes
Project Estimate Costs Process Control Plan Implemented	The control plan for the Project Estimate Costs process has been implemented.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Cost Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2330	Control Project Estimate Costs Process	Project Estimate Costs Process controls are established and executed to control the stability of the process.	2330.030	Stabilize Project Estimate Costs Process Performance	The organization performs the Project Estimate Costs process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Costs Process Stability Achieved	The Project Estimate Costs Process operates consistently within the defined control limits and process documentation is updated.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Cost Mgmt	Internal Processes
Project Estimate Costs Process Stability Achieved	The Project Estimate Costs Process operates consistently within the defined control limits and process documentation is updated.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Cost Mgmt	Internal Processes
Project Estimate Costs Process Stability Achieved	The Project Estimate Costs Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Project Estimate Costs process.	Project Estimate Costs Process Control Plan Implemented	Cost Mgmt	Internal Processes

Control Project Determine Budget Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2340	Control Project Determine Budget Process	Project Determine Budget Process controls are established and executed to control the stability of the process.	2340.010	Project Determine Budget Process Control Plan	The organization develops a process control plan for the Project Determine Budget process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Determine Budget Process Control Plan Developed	A Project Determine Budget process control plan exists which is both actionable and which defines how the process will be controlled.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Cost Mgmt	Financial Perspective, Internal Processes
Project Determine Budget Process Control Plan Developed	A Project Determine Budget process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Project Determine Budget process.	Measured Critical Project Determine Budget Process Inputs	Cost Mgmt	Financial Perspective, Internal Processes
Project Determine Budget Process Control Plan Developed	A Project Determine Budget process control plan exists which is both actionable and which defines how the process will be controlled.	The organization defines the project management competency processes.	Regular Review of Project Manager Competency	Cost Mgmt	Financial Perspective, Internal Processes
Project Determine Budget Process Control Plan Developed	A Project Determine Budget process control plan exists which is both actionable and which defines how the process will be controlled.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Cost Mgmt	Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2340	Control Project Determine Budget Process	Project Determine Budget Process controls are established and executed to control the stability of the process.	2340.020	Implement Project Determine Budget Process Control Plan	The organization implements a system for maintaining process control for the Project Determine Budget process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Determine Budget Process Control Plan Implemented	The control plan for the Project Determine Budget process has been implemented.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Cost Mgmt	Financial Perspective, Internal Processes
Project Determine Budget Process Control Plan Implemented	The control plan for the Project Determine Budget process has been implemented.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Cost Mgmt	Financial Perspective, Internal Processes
Project Determine Budget Process Control Plan Implemented	The control plan for the Project Determine Budget process has been implemented.	The organization develops a process control plan for the Project Determine Budget process.	Project Determine Budget Process Control Plan Developed	Cost Mgmt	Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2340	Control Project Determine Budget Process	Project Determine Budget Process controls are established and executed to control the stability of the process.	2340.030	Stabilize Project Determine Budget Process Performance	The organization performs the Project Determine Budget process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Determine Budget Process Stability Achieved	The Project Determine Budget Process operates consistently within the defined control limits and process documentation is updated.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Cost Mgmt	Financial Perspective, Internal Processes
Project Determine Budget Process Stability Achieved	The Project Determine Budget Process operates consistently within the defined control limits and process documentation is updated.	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project	Competency plan in place	Cost Mgmt	Financial Perspective, Internal Processes
Project Determine Budget Process Stability Achieved	The Project Determine Budget Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Project Determine Budget process.	Project Determine Budget Process Control Plan Implemented	Cost Mgmt	Financial Perspective, Internal Processes

Control Direct and Manage Project Execution Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2460	Control Direct and Manage Project Execution Process	Direct and Manage Project Execution Process controls are established and executed to control the stability of the process.	2460.010	Direct and Manage Project Execution Process Control Plan	The organization develops a process control plan for the Direct and Manage Project Execution process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Direct and Manage Project Execution Process Control Plan Developed	A Direct and Manage Project Execution process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Direct and Manage Project Execution process.	Measured Critical Direct and Manage Project Execution Process Inputs	Integration Mgmt	Resource Optimization, Internal Processes
Direct and Manage Project Execution Process Control Plan Developed	A Direct and Manage Project Execution process control plan exists which is both actionable and which defines how the process will be controlled.	The organization builds a plan to ensure the competencies of their project managers in executing a project	Competency plan in place	Integration Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2460	Control Direct and Manage Project Execution Process	Direct and Manage Project Execution Process controls are established and executed to control the stability of the process.	2460.020	Implement Direct and Manage Project Execution Process Control Plan	The organization implements a system for maintaining process control for the Direct and Manage Project Execution process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Direct and Manage Project Execution Process Control Plan Implemented	The control plan for the Direct and Manage Project Execution process has been implemented.	The organization develops a process control plan for the Direct and Manage Project Execution process.	Direct and Manage Project Execution Process Control Plan Developed	Integration Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2460	Control Direct and Manage Project Execution Process	Direct and Manage Project Execution Process controls are established and executed to control the stability of the process.	2460.030	Stabilize Direct and Manage Project Execution Process Performance	The organization performs the Direct and Manage Project Execution process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Direct and Manage Project Execution Process Stability Achieved	The Direct and Manage Project Execution Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Direct and Manage Project Execution process.	Direct and Manage Project Execution Process Control Plan Implemented	Integration Mgmt	Resource Optimization, Internal Processes

Control Project Report Performance Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2530	Control Project Report Performance Process	Project Report Performance Process controls are established and executed to control the stability of the process.	2530.010	Project Report Performance Process Control Plan	The organization develops a process control plan for the Project Report Performance process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Report Performance Process Control Plan Developed	A Project Report Performance process control plan exists which is both actionable and which defines how the process will be controlled.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Communication Mgmt	Resource Optimization, Internal Processes
Project Report Performance Process Control Plan Developed	A Project Report Performance process control plan exists which is both actionable and which defines how the process will be controlled.	Impacts of the business change management program are shared with the affected organizations.	Affected organizations get feedback.	Communication Mgmt	Resource Optimization, Internal Processes
Project Report Performance Process Control Plan Developed	A Project Report Performance process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Project Report Performance process.	Measured Critical Project Report Performance Process Inputs	Communication Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2530	Control Project Report Performance Process	Project Report Performance Process controls are established and executed to control the stability of the process.	2530.020	Implement Project Report Performance Process Control Plan	The organization implements a system for maintaining process control for the Project Report Performance process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Report Performance Process Control Plan Implemented	The control plan for the Project Report Performance process has been implemented.	The organization develops a process control plan for the Project Report Performance process.	Project Report Performance Process Control Plan Developed	Communication Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2530	Control Project Report Performance Process	Project Report Performance Process controls are established and executed to control the stability of the process.	2530.030	Stabilize Project Report Performance Process Performance	The organization performs the Project Report Performance process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Report Performance Process Stability Achieved	The Project Report Performance Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Project Report Performance process.	Project Report Performance Process Control Plan Implemented	Communication Mgmt	Resource Optimization, Internal Processes

Control Project Verify Scope Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2550	Control Project Verify Scope Process	Project Verify Scope Process controls are established and executed to control the stability of the process.	2550.010	Project Verify Scope Process Control Plan	The organization develops a process control plan for the Project Verify Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Verify Scope Process Control Plan Developed	A Project Verify Scope process control plan exists which is both actionable and which defines how the process will be controlled.	The organization has policies explaining which organizational project management processes must be controlled and defining the upper and lower control limits of control for each of those processes.	Control Policies	Scope Mgmt	Internal Processes
Project Verify Scope Process Control Plan Developed	A Project Verify Scope process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Project Verify Scope process.	Measured Critical Project Verify Scope Process Inputs	Scope Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2550	Control Project Verify Scope Process	Project Verify Scope Process controls are established and executed to control the stability of the process.	2550.020	Implement Project Verify Scope Process Control Plan	The organization implements a system for maintaining process control for the Project Verify Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Verify Scope Process Control Plan Implemented	The control plan for the Project Verify Scope process has been implemented.	The organization develops a process control plan for the Project Verify Scope process.	Project Verify Scope Process Control Plan Developed	Scope Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2550	Control Project Verify Scope Process	Project Verify Scope Process controls are established and executed to control the stability of the process.	2550.030	Stabilize Project Verify Scope Process Performance	The organization performs the Project Verify Scope process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Verify Scope Process Stability Achieved	The Project Verify Scope Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Project Verify Scope process.	Project Verify Scope Process Control Plan Implemented	Scope Mgmt	Internal Processes

Control Project Control Scope Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2560	Control Project Control Scope Process	Project Control Scope Process controls are established and executed to control the stability of the process.	2560.010	Project Control Scope Process Control Plan	The organization develops a process control plan for the Project Control Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Control Scope Process Control Plan Developed	A Project Control Scope process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Project Control Scope process.	Measured Critical Project Control Scope Process Inputs	Scope Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2560	Control Project Control Scope Process	Project Control Scope Process controls are established and executed to control the stability of the process.	2560.020	Implement Project Control Scope Process Control Plan	The organization implements a system for maintaining process control for the Project Control Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Control Scope Process Control Plan Implemented	The control plan for the Project Control Scope process has been implemented.	The organization develops a process control plan for the Project Control Scope process.	Project Control Scope Process Control Plan Developed	Scope Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2560	Control Project Control Scope Process	Project Control Scope Process controls are established and executed to control the stability of the process.	2560.030	Stabilize Project Control Scope Process Performance	The organization performs the Project Control Scope process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Control Scope Process Stability Achieved	The Project Control Scope Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Project Control Scope process.	Project Control Scope Process Control Plan Implemented	Scope Mgmt	Resource Optimization, Internal Processes

Control Project Close Procurements Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2610	Control Project Close Procurements Process	Project Close Procurements Process controls are established and executed to control the stability of the process.	2610.010	Project Close Procurements Process Control Plan	The organization develops a process control plan for the Project Close Procurements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Close Procurements Process Control Plan Developed	A Project Close Procurements process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Project Close Procurements process.	Measured Critical Project Close Procurements Process Inputs	Procurement Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2610	Control Project Close Procurements Process	Project Close Procurements Process controls are established and executed to control the stability of the process.	2610.020	Implement Project Close Procurements Process Control Plan	The organization implements a system for maintaining process control for the Project Close Procurements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Close Procurements Process Control Plan Implemented	The control plan for the Project Close Procurements process has been implemented.	The organization develops a process control plan for the Project Close Procurements process.	Project Close Procurements Process Control Plan Developed	Procurement Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2610	Control Project Close Procurements Process	Project Close Procurements Process controls are established and executed to control the stability of the process.	2610.030	Stabilize Project Close Procurements Process Performance	The organization performs the Project Close Procurements process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Close Procurements Process Stability Achieved	The Project Close Procurements Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Project Close Procurements process.	Project Close Procurements Process Control Plan Implemented	Procurement Mgmt	Resource Optimization, Internal Processes

Control Close Project or Phase Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2620	Control Close Project or Phase Process	Close Project or Phase Process controls are established and executed to control the stability of the process.	2620.010	Close Project or Phase Process Control Plan	The organization develops a process control plan for the Close Project or Phase process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Close Project or Phase Process Control Plan Developed	A Close Project or Phase process control plan exists which is both actionable and which defines how the process will be controlled.	The organization measures critical inputs to the Close Project or Phase process.	Measured Critical Close Project or Phase Process Inputs	Integration Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2620	Control Close Project or Phase Process	Close Project or Phase Process controls are established and executed to control the stability of the process.	2620.020	Implement Close Project or Phase Process Control Plan	The organization implements a system for maintaining process control for the Close Project or Phase process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Close Project or Phase Process Control Plan Implemented	The control plan for the Close Project or Phase process has been implemented.	The organization develops a process control plan for the Close Project or Phase process.	Close Project or Phase Process Control Plan Developed	Integration Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2620	Control Close Project or Phase Process	Close Project or Phase Process controls are established and executed to control the stability of the process.	2620.030	Stabilize Close Project or Phase Process Performance	The organization performs the Close Project or Phase process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Close Project or Phase Process Stability Achieved	The Close Project or Phase Process operates consistently within the defined control limits and process documentation is updated.	The organization implements a system for maintaining process control for the Close Project or Phase process.	Close Project or Phase Process Control Plan Implemented	Integration Mgmt	Resource Optimization, Internal Processes

Improve Develop Project Charter Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2630	Improve Develop Project Charter Process	Develop Project Charter Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2630.010	Conduct Develop Project Charter Process Root Cause Analysis	The organization conducts root cause analysis within the Develop Project Charter process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Charter Process Root Causes Identified	The root causes of problems in the Develop Project Charter Process are documented.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Integration Mgmt	Internal Processes, Learning & Growth
Develop Project Charter Process Root Causes Identified	The root causes of problems in the Develop Project Charter Process are documented.	The organization performs the Develop Project Charter process in a stable fashion.	Develop Project Charter Process Stability Achieved	Integration Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2630	Improve Develop Project Charter Process	Develop Project Charter Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2630.020	Implement Improvements to the Develop Project Charter Process	The organization implements improvements to the Develop Project Charter process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Charter Process Improvements Implemented	The organization implements improvements to the Develop Project Charter Process .	The organization conducts root cause analysis within the Develop Project Charter process.	Develop Project Charter Process Root Causes Identified	Integration Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2630	Improve Develop Project Charter Process	Develop Project Charter Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2630.030	Sustain Develop Project Charter Process Improvement	The organization integrates Develop Project Charter process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Develop Project Charter Process Improvement	Data for the Develop Project Charter Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Develop Project Charter process.	Develop Project Charter Process Improvements Implemented	Integration Mgmt	Internal Processes, Learning & Growth

Improve Develop Project Management Plan Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2640	Improve Develop Project Management Plan Process	Develop Project Management Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2640.010	Conduct Develop Project Management Plan Process Root Cause Analysis	The organization conducts root cause analysis within the Develop Project Management Plan process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Management Plan Process Root Causes Identified	The root causes of problems in the Develop Project Management Plan Process are documented.	The organization performs the Develop Project Management Plan process in a stable fashion.	Develop Project Management Plan Process Stability Achieved	Integration Mgmt	Internal Processes, Learning & Growth
Develop Project Management Plan Process Root Causes Identified	The root causes of problems in the Develop Project Management Plan Process are documented.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Integration Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2640	Improve Develop Project Management Plan Process	Develop Project Management Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2640.020	Implement Improvements to the Develop Project Management Plan Process	The organization implements improvements to the Develop Project Management Plan process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Develop Project Management Plan Process Improvements Implemented	The organization implements improvements to the Develop Project Management Plan Process .	The organization conducts root cause analysis within the Develop Project Management Plan process.	Develop Project Management Plan Process Root Causes Identified	Integration Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2640	Improve Develop Project Management Plan Process	Develop Project Management Plan Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2640.030	Sustain Develop Project Management Plan Process Improvement	The organization integrates Develop Project Management Plan process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Develop Project Management Plan Process Improvement	Data for the Develop Project Management Plan Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Develop Project Management Plan process.	Develop Project Management Plan Process Improvements Implemented	Integration Mgmt	Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

Improve Project Collect Requirements Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2650	Improve Project Collect Requirements Process	Project Collect Requirements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2650.010	Conduct Project Collect Requirements Process Root Cause Analysis	The organization conducts root cause analysis within the Project Collect Requirements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Collect Requirements Process Root Causes Identified	The root causes of problems in the Project Collect Requirements Process are documented.	The organization performs the Project Collect Requirements process in a stable fashion.	Project Collect Requirements Process Stability Achieved	Scope Mgmt	Resource Optimization, Internal Processes, Learning & Growth
Project Collect Requirements Process Root Causes Identified	The root causes of problems in the Project Collect Requirements Process are documented.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Scope Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2650	Improve Project Collect Requirements Process	Project Collect Requirements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2650.020	Implement Improvements to the Project Collect Requirements Process	The organization implements improvements to the Project Collect Requirements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Collect Requirements Process Improvements Implemented	The organization implements improvements to the Project Collect Requirements Process .	The organization conducts root cause analysis within the Project Collect Requirements process.	Project Collect Requirements Process Root Causes Identified	Scope Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2650	Improve Project Collect Requirements Process	Project Collect Requirements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2650.030	Sustain Project Collect Requirements Process Improvement	The organization integrates Project Collect Requirements process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Collect Requirements Process Improvement	Data for the Project Collect Requirements Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Collect Requirements process.	Project Collect Requirements Process Improvements Implemented	Scope Mgmt	Resource Optimization, Internal Processes, Learning & Growth

Improve Project Define Scope Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2660	Improve Project Define Scope Process	Project Define Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2660.010	Conduct Project Define Scope Process Root Cause Analysis	The organization conducts root cause analysis within the Project Define Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Define Scope Process Root Causes Identified	The root causes of problems in the Project Define Scope Process are documented.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Scope Mgmt	Resource Optimization, Internal Processes, Learning & Growth
Project Define Scope Process Root Causes Identified	The root causes of problems in the Project Define Scope Process are documented.	The organization performs the Project Define Scope process in a stable fashion.	Project Define Scope Process Stability Achieved	Scope Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2660	Improve Project Define Scope Process	Project Define Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2660.020	Implement Improvements to the Project Define Scope Process	The organization implements improvements to the Project Define Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Define Scope Process Improvements Implemented	The organization implements improvements to the Project Define Scope Process .	The organization conducts root cause analysis within the Project Define Scope process.	Project Define Scope Process Root Causes Identified	Scope Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2660	Improve Project Define Scope Process	Project Define Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2660.030	Sustain Project Define Scope Process Improvement	The organization integrates Project Define Scope process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Define Scope Process Improvement	Data for the Project Define Scope Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Define Scope process.	Project Define Scope Process Improvements Implemented	Scope Mgmt	Resource Optimization, Internal Processes, Learning & Growth

Improve Project Sequence Activities Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2680	Improve Project Sequence Activities Process	Project Sequence Activities Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2680.010	Conduct Project Sequence Activities Process Root Cause Analysis	The organization conducts root cause analysis within the Project Sequence Activities process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Sequence Activities Process Root Causes Identified	The root causes of problems in the Project Sequence Activities Process are documented.	The organization performs the Project Sequence Activities process in a stable fashion.	Project Sequence Activities Process Stability Achieved	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2680	Improve Project Sequence Activities Process	Project Sequence Activities Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2680.020	Implement Improvements to the Project Sequence Activities Process	The organization implements improvements to the Project Sequence Activities process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Sequence Activities Process Improvements Implemented	The organization implements improvements to the Project Sequence Activities Process .	The organization defines a program management framework and its components.	Implemented Project Management Framework	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth
Project Sequence Activities Process Improvements Implemented	The organization implements improvements to the Project Sequence Activities Process .	The organization conducts root cause analysis within the Project Sequence Activities process.	Project Sequence Activities Process Root Causes Identified	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2680	Improve Project Sequence Activities Process	Project Sequence Activities Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2680.030	Sustain Project Sequence Activities Process Improvement	The organization integrates Project Sequence Activities process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Sequence Activities Process Improvement	Data for the Project Sequence Activities Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Sequence Activities process.	Project Sequence Activities Process Improvements Implemented	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth

Improve Project Estimate Activity Durations Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2690	Improve Project Estimate Activity Durations Process	Project Estimate Activity Durations Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2690.010	Conduct Project Estimate Activity Durations Process Root Cause Analysis	The organization conducts root cause analysis within the Project Estimate Activity Durations process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Activity Durations Process Root Causes Identified	The root causes of problems in the Project Estimate Activity Durations Process are documented.	The organization performs the Project Estimate Activity Durations process in a stable fashion.	Project Estimate Activity Durations Process Stability Achieved	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2690	Improve Project Estimate Activity Durations Process	Project Estimate Activity Durations Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2690.020	Implement Improvements to the Project Estimate Activity Durations Process	The organization implements improvements to the Project Estimate Activity Durations process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Activity Durations Process Improvements Implemented	The organization implements improvements to the Project Estimate Activity Durations Process .	The organization conducts root cause analysis within the Project Estimate Activity Durations process.	Project Estimate Activity Durations Process Root Causes Identified	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2690	Improve Project Estimate Activity Durations Process	Project Estimate Activity Durations Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2690.030	Sustain Project Estimate Activity Durations Process Improvement	The organization integrates Project Estimate Activity Durations process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Estimate Activity Durations Process Improvement	Data for the Project Estimate Activity Durations Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Estimate Activity Durations process.	Project Estimate Activity Durations Process Improvements Implemented	Time Mgmt	Resource Optimization, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

Improve Project Develop Schedule Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2700	Improve Project Develop Schedule Process	Project Develop Schedule Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2700.010	Conduct Project Develop Schedule Process Root Cause Analysis	The organization conducts root cause analysis within the Project Develop Schedule process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Develop Schedule Process Root Causes Identified	The root causes of problems in the Project Develop Schedule Process are documented.	The organization performs the Project Develop Schedule process in a stable fashion.	Project Develop Schedule Process Stability Achieved	Time Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2700	Improve Project Develop Schedule Process	Project Develop Schedule Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2700.020	Implement Improvements to the Project Develop Schedule Process	The organization implements improvements to the Project Develop Schedule process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Develop Schedule Process Improvements Implemented	The organization implements improvements to the Project Develop Schedule Process .	The organization conducts root cause analysis within the Project Develop Schedule process.	Project Develop Schedule Process Root Causes Identified	Time Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2700	Improve Project Develop Schedule Process	Project Develop Schedule Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2700.030	Sustain Project Develop Schedule Process Improvement	The organization integrates Project Develop Schedule process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Develop Schedule Process Improvement	Data for the Project Develop Schedule Process demonstrates sustainable improvements through widespread participation	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Time Mgmt	Internal Processes, Learning & Growth
Sustainable Project Develop Schedule Process Improvement	Data for the Project Develop Schedule Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Develop Schedule process.	Project Develop Schedule Process Improvements Implemented	Time Mgmt	Internal Processes, Learning & Growth

Improve Project Estimate Costs Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2720	Improve Project Estimate Costs Process	Project Estimate Costs Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2720.010	Conduct Project Estimate Costs Process Root Cause Analysis	The organization conducts root cause analysis within the Project Estimate Costs process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Costs Process Root Causes Identified	The root causes of problems in the Project Estimate Costs Process are documented.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Cost Mgmt	Internal Processes, Learning & Growth
Project Estimate Costs Process Root Causes Identified	The root causes of problems in the Project Estimate Costs Process are documented.	The organization performs the Project Estimate Costs process in a stable fashion.	Project Estimate Costs Process Stability Achieved	Cost Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2720	Improve Project Estimate Costs Process	Project Estimate Costs Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2720.020	Implement Improvements to the Project Estimate Costs Process	The organization implements improvements to the Project Estimate Costs process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Estimate Costs Process Improvements Implemented	The organization implements improvements to the Project Estimate Costs Process .	The organization conducts root cause analysis within the Project Estimate Costs process.	Project Estimate Costs Process Root Causes Identified	Cost Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2720	Improve Project Estimate Costs Process	Project Estimate Costs Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2720.030	Sustain Project Estimate Costs Process Improvement	The organization integrates Project Estimate Costs process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Estimate Costs Process Improvement	Data for the Project Estimate Costs Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Estimate Costs process.	Project Estimate Costs Process Improvements Implemented	Cost Mgmt	Internal Processes, Learning & Growth

Improve Project Determine Budget Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2730	Improve Project Determine Budget Process	Project Determine Budget Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2730.010	Conduct Project Determine Budget Process Root Cause Analysis	The organization conducts root cause analysis within the Project Determine Budget process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Determine Budget Process Root Causes Identified	The root causes of problems in the Project Determine Budget Process are documented.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Cost Mgmt	Financial Perspective, Internal Processes, Learning & Growth
Project Determine Budget Process Root Causes Identified	The root causes of problems in the Project Determine Budget Process are documented.	The organization performs the Project Determine Budget process in a stable fashion.	Project Determine Budget Process Stability Achieved	Cost Mgmt	Financial Perspective, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2730	Improve Project Determine Budget Process	Project Determine Budget Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2730.020	Implement Improvements to the Project Determine Budget Process	The organization implements improvements to the Project Determine Budget process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Determine Budget Process Improvements Implemented	The organization implements improvements to the Project Determine Budget Process .	The organization conducts root cause analysis within the Project Determine Budget process.	Project Determine Budget Process Root Causes Identified	Cost Mgmt	Financial Perspective, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2730	Improve Project Determine Budget Process	Project Determine Budget Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2730.030	Sustain Project Determine Budget Process Improvement	The organization integrates Project Determine Budget process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Determine Budget Process Improvement	Data for the Project Determine Budget Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Determine Budget process.	Project Determine Budget Process Improvements Implemented	Cost Mgmt	Financial Perspective, Internal Processes, Learning & Growth

Improve Project Plan Procurements Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2830	Improve Project Plan Procurements Process	Project Plan Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2830.010	Conduct Project Plan Procurements Process Root Cause Analysis	The organization conducts root cause analysis within the Project Plan Procurements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Plan Procurements Process Root Causes Identified	The root causes of problems in the Project Plan Procurements Process are documented.	The organization performs the Project Plan Procurements process in a stable fashion.	Project Plan Procurements Process Stability Achieved	Procurement Mgmt	External Relationships, Internal Processes, Learning & Growth
Project Plan Procurements Process Root Causes Identified	The root causes of problems in the Project Plan Procurements Process are documented.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Procurement Mgmt	External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2830	Improve Project Plan Procurements Process	Project Plan Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2830.020	Implement Improvements to the Project Plan Procurements Process	The organization implements improvements to the Project Plan Procurements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Plan Procurements Process Improvements Implemented	The organization implements improvements to the Project Plan Procurements Process .	The organization conducts root cause analysis within the Project Plan Procurements process.	Project Plan Procurements Process Root Causes Identified	Procurement Mgmt	External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2830	Improve Project Plan Procurements Process	Project Plan Procurements Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2830.030	Sustain Project Plan Procurements Process Improvement	The organization integrates Project Plan Procurements process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Plan Procurements Process Improvement	Data for the Project Plan Procurements Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Plan Procurements process.	Project Plan Procurements Process Improvements Implemented	Procurement Mgmt	External Relationships, Internal Processes, Learning & Growth

Improve Direct and Manage Project Execution Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2850	Improve Direct and Manage Project Execution Process	Direct and Manage Project Execution Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2850.010	Conduct Direct and Manage Project Execution Process Root Cause Analysis	The organization conducts root cause analysis within the Direct and Manage Project Execution process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Direct and Manage Project Execution Process Root Causes Identified	The root causes of problems in the Direct and Manage Project Execution Process are documented.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Integration Mgmt	Resource Optimization, Internal Processes, Learning & Growth
Direct and Manage Project Execution Process Root Causes Identified	The root causes of problems in the Direct and Manage Project Execution Process are documented.	The organization performs the Direct and Manage Project Execution process in a stable fashion.	Direct and Manage Project Execution Process Stability Achieved	Integration Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2850	Improve Direct and Manage Project Execution Process	Direct and Manage Project Execution Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2850.020	Implement Improvements to the Direct and Manage Project Execution Process	The organization implements improvements to the Direct and Manage Project Execution process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Direct and Manage Project Execution Process Improvements Implemented	The organization implements improvements to the Direct and Manage Project Execution Process .	The organization conducts root cause analysis within the Direct and Manage Project Execution process.	Direct and Manage Project Execution Process Root Causes Identified	Integration Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2850	Improve Direct and Manage Project Execution Process	Direct and Manage Project Execution Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2850.030	Sustain Direct and Manage Project Execution Process Improvement	The organization integrates Direct and Manage Project Execution process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Direct and Manage Project Execution Process Improvement	Data for the Direct and Manage Project Execution Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Direct and Manage Project Execution process.	Direct and Manage Project Execution Process Improvements Implemented	Integration Mgmt	Resource Optimization, Internal Processes, Learning & Growth

Improve Project Distribute Information Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2880	Improve Project Distribute Information Process	Project Distribute Information Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2880.010	Conduct Project Distribute Information Process Root Cause Analysis	The organization conducts root cause analysis within the Project Distribute Information process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Distribute Information Process Root Causes Identified	The root causes of problems in the Project Distribute Information Process are documented.	The organization performs the Project Distribute Information process in a stable fashion.	Project Distribute Information Process Stability Achieved	Communication Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2880	Improve Project Distribute Information Process	Project Distribute Information Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2880.020	Implement Improvements to the Project Distribute Information Process	The organization implements improvements to the Project Distribute Information process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Distribute Information Process Improvements Implemented	The organization implements improvements to the Project Distribute Information Process .	The organization conducts root cause analysis within the Project Distribute Information process.	Project Distribute Information Process Root Causes Identified	Communication Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2880	Improve Project Distribute Information Process	Project Distribute Information Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2880.030	Sustain Project Distribute Information Process Improvement	The organization integrates Project Distribute Information process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Distribute Information Process Improvement	Data for the Project Distribute Information Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Distribute Information process.	Project Distribute Information Process Improvements Implemented	Communication Mgmt	Internal Processes, Learning & Growth

Improve Project Report Performance Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2920	Improve Project Report Performance Process	Project Report Performance Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2920.010	Conduct Project Report Performance Process Root Cause Analysis	The organization conducts root cause analysis within the Project Report Performance process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Report Performance Process Root Causes Identified	The root causes of problems in the Project Report Performance Process are documented.	The organization performs the Project Report Performance process in a stable fashion.	Project Report Performance Process Stability Achieved	Communication Mgmt	Resource Optimization, Internal Processes, Learning & Growth
Project Report Performance Process Root Causes Identified	The root causes of problems in the Project Report Performance Process are documented.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Communication Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2920	Improve Project Report Performance Process	Project Report Performance Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2920.020	Implement Improvements to the Project Report Performance Process	The organization implements improvements to the Project Report Performance process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Report Performance Process Improvements Implemented	The organization implements improvements to the Project Report Performance Process .	The organization conducts root cause analysis within the Project Report Performance process.	Project Report Performance Process Root Causes Identified	Communication Mgmt	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2920	Improve Project Report Performance Process	Project Report Performance Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2920.030	Sustain Project Report Performance Process Improvement	The organization integrates Project Report Performance process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Report Performance Process Improvement	Data for the Project Report Performance Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Report Performance process.	Project Report Performance Process Improvements Implemented	Communication Mgmt	Resource Optimization, Internal Processes, Learning & Growth

Improve Project Verify Scope Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2940	Improve Project Verify Scope Process	Project Verify Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2940.010	Conduct Project Verify Scope Process Root Cause Analysis	The organization conducts root cause analysis within the Project Verify Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Verify Scope Process Root Causes Identified	The root causes of problems in the Project Verify Scope Process are documented.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Scope Mgmt	Internal Processes, Learning & Growth
Project Verify Scope Process Root Causes Identified	The root causes of problems in the Project Verify Scope Process are documented.	The organization performs the Project Verify Scope process in a stable fashion.	Project Verify Scope Process Stability Achieved	Scope Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2940	Improve Project Verify Scope Process	Project Verify Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2940.020	Implement Improvements to the Project Verify Scope Process	The organization implements improvements to the Project Verify Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Verify Scope Process Improvements Implemented	The organization implements improvements to the Project Verify Scope Process .	The organization conducts root cause analysis within the Project Verify Scope process.	Project Verify Scope Process Root Causes Identified	Scope Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2940	Improve Project Verify Scope Process	Project Verify Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2940.030	Sustain Project Verify Scope Process Improvement	The organization integrates Project Verify Scope process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Verify Scope Process Improvement	Data for the Project Verify Scope Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Verify Scope process.	Project Verify Scope Process Improvements Implemented	Scope Mgmt	Internal Processes, Learning & Growth

Improve Project Control Scope Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2950	Improve Project Control Scope Process	Project Control Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2950.010	Conduct Project Control Scope Process Root Cause Analysis	The organization conducts root cause analysis within the Project Control Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Control Scope Process Root Causes Identified	The root causes of problems in the Project Control Scope Process are documented.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Scope Mgmt	Internal Processes, Learning & Growth
Project Control Scope Process Root Causes Identified	The root causes of problems in the Project Control Scope Process are documented.	The organization performs the Project Control Scope process in a stable fashion.	Project Control Scope Process Stability Achieved	Scope Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2950	Improve Project Control Scope Process	Project Control Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2950.020	Implement Improvements to the Project Control Scope Process	The organization implements improvements to the Project Control Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Control Scope Process Improvements Implemented	The organization implements improvements to the Project Control Scope Process .	The organization conducts root cause analysis within the Project Control Scope process.	Project Control Scope Process Root Causes Identified	Scope Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2950	Improve Project Control Scope Process	Project Control Scope Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2950.030	Sustain Project Control Scope Process Improvement	The organization integrates Project Control Scope process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Project Control Scope Process Improvement	Data for the Project Control Scope Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Control Scope process.	Project Control Scope Process Improvements Implemented	Scope Mgmt	Internal Processes, Learning & Growth

Improve Close Project or Phase Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
3010	Improve Close Project or Phase Process	Close Project or Phase Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	3010.010	Conduct Close Project or Phase Process Root Cause Analysis	The organization conducts root cause analysis within the Close Project or Phase process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Close Project or Phase Process Root Causes Identified	The root causes of problems in the Close Project or Phase Process are documented.	The organization performs the Close Project or Phase process in a stable fashion.	Close Project or Phase Process Stability Achieved	Integration Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
3010	Improve Close Project or Phase Process	Close Project or Phase Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	3010.020	Implement Improvements to the Close Project or Phase Process	The organization implements improvements to the Close Project or Phase process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Close Project or Phase Process Improvements Implemented	The organization implements improvements to the Close Project or Phase Process .	The organization conducts root cause analysis within the Close Project or Phase process.	Close Project or Phase Process Root Causes Identified	Integration Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
3010	Improve Close Project or Phase Process	Close Project or Phase Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	3010.030	Sustain Close Project or Phase Process Improvement	The organization integrates Close Project or Phase process improvements with systems that provide adequate proof and confirm sustainability.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Sustainable Close Project or Phase Process Improvement	Data for the Close Project or Phase Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Close Project or Phase process.	Close Project or Phase Process Improvements Implemented	Integration Mgmt	Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

Capture and Share Lessons Learned

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
3030	Capture and Share Lessons Learned	The organization collects and shares lessons learned from projects, programs, and portfolios.	3030.010	Capture and Share Project Lessons Learned	The organization captures and shares lessons learned from projects.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Learning Process	The organization has a documented process for capturing and sharing lessons learned from project management.	The organization selects Project Management techniques.	Project Management Techniques Selected	Integration Mgmt	Internal Processes
Project Learning Process	The organization has a documented process for capturing and sharing lessons learned from project management.	The Close Project or Phase process is consistently implemented and practiced across the organization.	Consistently implemented Close Project or Phase Process	Integration Mgmt	Internal Processes
Project Learning Process	The organization has a documented process for capturing and sharing lessons learned from project management.	The organization develops and analyzes requirements for a mechanism for the storage, retrieval, dissemination, and reporting of organization project management information	Requirements identified	Integration Mgmt	Internal Processes
Project Learning Process	The organization has a documented process for capturing and sharing lessons learned from project management.	The organization enables Close Project or Phase process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Integration Mgmt	Internal Processes
Project Learning Process	The organization has a documented process for capturing and sharing lessons learned from project management.	The organization communicates the availability of a Project Plan Communications process to all necessary stakeholders.	Communicated Project Plan Communications Process	Integration Mgmt	Internal Processes
Project Learning Process	The organization has a documented process for capturing and sharing lessons learned from project management.	The organization communicates the availability of a Close Project or Phase process to all necessary stakeholders.	Communicated Close Project or Phase Process	Integration Mgmt	Internal Processes
Project Learning Process	The organization has a documented process for capturing and sharing lessons learned from project management.	The organization assembles, develops, purchases, or otherwise acquires a Close Project or Phase process.	Documented Close Project or Phase Process	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
3030	Capture and Share Lessons Learned	The organization collects and shares lessons learned from projects, programs, and portfolios.	3030.020	Capture and Share OPM Lessons Learned	The organization captures and shares lessons learned from across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
OPM Learning Process	The organization has a documented process for capturing and sharing lessons learned from project management.	-	-	Integration Mgmt	Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
3030	Capture and Share Lessons Learned	The organization collects and shares lessons learned from projects, programs, and portfolios.	3030.030	Capture and Share Lessons Learned Across Business Units	The organization captures and shares lessons learned across business units.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Record Results of the Learning Process	The organization records the results of using the learning process across projects, programs, and portfolios.	The Close Project or Phase process is consistently implemented and practiced across the organization.	Consistently implemented Close Project or Phase Process	Integration Mgmt	Internal Processes
Record Results of the Learning Process	The organization records the results of using the learning process across projects, programs, and portfolios.	The organization selects Project Management techniques.	Project Management Techniques Selected	Integration Mgmt	Internal Processes
Record Results of the Learning Process	The organization records the results of using the learning process across projects, programs, and portfolios.	The organization enables Close Project or Phase process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Integration Mgmt	Internal Processes
Record Results of the Learning Process	The organization records the results of using the learning process across projects, programs, and portfolios.	The organization assembles, develops, purchases, or otherwise acquires a Close Project or Phase process.	Documented Close Project or Phase Process	Integration Mgmt	Internal Processes

Standardize Portfolio Identify Components Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4785	Standardize Portfolio Identify Components Process	Portfolio Identify Components Process standards are established.	4785.010	Establish Process Management Governing Body	The organization enables Portfolio Identify Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4785	Standardize Portfolio Identify Components Process	Portfolio Identify Components Process standards are established.	4785.020	Develop Portfolio Identify Components Process	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Identify Components process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Portfolio Identify Components Process	A Portfolio Identify Components process is documented.	The organization enables Portfolio Identify Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4785	Standardize Portfolio Identify Components Process	Portfolio Identify Components Process standards are established.	4785.030	Communicate Portfolio Identify Components Process	The organization communicates the availability of a Portfolio Identify Components process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Portfolio Identify Components Process	The availability of a Portfolio Identify Components process is communicated to all necessary stakeholders	-	-	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4785	Standardize Portfolio Identify Components Process	Portfolio Identify Components Process standards are established.	4785.040	Adopt the Portfolio Identify Components Process	The Portfolio Identify Components process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Portfolio Identify Components Process	Work methods for the Portfolio Identify Components process are implemented consistently, producing a list of components, key descriptions for each component and a list of rejected components.	-	-	Governance	Internal Processes

Standardize Portfolio Categorize Components Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4825	Standardize Portfolio Categorize Components Process	Portfolio Categorize Components Process standards are established.	4825.010	Establish Process Management Governing Body	The organization enables Portfolio Categorize Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4825	Standardize Portfolio Categorize Components Process	Portfolio Categorize Components Process standards are established.	4825.020	Develop Portfolio Categorize Components Process	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Categorize Components process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Portfolio Categorize Components Process	A Portfolio Categorize Components process is documented.	The organization enables Portfolio Categorize Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4825	Standardize Portfolio Categorize Components Process	Portfolio Categorize Components Process standards are established.	4825.025	Communicate Portfolio Categorize Components Process	The organization communicates the availability of a Portfolio Categorize Components process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Portfolio Categorize Components Process	The availability of a Portfolio Categorize Components process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Categorize Components process.	Documented Portfolio Categorize Components Process	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4825	Standardize Portfolio Categorize Components Process	Portfolio Categorize Components Process standards are established.	4825.030	Adopt the Portfolio Categorize Components Process	The Portfolio Categorize Components process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Portfolio Categorize Components Process	Work methods for the Portfolio Categorize Components process are implemented consistently, producing a list of categorized components.	The organization communicates the availability of a Portfolio Categorize Components process to all necessary stakeholders.	Communicated Portfolio Categorize Components Process	Governance	Internal Processes

OPM3® ProductSuite Improvement Plan

Standardize Portfolio Evaluate Components Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4865	Standardize Portfolio Evaluate Components Process	Portfolio Evaluate Components Process standards are established.	4865.010	Establish Process Management Governing Body	The organization enables Portfolio Evaluate Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4865	Standardize Portfolio Evaluate Components Process	Portfolio Evaluate Components Process standards are established.	4865.020	Develop Portfolio Evaluate Components Process	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Evaluate Components process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Portfolio Evaluate Components Process	A Portfolio Evaluate Components process is documented.	The organization enables Portfolio Evaluate Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4865	Standardize Portfolio Evaluate Components Process	Portfolio Evaluate Components Process standards are established.	4865.025	Communicate Portfolio Evaluate Components Process	The organization communicates the availability of a Portfolio Evaluate Components process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Portfolio Evaluate Components Process	The availability of a Portfolio Evaluate Components process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Evaluate Components process.	Documented Portfolio Evaluate Components Process	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4865	Standardize Portfolio Evaluate Components Process	Portfolio Evaluate Components Process standards are established.	4865.030	Adopt the Portfolio Evaluate Components Process	The Portfolio Evaluate Components process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Portfolio Evaluate Components Process	Work methods for the Portfolio Evaluate Components process are implemented consistently, producing a list of evaluated components, a value score for each component, graphical representations and evaluation process recommendations.	The organization communicates the availability of a Portfolio Evaluate Components process to all necessary stakeholders.	Communicated Portfolio Evaluate Components Process	Governance	Internal Processes

OPM3® ProductSuite Improvement Plan

Standardize Portfolio Select Components Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4905	Standardize Portfolio Select Components Process	Portfolio Select Components Process standards are established.	4905.010	Establish Process Management Governing Body	The organization enables Portfolio Select Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4905	Standardize Portfolio Select Components Process	Portfolio Select Components Process standards are established.	4905.020	Develop Portfolio Select Components Process	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Select Components process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Portfolio Select Components Process	A Portfolio Select Components process is documented.	The organization enables Portfolio Select Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4905	Standardize Portfolio Select Components Process	Portfolio Select Components Process standards are established.	4905.025	Communicate Portfolio Select Components Process	The organization communicates the availability of a Portfolio Select Components process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Portfolio Select Components Process	The availability of a Portfolio Select Components process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Select Components process.	Documented Portfolio Select Components Process	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4905	Standardize Portfolio Select Components Process	Portfolio Select Components Process standards are established.	4905.030	Adopt the Portfolio Select Components Process	The Portfolio Select Components process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Portfolio Select Components Process	Work methods for the Portfolio Select Components process are implemented consistently, producing a list of categorized, evaluated, selected and rejected components and selection process recommendations.	The organization communicates the availability of a Portfolio Select Components process to all necessary stakeholders.	Communicated Portfolio Select Components Process	Governance	Internal Processes

OPM3® ProductSuite Improvement Plan

Standardize Portfolio Prioritize Components Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4945	Standardize Portfolio Prioritize Components Process	Portfolio Prioritize Components Process standards are established.	4945.010	Establish Process Management Governing Body	The organization enables Portfolio Prioritize Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4945	Standardize Portfolio Prioritize Components Process	Portfolio Prioritize Components Process standards are established.	4945.020	Develop Portfolio Prioritize Components Process	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Prioritize Components process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Portfolio Prioritize Components Process	A Portfolio Prioritize Components process is documented.	The organization enables Portfolio Prioritize Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4945	Standardize Portfolio Prioritize Components Process	Portfolio Prioritize Components Process standards are established.	4945.025	Communicate Portfolio Prioritize Components Process	The organization communicates the availability of a Portfolio Prioritize Components process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Portfolio Prioritize Components Process	The availability of a Portfolio Prioritize Components process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Prioritize Components process.	Documented Portfolio Prioritize Components Process	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4945	Standardize Portfolio Prioritize Components Process	Portfolio Prioritize Components Process standards are established.	4945.030	Adopt the Portfolio Prioritize Components Process	The Portfolio Prioritize Components process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Portfolio Prioritize Components Process	Work methods for the Portfolio Prioritize Components process are implemented consistently, producing a list of prioritized components within each strategic category and supporting documents to prioritized component list.	The organization communicates the availability of a Portfolio Prioritize Components process to all necessary stakeholders.	Communicated Portfolio Prioritize Components Process	Governance	Internal Processes

Standardize Balance Portfolio Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4985	Standardize Balance Portfolio Process	Balance Portfolio Process standards are established.	4985.010	Establish Process Management Governing Body	The organization enables Balance Portfolio process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4985	Standardize Balance Portfolio Process	Balance Portfolio Process standards are established.	4985.020	Develop Balance Portfolio Process	The organization assembles, develops, purchases, or otherwise acquires a Balance Portfolio process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Balance Portfolio Process	A Balance Portfolio process is documented.	The organization enables Balance Portfolio process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4985	Standardize Balance Portfolio Process	Balance Portfolio Process standards are established.	4985.025	Communicate Balance Portfolio Process	The organization communicates the availability of a Balance Portfolio process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Balance Portfolio Process	The availability of a Balance Portfolio process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Balance Portfolio process.	Documented Balance Portfolio Process	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
4985	Standardize Balance Portfolio Process	Balance Portfolio Process standards are established.	4985.030	Adopt the Balance Portfolio Process	The Balance Portfolio process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Balance Portfolio Process	Work methods for the Balance Portfolio process are implemented consistently, producing a list of prioritized components within each strategic category and supporting documents to prioritized component list.	The organization communicates the availability of a Balance Portfolio process to all necessary stakeholders.	Communicated Balance Portfolio Process	Governance	Internal Processes

Standardize Portfolio Authorize Components Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5025	Standardize Portfolio Authorize Components Process	Portfolio Authorize Components Process standards are established.	5025.010	Establish Process Management Governing Body	The organization enables Portfolio Authorize Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5025	Standardize Portfolio Authorize Components Process	Portfolio Authorize Components Process standards are established.	5025.020	Develop Portfolio Authorize Components Process	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Authorize Components process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Portfolio Authorize Components Process	A Portfolio Authorize Components process is documented.	The organization enables Portfolio Authorize Components process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5025	Standardize Portfolio Authorize Components Process	Portfolio Authorize Components Process standards are established.	5025.025	Communicate Portfolio Authorize Components Process	The organization communicates the availability of a Portfolio Authorize Components process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Portfolio Authorize Components Process	The availability of a Portfolio Authorize Components process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Authorize Components process.	Documented Portfolio Authorize Components Process	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5025	Standardize Portfolio Authorize Components Process	Portfolio Authorize Components Process standards are established.	5025.030	Adopt the Portfolio Authorize Components Process	The Portfolio Authorize Components process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Portfolio Authorize Components Process	Work methods for the Portfolio Authorize Components process are implemented consistently, producing additions to the active component inventory, component expectation updates, approved component funding and exceptions, approved component resource allocations and exceptions, excluded components and portfolio milestones.	The organization communicates the availability of a Portfolio Authorize Components process to all necessary stakeholders.	Communicated Portfolio Authorize Components Process	Governance	Internal Processes

Standardize Portfolio Monitor Business Strategy Changes Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5080	Standardize Portfolio Monitor Business Strategy Changes Process	Portfolio Monitor Business Strategy Changes Process standards are established.	5080.010	Establish Process Management Governing Body	The organization enables Portfolio Monitor Business Strategy Changes process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	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.	-	-	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5080	Standardize Portfolio Monitor Business Strategy Changes Process	Portfolio Monitor Business Strategy Changes Process standards are established.	5080.020	Develop Portfolio Monitor Business Strategy Changes Process	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Monitor Business Strategy Changes process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Portfolio Monitor Business Strategy Changes Process	A Portfolio Monitor Business Strategy Changes process is documented.	Organization executives are involved in shaping the business change management program.	Executive involvement.	Governance	Resource Optimization, Internal Processes
Documented Portfolio Monitor Business Strategy Changes Process	A Portfolio Monitor Business Strategy Changes process is documented.	The organization enables Portfolio Monitor Business Strategy Changes process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5080	Standardize Portfolio Monitor Business Strategy Changes Process	Portfolio Monitor Business Strategy Changes Process standards are established.	5080.025	Communicate Portfolio Monitor Business Strategy Changes Process	The organization communicates the availability of a Portfolio Monitor Business Strategy Changes process to all necessary stakeholders.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Communicated Portfolio Monitor Business Strategy Changes Process	The availability of a Portfolio Monitor Business Strategy Changes process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Portfolio Monitor Business Strategy Changes process.	Documented Portfolio Monitor Business Strategy Changes Process	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5080	Standardize Portfolio Monitor Business Strategy Changes Process	Portfolio Monitor Business Strategy Changes Process standards are established.	5080.030	Adopt the Portfolio Monitor Business Strategy Changes Process	The Portfolio Monitor Business Strategy Changes process is consistently implemented and practiced across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Consistently implemented Portfolio Monitor Business Strategy Changes Process	Work methods for the Portfolio Monitor Business Strategy Changes process are implemented consistently, producing new criteria.	The organization communicates the availability of a Portfolio Monitor Business Strategy Changes process to all necessary stakeholders.	Communicated Portfolio Monitor Business Strategy Changes Process	Governance	Resource Optimization, Internal Processes

OPM3® ProductSuite Improvement Plan

Educate Executives

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5180	Educate Executives	The organization educates its executives on the benefits of organizational project management.	5180.020	Educate Executives on Organizational Project Management	Executives possess a common understanding of organizational project management and can express it.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Executive Knowledge	Executives are knowledgeable about organizational project management and its impacts to the organization.	-	-	Governance	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5180	Educate Executives	The organization educates its executives on the benefits of organizational project management.	5180.030	Make Informed Organizational Project Management Decisions	Executives determine how organizational project management will work best for their organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Decisions Based on Organizational Project Management	Executives make informed decisions on organizational project management based on knowledge of organizational project management.	-	-	Governance	Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

Facilitate Project Manager Development

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5190	Facilitate Project Manager Development	The organization ensures Project Manager development.	5190.020	Establish Training Program	The organization defines a process to facilitate development of project management competencies.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Training Program	Process exists to facilitate competency development.	The organization assembles, develops, purchases, or otherwise acquires a Develop Project Team process.	Documented Develop Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth
Training Program	Process exists to facilitate competency development.	The organization assembles, develops, purchases, or otherwise acquires a Project Estimate Costs process.	Documented Project Estimate Costs Process	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5190	Facilitate Project Manager Development	The organization ensures Project Manager development.	5190.030	Execute Individual Development Plans	The organization utilizes a process to facilitate development of project management competencies.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Training and Motivational Process	Process is utilized to facilitate competency development.	The organization conducts root cause analysis within the Develop Project Team process.	Develop Project Team Process Root Causes Identified	Resources	Resource Optimization, Internal Processes, Learning & Growth
Training and Motivational Process	Process is utilized to facilitate competency development.	The organization performs the Project Develop Human Resource Plan process in a stable fashion.	Project Develop Human Resource Plan Process Stability Achieved	Resources	Resource Optimization, Internal Processes, Learning & Growth
Training and Motivational Process	Process is utilized to facilitate competency development.	The organization performs the Manage Project Team process in a stable fashion.	Manage Project Team Process Stability Achieved	Resources	Resource Optimization, Internal Processes, Learning & Growth
Training and Motivational Process	Process is utilized to facilitate competency development.	The organization measures critical inputs to the Develop Project Team process.	Measured Critical Develop Project Team Process Inputs	Resources	Resource Optimization, Internal Processes, Learning & Growth
Training and Motivational Process	Process is utilized to facilitate competency development.	The organization measures critical inputs to the Project Develop Human Resource Plan process.	Measured Critical Project Develop Human Resource Plan Process Inputs	Resources	Resource Optimization, Internal Processes, Learning & Growth
Training and Motivational Process	Process is utilized to facilitate competency development.	The Develop Project Team process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5190	Facilitate Project Manager Development	The organization ensures Project Manager development.	5190.040	Maintain Competency Inventory	The organization verifies and improves the process to facilitate development of project management competencies.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Competency Record Process	Process is verified and improved to facilitate competency development.	The Develop Project Team process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth
Competency Record Process	Process is verified and improved to facilitate competency development.	The organization performs the Project Develop Human Resource Plan process in a stable fashion.	Project Develop Human Resource Plan Process Stability Achieved	Resources	Resource Optimization, Internal Processes, Learning & Growth
Competency Record Process	Process is verified and improved to facilitate competency development.	The organization measures critical inputs to the Develop Project Team process.	Measured Critical Develop Project Team Process Inputs	Resources	Resource Optimization, Internal Processes, Learning & Growth
Competency Record Process	Process is verified and improved to facilitate competency development.	The organization measures critical inputs to the Project Develop Human Resource Plan process.	Measured Critical Project Develop Human Resource Plan Process Inputs	Resources	Resource Optimization, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

Provide Project Management Training

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5200	Provide Project Management Training	The organization provides project management training appropriate for all roles within the project hierarchy.	5200.020	Develop Training Policies and Procedures	The organization has policies and procedures to ensure every project role has adequate training.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Training Policies and Procedures	The organization has policies and procedures that describe training requirements for every project role.	The organization assembles, develops, purchases, or otherwise acquires a Develop Project Team process.	Documented Develop Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5200	Provide Project Management Training	The organization provides project management training appropriate for all roles within the project hierarchy.	5200.030	Implement Training Policies and Procedures.	The organization ensures individual training plans incorporate project management policies and procedures on training.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Development Plans for Project Management Training.	Individual development plans are updated to comply with policies and procedures for project management training.	The Develop Project Team process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5200	Provide Project Management Training	The organization provides project management training appropriate for all roles within the project hierarchy.	5200.040	Organizational environment fosters learning	The organization monitors project management training and develops improvement programs.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Updates to Policies and Procedures.	Training policies and procedures are updated on an ongoing basis.	The organization integrates Develop Project Team process improvements with systems that provide adequate proof and confirm sustainability.	Sustainable Develop Project Team Process Improvement	Resources	Resource Optimization, Internal Processes, Learning & Growth
Updates to Policies and Procedures.	Training policies and procedures are updated on an ongoing basis.	The organization implements a system for maintaining process control for the Develop Project Team process.	Develop Project Team Process Control Plan Implemented	Resources	Resource Optimization, Internal Processes, Learning & Growth

OPM3® Product Suite Improvement Plan

Provide Continuous Training

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5210	Provide Continuous Training	The organization provides continuous training in the use of tools, methodology, and deployment of knowledge.	5210.020	Define Training Components	The organization identifies defines and agrees on the training events and their sequence within a progression.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Define Training Curricula	The organization has well defined curricula that are aligned with the career paths for project related roles.	The Develop Project Team process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5210	Provide Continuous Training	The organization provides continuous training in the use of tools, methodology, and deployment of knowledge.	5210.030	Define Continuous Training Program	The organization defines procedures for continuous training requirements.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Formal Continuous Training Policy	The organization provides wide-spread formal project program and portfolio continuous training.	The Develop Project Team process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5210	Provide Continuous Training	The organization provides continuous training in the use of tools, methodology, and deployment of knowledge.	5210.040	Provide Continuous Training Program	The organization schedules coordinates and delivers the on-going project management training.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Management Training Program	The organization aligns project management training across the organization.	The Develop Project Team process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5210	Provide Continuous Training	The organization provides continuous training in the use of tools, methodology, and deployment of knowledge.	5210.050	Improve Continuous Training Program	The organization continuously improves its training policies and procedures.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Improved Continuous Training Program	The organization has updated policy and procedures.	The organization integrates Develop Project Team process improvements with systems that provide adequate proof and confirm sustainability.	Sustainable Develop Project Team Process Improvement	Resources	Resource Optimization, Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

Integrate Project Management Methodology with Organizational Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5270	Integrate Project Management Methodology with Organizational Processes	The organization integrates the project management methodology with strategic, operational, and tactical processes.	5270.010	Review Organization's Processes	The organization reviews all its processes to determine which ones can incorporate the project management methodology.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Reviewed processes for incorporation	Non-project management Processes reviewed for incorporation within the project management methodology.	The organization integrates Develop Project Management Plan process improvements with systems that provide adequate proof and confirm sustainability.	Sustainable Develop Project Management Plan Process Improvement	Integration Mgmt	Internal Processes
Reviewed processes for incorporation	Non-project management Processes reviewed for incorporation within the project management methodology.	The organization performs the Develop Project Management Plan process in a stable fashion.	Develop Project Management Plan Process Stability Achieved	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5270	Integrate Project Management Methodology with Organizational Processes	The organization integrates the project management methodology with strategic, operational, and tactical processes.	5270.020	Integrate Organization Processes	The organization integrates its project management methodology into all appropriate processes.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented processes in methodology.	Non-project management processes are integrated within the project management methodology.	The organization requires all projects to use standard project management.	Project Management Usage	Integration Mgmt	Internal Processes

Establish Common Project Management Framework

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5280	Establish Common Project Management Framework	The organization uses a project management framework for all phases of a project.	5280.010	Define Project Management Framework	The organization defines a project management framework and its components.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Management Framework	The organization has a project management framework for managing projects.	The organization integrates its project management methodology into all appropriate processes.	Documented processes in methodology.	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization develops organizational project management policies.	Organizational Project Management Policies	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization reviews all its processes to determine which ones can incorporate the project management methodology.	Reviewed processes for incorporation	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization creates a custom project management methodology to meet their organization's requirements. The methods are drawn from generally accepted project management methods.	Custom Project Management Methodology	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization regularly reviews and updates their methodology to meet the needs of the organization.	Project Management Methodology Updates	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	Functional management solves operational problems using project management.	Operations Projects	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization requires all projects to use standard project management.	Project Management Usage	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The sponsor influences a network of decision makers to support the organizational project management processes.	Organizational Participation	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization defines its quality policy.	Documented Quality Policy	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization tailors a project management methodology.	Tailored Project Management Methodology	Governance	Internal Processes

OPM3® Product Suite Improvement Plan

Project Management Framework	The organization has a project management framework for managing projects.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization appoints a sponsor for every project.	Executive Project Sponsor	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization has policies explaining which organizational project management processes must be controlled and defining the upper and lower control limits of control for each of those processes.	Control Policies	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization recognizes there may be exceptions to process standards	Processes Based on Individual Preference	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization permits the Project Management techniques to be tailored to meet the needs of the projects.	Projects Using Tailored Techniques	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization identifies program managers for all programs.	Program Managers Assigned	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization selects Project Management techniques.	Project Management Techniques Selected	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization agrees the extent to which processes may deviate from the standard.	Documented Process Deviations	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization optimizes the flexible application of project management processes to all individual projects.	Improved Flexible Application Processes.	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization puts a PMIS in place.	PMIS is operational	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organizational PMIS is continuously update and revised in support of the organizations needs.	The PMIS is updated and improved	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization defines what a PMIS needs to be.	PMIS definition.	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization is aware of the importance of a business change management program.	Business change management program vision statement	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The Organization analyzes the structure to support its organizational project management objectives.	Organization structure analysis complete.	Governance	Internal Processes

OPM3® ProductSuite Improvement Plan

Project Management Framework	The organization has a project management framework for managing projects.	OPM Methodology Introduction and Training for stakeholders	PM training	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization manages appropriate work in a project-like manner. Project management standards are established.	Tailored Processes for Projects	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	Project managers are aware of project maturity models.	Understand Maturity Models	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	Develop an implementation plan to build an organizational project management structure to support the organizational project management objectives.	Organizational Project Management Implementation plan development	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	Organization determines the appropriate strategic and tactical project support office functions and domains.	Organizational Project Management Support Office Structure	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organization develops and analyzes requirements for a mechanism for the storage, retrieval, dissemination, and reporting of organization project management information	Requirements identified	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	Analyze and continuously improve the organizational project management structure to achieve business objectives.	Continuous improvement of organizational structure	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	Implement the plan to build an organizational project management structure to support the organizational project management objectives.	Organizational Project Management Implementation plan execution	Governance	Internal Processes
Project Management Framework	The organization has a project management framework for managing projects.	The organizational project management structure is adopted across the entire organization.	Validation of organizational structure adoption	Governance	Internal Processes

OPM3® Product Suite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5280	Establish Common Project Management Framework	The organization uses a project management framework for all phases of a project.	5280.020	Implement Project Management Framework	The organization defines a program management framework and its components.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization puts a PMIS in place.	PMIS is operational	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organizational PMIS is continuously update and revised in support of the organizations needs.	The PMIS is updated and improved	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization defines what a PMIS needs to be.	PMIS definition.	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	Implement the plan to build an organizational project management structure to support the organizational project management objectives.	Organizational Project Management Implementation plan execution	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization develops and analyzes requirements for a mechanism for the storage, retrieval, dissemination, and reporting of organization project management information	Requirements identified	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	Develop an implementation plan to build an organizational project management structure to support the organizational project management objectives.	Organizational Project Management Implementation plan development	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization regularly reviews and updates their methodology to meet the needs of the organization.	Project Management Methodology Updates	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization integrates its project management methodology into all appropriate processes.	Documented processes in methodology.	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization creates a custom project management methodology to meet their organization's requirements. The methods are drawn from generally accepted project management methods.	Custom Project Management Methodology	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization implements a common project language.	The organization develops documents and deploys project language standards.	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization tailors a project management methodology.	Tailored Project Management Methodology	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization documents the structure that supports its organizational project management objectives.	Organization structure documentation complete.	Governance	Internal Processes

OPM3® ProductSuite Improvement Plan

Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization determines the appropriate accountability structure for the organizational project management structure.	Organization accountability determinations complete.	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The Organization analyzes the structure to support its organizational project management objectives.	Organization structure analysis complete.	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization manages appropriate work in a project-like manner. Project management standards are established.	Tailored Processes for Projects	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	OPM Methodology Introduction and Training for stakeholders	PM training	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization has policies explaining which organizational project management processes must be controlled and defining the upper and lower control limits of control for each of those processes.	Control Policies	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization recognizes there may be exceptions to process standards	Processes Based on Individual Preference	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization permits the Project Management techniques to be tailored to meet the needs of the projects.	Projects Using Tailored Techniques	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization is aware of the need for a common language to describe projects.	The organization implements a plan to develop project language standards.	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization selects Project Management techniques.	Project Management Techniques Selected	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization agrees the extent to which processes may deviate from the standard.	Documented Process Deviations	Governance	Internal Processes
Implemented Project Management Framework	The organization has a program management framework for managing programs.	The organization optimizes the flexible application of project management processes to all individual projects.	Improved Flexible Application Processes.	Governance	Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5280	Establish Common Project Management Framework	The organization uses a project management framework for all phases of a project.	5280.030	Integrate Project Management Framework	The organization defines a portfolio management framework and its components.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization optimizes the flexible application of project management processes to all individual projects.	Improved Flexible Application Processes.	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization is aware of the need for a common language to describe projects.	The organization implements a plan to develop project language standards.	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization has policies explaining which organizational project management processes must be controlled and defining the upper and lower control limits of control for each of those processes.	Control Policies	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization regularly reviews and updates their methodology to meet the needs of the organization.	Project Management Methodology Updates	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization integrates its project management methodology into all appropriate processes.	Documented processes in methodology.	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization creates a custom project management methodology to meet their organization's requirements. The methods are drawn from generally accepted project management methods.	Custom Project Management Methodology	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization implements a common project language.	The organization develops documents and deploys project language standards.	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization tailors a project management methodology.	Tailored Project Management Methodology	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	Implement the plan to build an organizational project management structure to support the organizational project management objectives.	Organizational Project Management Implementation plan execution	Governance	Internal Processes

OPM3® ProductSuite Improvement Plan

Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	Develop an implementation plan to build an organizational project management structure to support the organizational project management objectives.	Organizational Project Management Implementation plan development	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	The organization manages appropriate work in a project-like manner. Project management standards are established.	Tailored Processes for Projects	Governance	Internal Processes
Integrated Project Management Framework	The organization has a portfolio management framework for managing portfolios.	OPM Methodology Introduction and Training for stakeholders	PM training	Governance	Internal Processes

OPM3® Product Suite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5280	Establish Common Project Management Framework	The organization uses a project management framework for all phases of a project.	5280.040	Improve the Project Management Framework	The organization implements a project management framework.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization permits the Project Management techniques to be tailored to meet the needs of the projects.	Projects Using Tailored Techniques	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization is aware of the need for a common language to describe projects.	The organization implements a plan to develop project language standards.	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization selects Project Management techniques.	Project Management Techniques Selected	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization has policies explaining which organizational project management processes must be controlled and defining the upper and lower control limits of control for each of those processes.	Control Policies	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization integrates its project management methodology into all appropriate processes.	Documented processes in methodology.	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	Develop an implementation plan to build an organizational project management structure to support the organizational project management objectives.	Organizational Project Management Implementation plan development	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	Implement the plan to build an organizational project management structure to support the organizational project management objectives.	Organizational Project Management Implementation plan execution	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	OPM Methodology Introduction and Training for stakeholders	PM training	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization manages appropriate work in a project-like manner. Project management standards are established.	Tailored Processes for Projects	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Governance	Internal Processes
Projects improved Using Defined Framework	The organization manages its projects using a defined project management framework.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

Establish Organizational Project Management Policies

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5290	Establish Organizational Project Management Policies	The organization establishes policies for organizational project management.	5290.020	Develop Organizational Project Management Policies	The organization develops organizational project management polices.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organizational Project Management Policies	The organization has organizational project management policies.	The organization implements improvements to the Develop Project Charter process.	Develop Project Charter Process Improvements Implemented	Resources	-
Organizational Project Management Policies	The organization has organizational project management policies.	The organization selects Project Management techniques.	Project Management Techniques Selected	Resources	-
Organizational Project Management Policies	The organization has organizational project management policies.	The organization assesses project maturity models.	Results of Assessment	Resources	-
Organizational Project Management Policies	The organization has organizational project management policies.	Senior management commits financial and human resources to implement project management.	Project Management Implementation	Resources	-

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5290	Establish Organizational Project Management Policies	The organization establishes policies for organizational project management.	5290.025	Communicate Organizational Project Management Policies	The organization communicates its organizational project management policies

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Policy Awareness	The organization provides organizational project management policy awareness training to stakeholders.	-	-	-	-

OPM3® Product Suite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5290	Establish Organizational Project Management Policies	The organization establishes policies for organizational project management.	5290.030	Follow Organizational Project Management Policies	The organization follows the organizational project management policies and manages compliance.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Compliance Reviews	The organization tracks compliance to organizational project management policies and takes action to enforce compliance.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	-

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5290	Establish Organizational Project Management Policies	The organization establishes policies for organizational project management.	5290.040	Measure Organizational Project Management Policies	The organization measures the effectiveness of the organizational project management policies.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Policy Effectiveness Measures	The organization has data showing the effectiveness of its organizational project management policies.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Governance	-

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5290	Establish Organizational Project Management Policies	The organization establishes policies for organizational project management.	5290.050	Maintain Organizational Project Management Policies	The organization maintains its organizational project management policies.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Maintained Organizational Project Management Policy	The organization maintains and updates organizational project management policies.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Governance	-

OPM3® ProductSuite Improvement Plan

Establish Executive Support

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5340	Establish Executive Support	The executives strongly support the project management process.	5340.030	Institutionalize Project Management	The sponsor influences a network of decision makers to support the organizational project management processes.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organizational Participation	The organization understands and actively supports the organizational project management processes.	OPM Methodology Introduction and Training for stakeholders	PM training	Governance	Internal Processes
Organizational Participation	The organization understands and actively supports the organizational project management processes.	Executives determine how organizational project management will work best for their organization.	Decisions Based on Organizational Project Management	Governance	Internal Processes
Organizational Participation	The organization understands and actively supports the organizational project management processes.	The organization recognizes the role of project management in achieving its goals.	Project Management Values Determined	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5340	Establish Executive Support	The executives strongly support the project management process.	5340.040	Influence Business Drivers Beyond the Organization	Executive support of the organizational project management processes extends beyond the organization's boundaries.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organizational Influence Extends Outside organizational Boundaries	The organization's executives influences the use of project management processes among their peers and customers.	-	-	Governance	Internal Processes
External Cooperation	External organizations participate in the organization's project management process.	-	-	Governance	Internal Processes

OPM3® ProductSuite Improvement Plan

Educate Stakeholders in OPM

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7015	Educate Stakeholders in OPM	The organization educates stakeholders in OPM	7015.005	Stakeholder OPM training	OPM Methodology Introduction and Training for stakeholders

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
PM training	The organization provides project stakeholder training	-	-	Resources	Resource Optimization, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7015	Educate Stakeholders in OPM	The organization educates stakeholders in OPM	7015.010	Stakeholder OPM training	OPM Methodology Introduction and Training for stakeholders

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
PM training	The organization develops or contracts PM stakeholder training	The organization executes the program to train project managers	Centralized repository for PM Leadership Training Program records	Resources	Resource Optimization, Learning & Growth
PM training	The organization develops or contracts PM stakeholder training	The organization communicates the availability of a Project Develop Human Resource Plan process to all necessary stakeholders.	Communicated Project Develop Human Resource Plan Process	Resources	Resource Optimization, Learning & Growth

Cultural Diversity Awareness

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7025	Cultural Diversity Awareness	Educate employees on cultural diversity, and empower them for working in a multi-cultural environment.	7025.010	Cultural Diversity awareness socialization program	The organization provides project management teams, the understanding of diversity, and respect for cultural differences.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Culture Diversity Awareness Understanding	Project team members respect the dimension of diversity and culture.	Management understands the need for training, establishes training objectives and defines the requirements.	Training Analysis	Resources	Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7025	Cultural Diversity Awareness	Educate employees on cultural diversity, and empower them for working in a multi-cultural environment.	7025.020	The approach to establish project management organization culture is established.	Based on understanding cultural diversity awareness, the project management team defines the approach to establish the project management organization culture.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Approach defined.	The organization has defined the approach to be used to establish a PM culture that values diversity.	The organization determines how best to deliver the necessary training to project personnel whether through the development or purchase of training opportunities.	Training Delivery Strategy	Resources	Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7025	Cultural Diversity Awareness	Educate employees on cultural diversity, and empower them for working in a multi-cultural environment.	7025.030	A method to monitor the effectiveness of implementation of a project management organization culture is established.	The project management team defines the method used to monitor the effectiveness of implementation of a PM organization culture.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Effectiveness monitoring method is established.	A method for verification of effective implementation exists.	The organization establishes funds implements and manages a training program.	Training Access	Resources	Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7025	Cultural Diversity Awareness	Educate employees on cultural diversity, and empower them for working in a multi-cultural environment.	7025.040	Project management Organization Culture Establishment	The organization establishes a PM culture that involves dimensions of behaviors, attitude, perception, that combine to provide a core picture of the project Management organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
PM Culture is established	Cultural Diversity respect is established.	-	-	Resources	Learning & Growth

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7025	Cultural Diversity Awareness	Educate employees on cultural diversity, and empower them for working in a multi-cultural environment.	7025.050	Project management Organization Culture Implementation monitored	Project Management teams continuously monitor the implementation of project management organization culture using the established methods.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
The culture is continuously monitored.	The culture is continuously monitored.	-	-	Resources	Learning & Growth

Organizational Business Change Management Program

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7035	Organizational Business Change Management Program	The organization has a business change management program.	7035.010	Business change management program is acknowledged as important to project management success.	The organization is aware of the importance of a business change management program.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Business change management program vision statement	The organization has a vision statement for a business change management program.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	-
Business change management program vision statement	The organization has a vision statement for a business change management program.	The sponsor influences a network of decision makers to support the organizational project management processes.	Organizational Participation	Governance	-
Business change management program vision statement	The organization has a vision statement for a business change management program.	The organization develops organizational project management policies.	Organizational Project Management Policies	Governance	-
Business change management program vision statement	The organization has a vision statement for a business change management program.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	-
Business change management program vision statement	The organization has a vision statement for a business change management program.	The organization appoints a sponsor for every project.	Executive Project Sponsor	Governance	-
Business change management program vision statement	The organization has a vision statement for a business change management program.	Organization achieves strategic goals and objectives through using organizational project management	Adopted Organizational Project Management	Governance	-
Business change management program vision statement	The organization has a vision statement for a business change management program.	Analyze and continuously improve the organizational project management structure to achieve business objectives.	Continuous improvement of organizational structure	Governance	-
Business change management program vision statement	The organization has a vision statement for a business change management program.	Executive support of the organizational project management processes extends beyond the organization's boundaries.	Organizational Influence Extends Outside organizational Boundaries	Governance	-
Business change management program vision statement	The organization has a vision statement for a business change management program.	The organizational project management structure is adopted across the entire organization.	Validation of organizational structure adoption	Governance	-

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7035	Organizational Business Change Management Program	The organization has a business change management program.	7035.020	The organization has selected a business change management methodology.	The selected business change management methodology is common across the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Selected business change management program methodology.	Selected business change management program methodology.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	-

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7035	Organizational Business Change Management Program	The organization has a business change management program.	7035.030	Responsibility for the business change management program is assigned to an accountable group.	Responsibility for the business change management program is assigned to a functional group.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Business change management program assigned to a functional group.	Business change management program assigned to an accountable group.	The organization measures the effectiveness of the organizational project management policies.	Policy Effectiveness Measures	Governance	-
Business change management program assigned to a functional group.	Business change management program assigned to an accountable group.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	-
Business change management program assigned to a functional group.	Business change management program assigned to an accountable group.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	-

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7035	Organizational Business Change Management Program	The organization has a business change management program.	7035.040	Organization executives are involved in shaping the business change management program.	Organization executives are involved in shaping the business change management program.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Executive involvement.	Executives support the business change management program by being visibly involved.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	-
Executive involvement.	Executives support the business change management program by being visibly involved.	The organization measures the effectiveness of the organizational project management policies.	Policy Effectiveness Measures	Governance	-
Executive involvement.	Executives support the business change management program by being visibly involved.	The organization develops organizational project management policies.	Organizational Project Management Policies	Governance	-
Executive involvement.	Executives support the business change management program by being visibly involved.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	-
Executive involvement.	Executives support the business change management program by being visibly involved.	Organization achieves strategic goals and objectives through using organizational project management	Adopted Organizational Project Management	Governance	-

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7035	Organizational Business Change Management Program	The organization has a business change management program.	7035.050	Impacts of business change management program are shared.	Impacts of the business change management program are shared with the affected organizations.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Affected organizations get feedback.	The organization continuously monitors the change management program in alignment with strategic objectives.	The organization measures the effectiveness of the organizational project management policies.	Policy Effectiveness Measures	Governance	-
Affected organizations get feedback.	The organization continuously monitors the change management program in alignment with strategic objectives.	Organization achieves strategic goals and objectives through using organizational project management	Adopted Organizational Project Management	Governance	-
Affected organizations get feedback.	The organization continuously monitors the change management program in alignment with strategic objectives.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	-

OPM3® ProductSuite Improvement Plan

Establish Organizational Project Management Structure

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7045	Establish Organizational Project Management Structure	The organization has determined the appropriate organizational structure to support OPM.	7045.010	Organization structure analysis.	The Organization analyzes the structure to support its organizational project management objectives.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organization structure analysis complete.	Organization structure analyzed for optimal support of organizational objectives.	The Develop Project Management Plan process is consistently implemented and practiced across the organization.	Consistently implemented Develop Project Management Plan Process	Governance	Resource Optimization, Internal Processes
Organization structure analysis complete.	Organization structure analyzed for optimal support of organizational objectives.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7045	Establish Organizational Project Management Structure	The organization has determined the appropriate organizational structure to support OPM.	7045.020	Organization structure documentation	The organization documents the structure that supports its organizational project management objectives.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organization structure documentation complete.	Organization structure documented for optimal support of organizational objectives	-	-	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7045	Establish Organizational Project Management Structure	The organization has determined the appropriate organizational structure to support OPM.	7045.030	Organization structure accountability.	The organization determines the appropriate accountability structure for the organizational project management structure.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organization accountability determinations complete.	Organization structure accountability determined for optimal support of organizational objectives	-	-	Governance	Resource Optimization, Internal Processes

Adopt Organizational Project Management Structure

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7055	Adopt Organizational Project Management Structure	Adopt Organizational Project Management Structure Across the Organization	7055.010	Organizational structure implementation plan.	Develop an implementation plan to build an organizational project management structure to support the organizational project management objectives.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organizational Project Management Implementation plan development	A documented plan outlining the implementation of organizational project management.	The organization documents the structure that supports its organizational project management objectives.	Organization structure documentation complete.	Governance	Resource Optimization, Internal Processes
Organizational Project Management Implementation plan development	A documented plan outlining the implementation of organizational project management.	OPM Methodology Introduction and Training for stakeholders	PM training	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7055	Adopt Organizational Project Management Structure	Adopt Organizational Project Management Structure Across the Organization	7055.020	Organizational structure implementation.	Implement the plan to build an organizational project management structure to support the organizational project management objectives.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organizational Project Management Implementation plan execution	Implemented organizational structure plan.	-	-	Governance	Resource Optimization, Internal Processes

Institutionalize Organizational Project Management Structure

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7065	Institutionalize Organizational Project Management Structure	Institutionalize the Organizational Project Management Structure Across the Organization	7065.010	Organizational structure adoption.	The organizational project management structure is adopted across the entire organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Validation of organizational structure adoption	Evidence of consistent adoption of organizational project management structure	The organization develops a resource management plan to prepare for future needs.	Coordinated Formal Staff Acquisition and Placement	Governance	Resource Optimization, Internal Processes
Validation of organizational structure adoption	Evidence of consistent adoption of organizational project management structure	Develop an implementation plan to build an organizational project management structure to support the organizational project management objectives.	Organizational Project Management Implementation plan development	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7065	Institutionalize Organizational Project Management Structure	Institutionalize the Organizational Project Management Structure Across the Organization	7065.020	Organizational structure institutionalization.	Analyze and continuously improve the organizational project management structure to achieve business objectives.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Continuous improvement of organizational structure	Changes to organization-wide structure enhances achievement of business objectives	-	-	Governance	Resource Optimization, Internal Processes

Provide Organizational Project Management Support Office

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7075	Provide Organizational Project Management Support Office	The organization has an organizational project management support office structure.	7075.010	Establish Organizational Project Management Support Structure	Organization determines the appropriate strategic and tactical project support office functions and domains.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organizational Project Management Support Office Structure	The organization has defined a project support office.	The Organization analyzes the structure to support its organizational project management objectives.	Organization structure analysis complete.	Governance	Resource Optimization, Internal Processes
Organizational Project Management Support Office Structure	The organization has defined a project support office.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Resource Optimization, Internal Processes
Organizational Project Management Support Office Structure	The organization has defined a project support office.	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	Staff Acquisition Policies and Procedures	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7075	Provide Organizational Project Management Support Office	The organization has an organizational project management support office structure.	7075.020	Implement Organizational Project Management Support Structure	Organization implements the appropriate strategic and tactical project support office functions and domains.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Implemented Organizational Project Management Support Office Structure	The organization has a project support office.	-	-	Governance	Resource Optimization, Internal Processes

Demonstrate Competency in Monitoring and Controlling a Project

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7165	Demonstrate Competency in Monitoring and Controlling a Project	Project managers are able to demonstrate their competencies in monitoring and controlling a project	7165.010	Plan to build competency	The organization builds a plan to ensure the competencies of their project managers in monitoring and controlling a project

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Competency plan in place	Competency plan for monitoring and controlling a project in place	-	-	Resources	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7165	Demonstrate Competency in Monitoring and Controlling a Project	Project managers are able to demonstrate their competencies in monitoring and controlling a project	7165.020	Project managers know and deliver proper project monitor and control	Project managers perform the work to compare actual and planned performance, analyze variances, effect improvements, evaluate alternatives and implement corrective actions

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project manager establishes controls and monitoring techniques	Project manager establishes controls and monitoring techniques that satisfy organizational objectives and customer needs	-	-	Resources	Internal Processes

OPM3® ProductSuite Improvement Plan

Demonstrate Leading Competency

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7195	Demonstrate Leading Competency	Project managers are able to demonstrate their leading competency.	7195.010	Plan to build competency	The organization builds a plan to ensure the competencies of their project managers in leading

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Competency plan in place	Competency plan for communicating in place	The organization performs the Direct and Manage Project Execution process in a stable fashion.	Direct and Manage Project Execution Process Stability Achieved	Resources	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7195	Demonstrate Leading Competency	Project managers are able to demonstrate their leading competency.	7195.020	Project managers learn leading skills	The organization provides project manager training in guidance, inspiration, and motivation of the team and other stakeholders

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Leadership skills are tested	The organization tests the learned leadership skills of project managers	-	-	Resources	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7195	Demonstrate Leading Competency	Project managers are able to demonstrate their leading competency.	7195.030	Project managers practice leadership skills	Project managers practice the learned leadership skills on projects

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Leadership skills are practiced	Leadership skills are practiced	-	-	Resources	Internal Processes

OPM3® ProductSuite Improvement Plan

Demonstrate Managing Competency

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7205	Demonstrate Managing Competency	Project managers are able to demonstrate their managing competency.	7205.010	Plan to build competency	The organization builds a plan to ensure the competencies of their project managers in managing

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Competency plan in place	Competency plan for managing in place	-	-	Resources	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7205	Demonstrate Managing Competency	Project managers are able to demonstrate their managing competency.	7205.020	Project managers demonstrate management skills	Project managers effectively administer the project through appropriate deployment and use of human, financial, material, intellectual and intangible resources

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Tasks are performed correctly	The project team performs tasks correctly because the project manager manages them effectively	-	-	Resources	Resource Optimization, Internal Processes

Demonstrate Cognitive Ability Competency

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7215	Demonstrate Cognitive Ability Competency	Project managers are able to demonstrate their cognitive ability competency.	7215.010	Plan to build competency	The organization builds a plan to ensure the competencies of their project managers in cognitive ability

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Competency plan in place	Competency plan for cognitive ability in place	The organization determines how best to deliver the necessary training to project personnel whether through the development or purchase of training opportunities.	Training Delivery Strategy	Resources	Resource Optimization, Internal Processes
Competency plan in place	Competency plan for cognitive ability in place	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	Staff Acquisition Policies and Procedures	Resources	Resource Optimization, Internal Processes
Competency plan in place	Competency plan for cognitive ability in place	The organization defines a process to facilitate development of project management competencies.	Training Program	Resources	Resource Optimization, Internal Processes
Competency plan in place	Competency plan for cognitive ability in place	The Project Develop Schedule process is consistently implemented and practiced across the organization	Consistently implemented Project Develop Schedule Process	Resources	Resource Optimization, Internal Processes
Competency plan in place	Competency plan for cognitive ability in place	The organization establishes a PM culture that involves dimensions of behaviors, attitude, perception, that combine to provide a core picture of the project Management organization.	PM Culture is established	Resources	Resource Optimization, Internal Processes
Competency plan in place	Competency plan for cognitive ability in place	The organization ensures individual training plans incorporate project management policies and procedures on training.	Development Plans for Project Management Training.	Resources	Resource Optimization, Internal Processes
Competency plan in place	Competency plan for cognitive ability in place	The organization schedules coordinates and delivers the on-going project management training.	Project Management Training Program	Resources	Resource Optimization, Internal Processes
Competency plan in place	Competency plan for cognitive ability in place	The organization identifies defines and agrees on the training events and their sequence within a progression.	Define Training Curricula	Resources	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7215	Demonstrate Cognitive Ability Competency	Project managers are able to demonstrate their cognitive ability competency.	7215.020	Project managers demonstrate cognitive ability	Project managers apply an appropriate depth of perception, discernment and judgment to effectively direct projects

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Effective project direction	Project managers effectively direct projects	The organization integrates project management values into personal and organizational performance measurement.	Integrated Project Management Values	Resources	Resource Optimization, Internal Processes
Effective project direction	Project managers effectively direct projects	Project Managers review goals and plans of projects within the organization.	Identified Project Goals	Resources	Resource Optimization, Internal Processes
Effective project direction	Project managers effectively direct projects	Project managers use their holistic view skills to improve project performance	Improved project performance	Resources	Resource Optimization, Internal Processes
Effective project direction	Project managers effectively direct projects	Project managers understand the impact of their projects on the organization, other projects and stakeholders	Holistic view understanding	Resources	Resource Optimization, Internal Processes
Effective project direction	Project managers effectively direct projects	Project managers are aware of project maturity models.	Understand Maturity Models	Resources	Resource Optimization, Internal Processes

Estimating Template/Tools Established for Use Across Organization

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7305	Estimating Template/Tools Established for Use Across Organization	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.	7305.010	Establish consistent estimating process & tools	The organization assembles, develops, purchases or otherwise acquires a consistent estimating process and tools.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
The organization establishes a standard set of tools & techniques to consistently estimate similar projects	Estimating processes and tools are available.	-	-	Time Mgmt, Cost Mgmt	External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7305	Estimating Template/Tools Established for Use Across Organization	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.	7305.020	Communicated project estimating plan.	The organization communicates the availability of the project estimating processes and tools.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Estimating templates/tools communicated throughout organization	The availability of the project estimating processes and tools are communicated to all stakeholders.	-	-	Time Mgmt, Cost Mgmt	External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7305	Estimating Template/Tools Established for Use Across Organization	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.	7305.030	Standardized project estimating plan.	The organization standardizes the project estimating processes and tools.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Estimating templates/tools standardized process	The project estimating processes and tools are implemented consistently throughout the organization.	-	-	Time Mgmt, Cost Mgmt	External Relationships, Internal Processes, Learning & Growth

Project Management Information System

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7365	Project Management Information System	The organization has a mechanism for the storage, retrieval, dissemination, and reporting of organizational project management information.	7365.010	Organizational PMIS requirements are developed and analyzed.	The organization develops and analyzes requirements for a mechanism for the storage, retrieval, dissemination, and reporting of organization project management information

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Requirements identified	Requirements for a PMIS are identified	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Communications process.	Documented Project Plan Communications Process	-	Resource Optimization, Internal Processes
Requirements identified	Requirements for a PMIS are identified	The organization captures and shares lessons learned from projects.	Project Learning Process	-	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7365	Project Management Information System	The organization has a mechanism for the storage, retrieval, dissemination, and reporting of organizational project management information.	7365.020	An organizational PMIS is defined	The organization defines what a PMIS needs to be.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
PMIS definition.	The PMIS definition is documented.	-	-	-	Resource Optimization, Internal Processes

OPM3® ProductSuite Improvement Plan

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7365	Project Management Information System	The organization has a mechanism for the storage, retrieval, dissemination, and reporting of organizational project management information.	7365.030	An organizational PMIS is implemented	The organization puts a PMIS in place.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
PMIS is operational	A PMIS is up and running in support of the organizations needs.	-	-	-	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7365	Project Management Information System	The organization has a mechanism for the storage, retrieval, dissemination, and reporting of organizational project management information.	7365.040	An organizational PMIS is continuously improved.	The organizational PMIS is continuously update and revised in support of the organizations needs.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
The PMIS is updated and improved	The PMIS is updated and improved	-	-	-	Resource Optimization, Internal Processes

OPM3® ProductSuite Improvement Plan

Intellectual Capital Reuse

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7375	Intellectual Capital Reuse	Intellectual capital is stored and reused.	7375.010	Intellectual Capital Management	Create intellectual capital repository.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Repository in place	The organization has a intellectual capital repository.	-	-	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7375	Intellectual Capital Reuse	Intellectual capital is stored and reused.	7375.020	Require Intellectual Capital to be documented and stored in a common repository during all project phases.	Intellectual Capital repository contains comprehensive information and documentation of all relevant past and current projects.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Information is captured	Relevant information is stored in the intellectual capital repository	-	-	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7375	Intellectual Capital Reuse	Intellectual capital is stored and reused.	7375.030	IC repository has to be searched before work on any major deliverable is started.	The organization requires the project manager and team members to investigate the Intellectual Capital database before deciding to create a deliverable from scratch.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Information is used	The organization uses the stored information.	-	-	Integration Mgmt	Resource Optimization, Internal Processes

Achieve Strategic Goals and Objectives Through the Use of Organizational Project Management

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7405	Achieve Strategic Goals and Objectives Through the Use of Organizational Project Management	Organizations adopt organizational project management as the means of achieving organization's goals and objectives	7405.010	Adopt Organizational Project Management	Organization achieves strategic goals and objectives through using organizational project management

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Adopted Organizational Project Management	Organization has adopted organizational project Management	Project success is defined as achievement of prescribed project goals.	Project Level Success Measures	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The project managers contribute to the performance reviews of their team members.	Performance Assessment Linked to Projects	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	Project success is defined in context of strategic goals.	Organization Level Success Measures	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The results of the project-specific success criteria assessment are consistently and effectively acted upon.	Customer Expectations Met	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The success criteria are identified and the assessment data collected for a project.	Performance Awareness	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization optimizes the flexible application of project management processes to all individual projects.	Improved Flexible Application Processes.	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization agrees the extent to which processes may deviate from the standard.	Documented Process Deviations	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization recognizes there may be exceptions to process standards	Processes Based on Individual Preference	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization gathers Benefit to the Organization data from its projects and programs.	Benefit to the Organization Data	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization improves the metrics collection process.	OPM Process Metrics	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization communicates the metrics.	Stakeholders with Benefit to the Organization Knowledge	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization communicates the metrics.	Stakeholders with Benefit to the Organization Knowledge	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	Organization determines the appropriate strategic and tactical project support office functions and domains.	Organizational Project Management Support Office Structure	Governance	Resource Optimization, Learning & Growth

OPM3® ProductSuite Improvement Plan

Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization determines the appropriate accountability structure for the organizational project management structure.	Organization accountability determinations complete.	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	Review metrics collection processes for initiatives.	Document Organizational Metric Targets	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization standardizes the collection of performance measures based upon the portfolio's success criteria.	Available Success Criteria Metrics	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization uses the metrics for managing their initiatives based upon a target range.	Benefits Reported Against Direct Costs	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization conducts periodic evaluations of the metrics	Periodic Evaluations	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization evaluates the costs and benefits of its metrics processes.	Cost Benefit Analysis	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization makes changes to its metrics processes based on its periodic evaluations.	Metrics Process Improvements	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization verifies metrics for projects, programs, and portfolios through evaluations	Current Performance Measures	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization uses Benefit to the Organization Data for strategic improvements	Strategic Improvements	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization uses project results to analyze and improve product quality and customer satisfaction metrics.	Improved Metrics	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization verifies the metrics collection processes.	Internally Validated Project Metrics	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The sponsor influences a network of decision makers to support the organizational project management processes.	Organizational Participation	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization manages appropriate work in a project-like manner. Project management standards are established.	Tailored Processes for Projects	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization requires all projects to use standard project management.	Project Management Usage	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization reviews all its processes to determine which ones can incorporate the project management methodology.	Reviewed processes for incorporation	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	Executives possess a common understanding of organizational project management and can express it.	Executive Knowledge	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization develops organizational project management policies.	Organizational Project Management Policies	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization integrates its project management methodology into all appropriate processes.	Documented processes in methodology.	Governance	Resource Optimization, Learning & Growth

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Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization recognizes the role of project management in achieving its goals.	Project Management Values Determined	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	OPM Methodology Introduction and Training for stakeholders	PM training	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization assesses project maturity models.	Results of Assessment	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization documents the structure that supports its organizational project management objectives.	Organization structure documentation complete.	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The Organization analyzes the structure to support its organizational project management objectives.	Organization structure analysis complete.	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	Senior management commits financial and human resources to implement project management.	Project Management Implementation	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization establishes the support of senior management to commit financial and human resources to develop the implementation plan.	Implementation Planning	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	Project managers are aware of project maturity models.	Understand Maturity Models	Governance	Resource Optimization, Learning & Growth
Adopted Organizational Project Management	Organization has adopted organizational project Management	The organization integrates project management values into personal and organizational performance measurement.	Integrated Project Management Values	Governance	Resource Optimization, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7405	Achieve Strategic Goals and Objectives Through the Use of Organizational Project Management	Organizations adopt organizational project management as the means of achieving organization's goals and objectives	7405.030	Continuously improve Organizational Project Management	The organization facilitates and encourages continuous improvement in the adoption of organizational project management as the vehicle in achieving their goals and objectives.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Continuously Improved Organizational Project Management	The Organization actively accepts, supports, and implements improvements for organizational project management.	Organization determines the appropriate strategic and tactical project support office functions and domains.	Organizational Project Management Support Office Structure	Governance	Resource Optimization, Learning & Growth
Continuously Improved Organizational Project Management	The Organization actively accepts, supports, and implements improvements for organizational project management.	The organization recognizes the role of project management in achieving its goals.	Project Management Values Determined	Governance	Resource Optimization, Learning & Growth

Improvement Plan

OPM3® Product Suite Improvement Plan

Governance

Definition of policies describing the standardization, measurement, control, and continuous improvement of organizational project management processes and regularly reviews methodologies to meet the organization's needs.

Staff Organizational Project Management With Competent Resources.

Establish Project Manager Competency Processes.

Establish Strong Sponsorship.

Record Project Resource Assignments.

Know Inter-Project Plan.

Adhere to Project Management Techniques.

Capture and Share Lessons Learned.

Educate Executives.

Facilitate Project Manager Development.

Provide Project Management Training.

Provide Continuous Training.

Integrate Project Management Methodology with Organizational Processes.

Establish Common Project Management Framework.

Establish Organizational Project Management Policies.

Establish Executive Support.

Educate Stakeholders in OPM.

Cultural Diversity Awareness.

Organizational Business Change Management Program.

Establish Organizational Project Management Structure.

Adopt Organizational Project Management Structure.

Institutionalize Organizational Project Management Structure.

Provide Organizational Project Management Support Office.

Demonstrate Competency in Monitoring and Controlling a Project.

Demonstrate Leading Competency.

Demonstrate Managing Competency.

Demonstrate Cognitive Ability Competency.

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Estimating Template/Tools Established for Use Across Organization.

Project Management Information System.

Intellectual Capital Reuse.

Achieve Strategic Goals and Objectives Through the Use of Organizational Project Management.

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Portfolio

Standardize Portfolio Identify Components Process.

Standardize Portfolio Categorize Components Process.

Standardize Portfolio Evaluate Components Process.

Standardize Portfolio Select Components Process.

Standardize Portfolio Prioritize Components Process.

Standardize Balance Portfolio Process.

Standardize Portfolio Authorize Components Process.

Standardize Portfolio Monitor Business Strategy Changes Process.

OPM3® ProductSuite Improvement Plan

Initiating

- Standardize Develop Project Charter Process.
- Measure Develop Project Charter Process.
- Control Develop Project Charter Process.
- Improve Develop Project Charter Process.
- Standardize Project Identify Stakeholders Process.

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Planning

Standardize Develop Project Management Plan Process.

Measure Develop Project Management Plan Process.

Control Develop Project Management Plan Process.

Improve Develop Project Management Plan Process.

Standardize Project Collect Requirements Process.

Measure Project Collect Requirements Process.

Control Project Collect Requirements Process.

Improve Project Collect Requirements Process.

Standardize Project Define Scope Process.

Improve Project Define Scope Process.

Improve Project Create WBS Process.

Improve Project Sequence Activities Process.

Standardize Project Estimate Activity Resources Process.

Improve Project Estimate Activity Resources Process.

Improve Project Estimate Activity Durations Process.

Improve Project Develop Schedule Process.

Measure Project Estimate Costs Process.

Control Project Estimate Costs Process.

Improve Project Estimate Costs Process.

Measure Project Determine Budget Process.

Control Project Determine Budget Process.

Improve Project Determine Budget Process.

Standardize Project Plan Quality Process.

Standardize Project Develop Human Resource Plan Process.

Standardize Project Plan Communications Process.

Standardize Project Plan Risk Management Process.

Standardize Project Identify Risk Process.

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Standardize Project Perform Qualitative Risk Analysis Process.

Standardize Project Perform Quantitative Risk Analysis Process.

Standardize Project Plan Risk Responses Process.

Improve Project Plan Procurements Process.

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Executing, Monitoring and Controlling

Standardize Direct and Manage Project Execution Process.

Measure Direct and Manage Project Execution Process.

Control Direct and Manage Project Execution Process.

Improve Direct and Manage Project Execution Process.

Standardize Project Perform Quality Assurance Process.

Standardize Acquire Project Team Process.

Standardize Develop Project Team Process.

Standardize Manage Project Team Process.

Improve Project Distribute Information Process.

Standardize Project Manage Stakeholder Expectations Process.

Improve Monitor and Control Project Work Process.

Measure Project Verify Scope Process.

Control Project Verify Scope Process.

Improve Project Verify Scope Process.

Standardize Project Control Scope Process.

Control Project Control Scope Process.

Improve Project Control Scope Process.

Standardize Project Control Schedule Process.

Standardize Project Perform Quality Control Process.

Standardize Project Report Performance Process.

Control Project Report Performance Process.

Improve Project Report Performance Process

Standardize Project Monitor and Control Risks Process.

OPM3® ProductSuite Improvement Plan

Closing

- Standardize Close Project or Phase Process.
- Measure Close Project or Phase Process.
- Control Close Project or Phase Process.
- Improve Close Project or Phase Process.
- Control Project Close Procurements Process.