

OPM3® ProductSuite Improvement Plan

Prepared for

Knowledge

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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.

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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

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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

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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

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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

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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

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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

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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

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Standardize Develop Project Management Plan Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1020	Standardize Develop				

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

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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

Measure Monitor and Control Project Work Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1045	Measure Monitor and Control Project Work Process	Monitor and Control Project Work Process measures are established, assembled and analyzed.	1045.010	Identify Critical Monitor and Control Project Work Process Customer Focused Measures	The Monitor and Control Project Work 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
Monitor and Control Project Work Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Monitor and Control Project Work process measures.	The organization enables Monitor and Control Project Work process improvements by authorizing the appropriate governing bodies to make critical decisions on process	Active Process Governing Body	Integration Mgmt	Project Predictability, External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1045	Measure Monitor and Control Project Work Process	Monitor and Control Project Work Process measures are established, assembled and analyzed.	1045.020	Identify Critical Monitor and Control Project Work Process Characteristics	The organization identifies the characteristics of the Monitor and Control Project Work 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 Monitor and Control Project Work Process Critical Characteristics	The current critical characteristics of the Monitor and Control Project Work process are identified.	The Monitor and Control Project Work process is focused on the needs of the customer and is measured accordingly.	Monitor and Control Project Work Process Customer Requirements Incorporated in Measurements	Integration Mgmt	Project Predictability, External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1045	Measure Monitor and Control Project Work Process	Monitor and Control Project Work Process measures are established, assembled and analyzed.	1045.030	Measure Critical Monitor and Control Project Work Process Characteristics	The organization measures critical characteristics of the Monitor and Control Project Work process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Monitor and Control Project Work Process Critical Characteristics	The critical characteristics of the Monitor and Control Project Work process are measured.	The organization identifies the characteristics of the Monitor and Control Project Work process that are critical at this point in time.	Identified Monitor and Control Project Work Process Critical Characteristics	Integration Mgmt	Project Predictability, External Relationships, Internal Processes, Learning & Growth

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1045	Measure Monitor and Control Project Work Process	Monitor and Control Project Work Process measures are established, assembled and analyzed.	1045.040	Identify Upstream Measures	The process owners are able to identify the Monitor and Control Project Work process's upstream measures.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1045	Measure Monitor and Control Project Work Process	Monitor and Control Project Work Process measures are established, assembled and analyzed.	1045.050	Measure Critical Monitor and Control Project Work Process Inputs.	The organization measures critical inputs 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
Measured Critical Monitor and Control Project Work Process Inputs	The critical inputs and feeding processes that affect the Monitor and Control Project Work Process are measured.	The process owners are able to identify the Monitor and Control Project Work process's upstream measures.	Monitor and Control Project Work Process Inputs Related to Results	Integration Mgmt	Project Predictability, External Relationships, Internal Processes, Learning & Growth

Standardize Project Estimate Activity Durations Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1070	Standardize Project Estimate Activity Durations Process	Project Estimate Activity Durations Process standards are established.	1070.010	Establish Process Management Governing Body	The organization enables Project Estimate Activity Durations 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	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1070	Standardize Project Estimate Activity Durations Process	Project Estimate Activity Durations Process standards are established.	1070.020	Develop Project Estimate Activity Durations Process	The organization assembles, develops, purchases, or otherwise acquires a Project Estimate Activity Durations process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Estimate Activity Durations Process	A Project Estimate Activity Durations process is documented.	The organization enables Project Estimate Activity Durations 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, Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1070	Standardize Project Estimate Activity Durations Process	Project Estimate Activity Durations Process standards are established.	1070.025	Communicate Project Estimate Activity Durations Process	The organization communicates the availability of a Project Estimate Activity Durations 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 Durations Process	The availability of a Project Estimate Activity Durations process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Estimate Activity Durations process.	Documented Project Estimate Activity Durations Process	Time Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1070	Standardize Project Estimate Activity Durations Process	Project Estimate Activity Durations Process standards are established.	1070.030	Adopt the Project Estimate Activity Durations Process	The Project Estimate Activity Durations 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 Durations Process	Work methods for the Project Estimate Activity Durations process are implemented consistently, producing activity duration estimates and project documentation updates.	The organization communicates the availability of a Project Estimate Activity Durations process to all necessary stakeholders.	Communicated Project Estimate Activity Durations Process	Time Mgmt	Resource Optimization, Project Predictability, Internal Processes

Standardize Project Create WBS Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1075	Standardize Project Create WBS Process	Project Create WBS Process standards are established.	1075.010	Establish Process Management Governing Body	The organization enables Project Create WBS 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, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1075	Standardize Project Create WBS Process	Project Create WBS Process standards are established.	1075.020	Develop Project Create WBS Process	The organization assembles, develops, purchases, or otherwise acquires a Project Create WBS process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Create WBS Process	A Project Create WBS process is documented.	The organization enables Project Create WBS 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, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1075	Standardize Project Create WBS Process	Project Create WBS Process standards are established.	1075.025	Communicate Project Create WBS Process	The organization communicates the availability of a Project Create WBS process to all necessary stakeholders.

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

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1075	Standardize Project Create WBS Process	Project Create WBS Process standards are established.	1075.030	Adopt the Project Create WBS Process	The Project Create WBS 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 Create WBS Process	Work methods for the Project Create WBS process are implemented consistently, producing a WBS, WBS dictionary, a scope baseline and project document updates.	The organization communicates the availability of a Project Create WBS process to all necessary stakeholders.	Communicated Project Create WBS Process	Scope Mgmt	Project Predictability, 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

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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

Standardize Project Estimate Costs Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1100	Standardize Project Estimate Costs Process	Project Estimate Costs Process standards are established.	1100.010	Establish Process Management Governing Body	The organization enables Project Estimate Costs 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.	-	-	Cost Mgmt	Project Predictability, Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1100	Standardize Project Estimate Costs Process	Project Estimate Costs Process standards are established.	1100.020	Develop Project Estimate Costs Process	The organization assembles, develops, purchases, or otherwise acquires a Project Estimate Costs process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Estimate Costs Process	A Project Estimate Costs process is documented.	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	Project Predictability, Financial Perspective, Internal Processes
Documented Project Estimate Costs Process	A Project Estimate Costs process is documented.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Cost Mgmt	Project Predictability, Financial Perspective, Internal Processes
Documented Project Estimate Costs Process	A Project Estimate Costs process is documented.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Cost Mgmt	Project Predictability, Financial Perspective, Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1100	Standardize Project Estimate Costs Process	Project Estimate Costs Process standards are established.	1100.025	Communicate Project Estimate Costs Process	The organization communicates the availability of a Project Estimate Costs 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 Costs Process	The availability of a Project Estimate Costs process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Estimate Costs process.	Documented Project Estimate Costs Process	Cost Mgmt	Project Predictability, Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1100	Standardize Project Estimate Costs Process	Project Estimate Costs Process standards are established.	1100.030	Adopt the Project Estimate Costs Process	The Project Estimate Costs 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 Costs Process	Work methods for the Project Estimate Costs process are implemented consistently, producing activity cost estimates, basis of estimates and project document updates.	The organization communicates the availability of a Project Estimate Costs process to all necessary stakeholders.	Communicated Project Estimate Costs Process	Cost Mgmt	Project Predictability, Financial Perspective, Internal Processes

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Standardize Project Determine Budget Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1110	Standardize Project Determine Budget Process	Project Determine Budget Process standards are established.	1110.010	Establish Process Management Governing Body	The organization enables Project Determine Budget 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.	-	-	Cost Mgmt	Project Predictability, Financial Perspective, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1110	Standardize Project Determine Budget Process	Project Determine Budget Process standards are established.	1110.020	Develop Project Determine Budget Process	The organization assembles, develops, purchases, or otherwise acquires a Project Determine Budget process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Determine Budget Process	A Project Determine Budget process is documented.	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	Project Predictability, Financial Perspective, Internal Processes
Documented Project Determine Budget Process	A Project Determine Budget process is documented.	The organization builds a plan to ensure the competencies of their project managers in planning a project	Competency plan in place	Cost Mgmt	Project Predictability, Financial Perspective, Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1110	Standardize Project Determine Budget Process	Project Determine Budget Process standards are established.	1110.025	Communicate Project Determine Budget Process	The organization communicates the availability of a Project Determine Budget process to all necessary stakeholders.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1110	Standardize Project Determine Budget Process	Project Determine Budget Process standards are established.	1110.030	Adopt the Project Determine Budget Process	The Project Determine Budget 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 Determine Budget Process	Work methods for the Project Determine Budget process are implemented consistently, producing a cost performance baseline project funding requirements and project document updates.	The organization communicates the availability of a Project Determine Budget process to all necessary stakeholders.	Communicated Project Determine Budget Process	Cost Mgmt	Project Predictability, Financial Perspective, Internal Processes

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

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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

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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

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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

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

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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

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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

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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 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

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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

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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	-

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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	-

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Standardize Project Plan Procurements Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1210	Standardize Project Plan Procurements Process	Project Plan Procurements Process standards are established.	1210.010	Establish Process Management Governing Body	The organization enables Project Plan Procurements 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.	-	-	Procurement Mgmt	Project Predictability, External Relationships, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1210	Standardize Project Plan Procurements Process	Project Plan Procurements Process standards are established.	1210.020	Develop Project Plan Procurements Process	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Procurements process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Plan Procurements Process	A Project Plan Procurements process is documented.	The organization enables Project Plan Procurements process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Procurement Mgmt	Project Predictability, External Relationships, Internal Processes
Documented Project Plan Procurements Process	A Project Plan Procurements process is documented.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Procurement Mgmt	Project Predictability, External Relationships, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1210	Standardize Project Plan Procurements Process	Project Plan Procurements Process standards are established.	1210.025	Communicate Project Plan Procurements Process	The organization communicates the availability of a Project Plan Procurements 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 Procurements Process	The availability of a Project Plan Procurements process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Plan Procurements process.	Documented Project Plan Procurements Process	Procurement Mgmt	Project Predictability, External Relationships, Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1210	Standardize Project Plan Procurements Process	Project Plan Procurements Process standards are established.	1210.030	Adopt the Project Plan Procurements Process	The Project Plan Procurements 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 Procurements Process	Work methods for the Project Plan Procurements process are implemented consistently, producing a procurement management plan, procurement statements of work, make-or-buy decisions, procurement documents, source selection criteria and change requests.	The organization communicates the availability of a Project Plan Procurements process to all necessary stakeholders.	Communicated Project Plan Procurements Process	Procurement Mgmt	Project Predictability, External Relationships, Internal Processes

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

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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 identifies and documents the quality standards and regulations that it will apply.	Documented Quality Standards	Quality Mgmt	Project Predictability, Internal Processes
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

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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

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

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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

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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

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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 Processes

Standardize Project Perform Integrated Change Control Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1310	Standardize Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process standards are established.	1310.010	Establish Process Management Governing Body	The organization enables Project Perform Integrated Change 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.	-	-	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1310	Standardize Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process standards are established.	1310.020	Develop Project Perform Integrated Change Control Process	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Integrated Change Control process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Perform Integrated Change Control Process	A Project Perform Integrated Change Control process is documented.	The organization enables Project Perform Integrated Change Control 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
Documented Project Perform Integrated Change Control Process	A Project Perform Integrated Change Control process is documented.	Impacts of the business change management program are shared with the affected organizations.	Affected organizations get feedback.	Integration Mgmt	Project Predictability, Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1310	Standardize Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process standards are established.	1310.025	Communicate Project Perform Integrated Change Control Process	The organization communicates the availability of a Project Perform Integrated Change 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 Integrated Change Control Process	The availability of a Project Perform Integrated Change Control process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Perform Integrated Change Control process.	Documented Project Perform Integrated Change Control Process	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1310	Standardize Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process standards are established.	1310.030	Adopt the Project Perform Integrated Change Control Process	The Project Perform Integrated Change 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 Integrated Change Control Process	Work methods for the Project Perform Integrated Change Control process are implemented consistently, producing change request status updates, project management plan updates and project document updates.	The organization communicates the availability of a Project Perform Integrated Change Control process to all necessary stakeholders.	Communicated Project Perform Integrated Change Control Process	Integration Mgmt	Project Predictability, Internal Processes

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Standardize Project Verify Scope Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1320	Standardize Project Verify Scope Process	Project Verify Scope Process standards are established.	1320.010	Establish Process Management Governing Body	The organization enables Project Verify 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 measures the effectiveness of the organizational project management policies.	Policy Effectiveness Measures	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 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 follows the organizational project management policies and manages compliance.	Compliance Reviews	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
1320	Standardize Project Verify Scope Process	Project Verify Scope Process standards are established.	1320.020	Develop Project Verify Scope Process	The organization assembles, develops, purchases, or otherwise acquires a Project Verify Scope process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Verify Scope Process	A Project Verify Scope process is documented.	The organization develops organizational project management policies.	Organizational Project Management Policies	Scope Mgmt	Project Predictability, Internal Processes
Documented Project Verify Scope Process	A Project Verify Scope process is documented.	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	Project Predictability, Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1320	Standardize Project Verify Scope Process	Project Verify Scope Process standards are established.	1320.025	Communicate Project Verify Scope Process	The organization communicates the availability of a Project Verify 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 Verify Scope Process	The availability of a Project Verify Scope process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Verify Scope process.	Documented Project Verify Scope Process	Scope Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1320	Standardize Project Verify Scope Process	Project Verify Scope Process standards are established.	1320.030	Adopt the Project Verify Scope Process	The Project Verify 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 Verify Scope Process	Work methods for the Project Verify Scope process are implemented consistently, producing accepted deliverables, change requests and project document updates.	The organization communicates the availability of a Project Verify Scope process to all necessary stakeholders.	Communicated Project Verify Scope Process	Scope Mgmt	Project Predictability, Internal Processes
Consistently implemented Project Verify Scope Process	Work methods for the Project Verify Scope process are implemented consistently, producing accepted deliverables, change requests and project document updates.	The organization develops organizational project management policies.	Organizational Project Management Policies	Scope Mgmt	Project Predictability, Internal Processes
Consistently implemented Project Verify Scope Process	Work methods for the Project Verify Scope process are implemented consistently, producing accepted deliverables, change requests and project document updates.	The organization follows the organizational project management policies and manages compliance.	Compliance Reviews	Scope Mgmt	Project Predictability, Internal Processes

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 develops organizational project management policies.	Organizational Project Management 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 has policies explaining which organizational project management processes must be standardized.	Standardization 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

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

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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 Costs Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1350	Standardize Project Control Costs Process	Project Control Costs Process standards are established.	1350.010	Establish Process Management Governing Body	The organization enables Project Control Costs 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	Cost 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	Cost Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1350	Standardize Project Control Costs Process	Project Control Costs Process standards are established.	1350.020	Develop Project Control Costs Process	The organization assembles, develops, purchases, or otherwise acquires a Project Control Costs process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Project Control Costs Process	A Project Control Costs process is documented.	The organization enables Project Control 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	Project Predictability, Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1350	Standardize Project Control Costs Process	Project Control Costs Process standards are established.	1350.025	Communicate Project Control Costs Process	The organization communicates the availability of a Project Control Costs 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 Costs Process	The availability of a Project Control Costs process is communicated to all necessary stakeholders	The organization assembles, develops, purchases, or otherwise acquires a Project Control Costs process.	Documented Project Control Costs Process	Cost Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1350	Standardize Project Control Costs Process	Project Control Costs Process standards are established.	1350.030	Adopt the Project Control Costs Process	The Project Control Costs 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 Costs Process	Work methods for the Project Control Costs process are implemented consistently, producing work performance measurements, budget forecasts, organizational process assets updates, change requests, project management plan updates and project document updates.	The organization communicates the availability of a Project Control Costs process to all necessary stakeholders.	Communicated Project Control Costs Process	Cost Mgmt	Project Predictability, Internal Processes

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 polices.	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

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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 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 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 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

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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 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

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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 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.	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 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.	Management understands the need for training, establishes training objectives and defines the requirements.	Training Analysis	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 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

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

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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 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
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 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 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 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 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 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 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 continuously improves its training policies and procedures.	Improved Continuous Training Program	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 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 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 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 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 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 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 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 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 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 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 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 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 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 identifies defines and agrees on the training events and their sequence within a progression.	Define Training Curricula	Resources	Resource Optimization, Internal Processes, Learning & Growth

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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

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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.	Executive support of the organizational project management processes extends beyond the organization's boundaries.	Organizational Influence Extends Outside organizational Boundaries	Governance	Internal Processes
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

Include Strategic Goals Into Project Objectives

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1540	Include Strategic Goals Into Project Objectives	Objectives of projects include explicit strategic goals in addition to time cost and quality.	1540.010	Measure Success By Project Results	Project success is defined as achievement of prescribed project goals.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Level Success Measures	Project success measures are defined at the project level.	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	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1540	Include Strategic Goals Into Project Objectives	Objectives of projects include explicit strategic goals in addition to time cost and quality.	1540.020	Measure Success By Value to Organization	Project success is defined in context of strategic goals.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organization Level Success Measures	Project success measures are defined in terms of contributions to organizational strategic goals.	-	-	Governance	Internal Processes

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.	The organization groups related projects into a program to control interaction among projects.	Strategic Considerations	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.	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

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

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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 builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	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 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.	Project managers perform the work to authorize a new project or phase, and define its scope.	Project manager effectively initiates projects	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.	1700.020	Identify Critical Develop Project Charter Process Characteristics	The organization identifies the characteristics of the Develop Project Charter 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 Charter Process Critical Characteristics	The current critical characteristics of the Develop Project Charter process are identified.	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, Internal Processes
Identified Develop Project Charter Process Critical Characteristics	The current critical characteristics of the Develop Project Charter process are identified.	Project managers perform the work to authorize a new project or phase, and define its scope.	Project manager effectively initiates projects	Integration Mgmt	Resource Optimization, Internal Processes
Identified Develop Project Charter Process Critical Characteristics	The current critical characteristics of the Develop Project Charter process are identified.	The Develop Project Charter process is focused on the needs of the customer and is measured accordingly.	Develop Project Charter Process Customer Requirements Incorporated in Measurements	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.	1700.030	Measure Critical Develop Project Charter Process Characteristics	The organization measures critical characteristics of the Develop Project Charter process.

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

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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	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 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
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			

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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 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 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.	Review metrics collection processes for initiatives.	Document Organizational Metric Targets	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
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 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 Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Direct and Manage Project Execution process measures.	The organization adopts a set of standard product quality and customer satisfaction metrics.	Document Organizational Metrics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
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 improves the metrics collection process.	OPM Process Metrics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
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 adopts a set of standard quality and customer satisfaction metrics.	Cost of Project Metrics Collection	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
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 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	Resource Optimization, Project Predictability, Internal Processes
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 analyzes benchmark project metrics and uses them to develop the improvement plan.	Develop Improvement Plan	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
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 normalizes organizational and industry standard project metrics.	Identify Best Practice Metrics	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
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
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 defines a set of standard quality and customer satisfaction metrics.	Project Metric Definitions	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
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 organizational continually improves its organizational project management benchmarking process.	Implement the Improvements	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

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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 organizational 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 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 normalizes organizational and industry standard project metrics.	Identify Best Practice Metrics	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

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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 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.	Review metrics collection processes for initiatives.	Document Organizational Metric Targets	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 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

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 Perform Integrated Change Control Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2000	Measure Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process measures are established, assembled and analyzed.	2000.010	Identify Critical Project Perform Integrated Change Control Process Customer Focused Measures	The Project Perform Integrated Change Control 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 Perform Integrated Change Control Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Perform Integrated Change Control 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	Project Predictability, Internal Processes
Project Perform Integrated Change Control Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Perform Integrated Change Control process measures.	The organization enables Project Perform Integrated Change Control 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
2000	Measure Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process measures are established, assembled and analyzed.	2000.020	Identify Critical Project Perform Integrated Change Control Process Characteristics	The organization identifies the characteristics of the Project Perform Integrated Change Control 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 Perform Integrated Change Control Process Critical Characteristics	The current critical characteristics of the Project Perform Integrated Change Control process are identified.	The Project Perform Integrated Change Control process is focused on the needs of the customer and is measured accordingly.	Project Perform Integrated Change Control Process Customer Requirements Incorporated in Measurements	Integration Mgmt	Project Predictability, Internal Processes
Identified Project Perform Integrated Change Control Process Critical Characteristics	The current critical characteristics of the Project Perform Integrated Change Control process are identified.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2000	Measure Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process measures are established, assembled and analyzed.	2000.030	Measure Critical Project Perform Integrated Change Control Process Characteristics	The organization measures critical characteristics of the Project Perform Integrated Change Control process.

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

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2000	Measure Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process measures are established, assembled and analyzed.	2000.040	Identify Upstream Measures	The process owners are able to identify the Project Perform Integrated Change Control process's upstream measures.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2000	Measure Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process measures are established, assembled and analyzed.	2000.050	Measure Critical Project Perform Integrated Change Control Process Inputs.	The organization measures critical inputs to the Project Perform Integrated Change Control process.

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

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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 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 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

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

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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 has policies explaining which organizational project management processes must be standardized.	Standardization Policies	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

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

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.	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 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.	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 implements a system for maintaining process control for the Develop Project Charter process.	Develop Project Charter Process Control Plan Implemented	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 builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Integration Mgmt	Internal Processes

OPM3® ProductSuite Improvement Plan

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.

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 Perform Integrated Change Control Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2540	Control Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process controls are established and executed to control the stability of the process.	2540.010	Project Perform Integrated Change Control Process Control Plan	The organization develops a process control plan for the Project Perform Integrated Change Control process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Perform Integrated Change Control Process Control Plan Developed	A Project Perform Integrated Change Control 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 Perform Integrated Change Control process.	Measured Critical Project Perform Integrated Change Control Process Inputs	Integration Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2540	Control Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process controls are established and executed to control the stability of the process.	2540.020	Implement Project Perform Integrated Change Control Process Control Plan	The organization implements a system for maintaining process control for the Project Perform Integrated Change Control process.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2540	Control Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process controls are established and executed to control the stability of the process.	2540.030	Stabilize Project Perform Integrated Change Control Process Performance	The organization performs the Project Perform Integrated Change Control process in a stable fashion.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Perform Integrated Change Control Process Stability Achieved	The Project Perform Integrated Change Control 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 Perform Integrated Change Control process.	Project Perform Integrated Change Control Process Control Plan Implemented	Integration Mgmt	Resource Optimization, Internal Processes

OPM3® ProductSuite Improvement Plan

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

OPM3® ProductSuite Improvement Plan

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 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 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

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

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 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
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

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

OPM3® ProductSuite Improvement Plan

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 Perform Integrated Change Control Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2930	Improve Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2930.010	Conduct Project Perform Integrated Change Control Process Root Cause Analysis	The organization conducts root cause analysis within the Project Perform Integrated Change Control process.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2930	Improve Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2930.020	Implement Improvements to the Project Perform Integrated Change Control Process	The organization implements improvements to the Project Perform Integrated Change Control process.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2930	Improve Project Perform Integrated Change Control Process	Project Perform Integrated Change Control Process problem areas are assessed, root causes are identified, process improvement recommendations are collected, and process improvements are implemented.	2930.030	Sustain Project Perform Integrated Change Control Process Improvement	The organization integrates Project Perform Integrated Change Control 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 Perform Integrated Change Control Process Improvement	Data for the Project Perform Integrated Change Control Process demonstrates sustainable improvements through widespread participation	The organization implements improvements to the Project Perform Integrated Change Control process.	Project Perform Integrated Change Control Process Improvements Implemented	Integration Mgmt	Internal Processes, Learning & Growth

OPM3® ProductSuite Improvement Plan

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® Product Suite 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

OPM3® Product Suite 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

OPM3® ProductSuite Improvement Plan

Encourage Risk Taking

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
3070	Encourage Risk Taking	The organization encourages project teams to take calculated risks that enhance project performance.	3070.010	Allow Teams to Take Risk	Project teams take calculated risks.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Risk Training	The organization trains project teams to take calculated risks.	Organization achieves strategic goals and objectives through using organizational project management	Adopted Organizational Project Management	Risk Mgmt	-
Risk Training	The organization trains project teams to take calculated risks.	The organization develops a process control plan for the Project Plan Quality process.	Project Plan Quality Process Control Plan Developed	Risk Mgmt	-
Risk Training	The organization trains project teams to take calculated risks.	The Project Plan Risk Management process is consistently implemented and practiced across the organization.	Consistently implemented Project Plan Risk Management Process	Risk Mgmt	-
Risk Training	The organization trains project teams to take calculated risks.	The organization recognizes there may be exceptions to process standards	Processes Based on Individual Preference	Risk Mgmt	-

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
3070	Encourage Risk Taking	The organization encourages project teams to take calculated risks that enhance project performance.	3070.030	Owns Risks	The sponsor owns the impact of calculated risks taken by the project.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Risk Ownership	The sponsor has accountability for calculated risks taken by the project team.	-	-	Risk Mgmt	-

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 Project Estimate Costs process.	Documented Project Estimate Costs 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 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
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 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 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 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 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
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

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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 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
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 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 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

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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
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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

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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

Provide Competent Organizational Project Management Resources

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5220	Provide Competent Organizational Project Management Resources	The organization's project management community provides sufficient competent resources to manage organizational project management.	5220.020	Develop Staff Acquisition Policies and Procedures.	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	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
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization identifies the process requirements for ensuring a competent project resource pool.	Process Requirements for Managing Resource Pool	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization verifies and improves the competency staffing process.	Staffing Plan	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization has a skills database.	Skills of Individuals	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization assigns appropriate resources according to the skill required by the activity.	Improved Matching of Skills to Projects	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization uses the skills database to determine training requirements.	Training Curriculum	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization staffs its projects using the staffing process.	Competency Achievement Plan	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization assembles, develops, purchases, or otherwise acquires a Acquire Project Team process.	Documented Acquire Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	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	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization communicates the availability of a Acquire Project Team process to all necessary stakeholders.	Communicated Acquire Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The projects of the organization define their project competency staffing requirements.	Organizational Project Management Competency Requirements	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The Acquire Project Team process is consistently implemented and practiced across the organization.	Consistently implemented Acquire Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization assigns resources based on the strategic priority of each initiative and the resource skill set.	Resources Assigned Against Project Priority	Resources	Resource Optimization, Internal Processes, Learning & Growth

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Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization identifies the characteristics of the Project Develop Human Resource Plan process that are critical at this point in time.	Identified Project Develop Human Resource Plan Process Critical Characteristics	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The Project Develop Human Resource Plan process is focused on the needs of the customer and is measured accordingly.	Project Develop Human Resource Plan Process Customer Requirements Incorporated in Measurements	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	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
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	OPM Methodology Introduction and Training for stakeholders	PM training	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	The organization understands how competency affects project outcomes.	Competence Assessment Planning	Resources	Resource Optimization, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	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, Internal Processes, Learning & Growth
Staff Acquisition Policies and Procedures	The organization has policies and procedures for staff acquisition for all organizational project roles.	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, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5220	Provide Competent Organizational Project Management Resources	The organization's project management community provides sufficient competent resources to manage organizational project management.	5220.030	Implement Staff Acquisition Policies and Procedures.	The organization knows the profile and skills of all its project management community.

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CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The organization identifies the characteristics of the Project Develop Human Resource Plan process that are critical at this point in time.	Identified Project Develop Human Resource Plan Process Critical Characteristics	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The Project Develop Human Resource Plan process is focused on the needs of the customer and is measured accordingly.	Project Develop Human Resource Plan Process Customer Requirements Incorporated in Measurements	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The organization has a skills database.	Skills of Individuals	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The organization uses the skills database to determine training requirements.	Training Curriculum	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The organization uses the skills database to select qualified individuals for staffing the projects.	Right Resources for the Project	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The organization assigns resources based on the strategic priority of each initiative and the resource skill set.	Resources Assigned Against Project Priority	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The organization assigns appropriate resources according to the skill required by the activity.	Improved Matching of Skills to Projects	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The organization verifies and improves the competency staffing process.	Staffing Plan	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	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
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	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, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	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
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The organization staffs its projects using the staffing process.	Competency Achievement Plan	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	The projects of the organization define their project competency staffing requirements.	Organizational Project Management Competency Requirements	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	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, Internal Processes, Learning & Growth

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5220	Provide Competent Organizational Project Management Resources	The organization's project management community provides sufficient competent resources to manage organizational project management.	5220.035	Staff acquisition Future planning	The organization develops a resource management plan to prepare for future needs.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	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, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	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, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	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
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	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
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	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	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	The Project Develop Human Resource Plan process is focused on the needs of the customer and is measured accordingly.	Project Develop Human Resource Plan Process Customer Requirements Incorporated in Measurements	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	The organization assigns resources based on the strategic priority of each initiative and the resource skill set.	Resources Assigned Against Project Priority	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	The organization identifies the characteristics of the Project Develop Human Resource Plan process that are critical at this point in time.	Identified Project Develop Human Resource Plan Process Critical Characteristics	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	The organization assigns appropriate resources according to the skill required by the activity.	Improved Matching of Skills to Projects	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	The Acquire Project Team process is consistently implemented and practiced across the organization.	Consistently implemented Acquire Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	The organization communicates the availability of a Acquire Project Team process to all necessary stakeholders.	Communicated Acquire Project Team Process	Resources	Resource Optimization, Internal Processes, Learning & Growth

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Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	The organization identifies the process requirements for ensuring a competent project resource pool.	Process Requirements for Managing Resource Pool	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	The organization uses the skills database to determine training requirements.	Training Curriculum	Resources	Resource Optimization, Internal Processes, Learning & Growth
Coordinated Formal Staff Acquisition and Placement	A documented resource plan exists.	The organization has a skills database.	Skills of Individuals	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5220	Provide Competent Organizational Project Management Resources	The organization's project management community provides sufficient competent resources to manage organizational project management.	5220.040	Improve Staff Acquisition Policies and Procedures	Organizational Project Management staff acquisition is monitored and improvement programs undertaken.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Updates to Policies and Procedures.	The organization updates its policies and procedures for staff acquisition on an ongoing basis.	-	-	Resources	Resource Optimization, Internal Processes, Learning & Growth

Customize Project Management Methodology

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5260	Customize Project Management Methodology	The organization customizes a generally accepted project management methodology to meet organizational requirements.	5260.010	Define Project Management Methodology	The organization tailors a project management methodology.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Tailored Project Management Methodology	The organization has a documented project management methodology tailored to its needs.	The organization develops organizational project management polices.	Organizational Project Management Policies	Integration Mgmt	Internal Processes
Tailored Project Management Methodology	The organization has a documented project management methodology tailored to its needs.	The organization conducts root cause analysis within the Project Define Activities process.	Project Define Activities Process Root Causes Identified	Integration Mgmt	Internal Processes
Tailored Project Management Methodology	The organization has a documented project management methodology tailored to its needs.	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	Internal Processes
Tailored Project Management Methodology	The organization has a documented project management methodology tailored to its needs.	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	Internal Processes
Tailored Project Management Methodology	The organization has a documented project management methodology tailored to its needs.	The organization implements improvements to the Develop Project Management Plan process.	Develop Project Management Plan Process Improvements Implemented	Integration Mgmt	Internal Processes
Tailored Project Management Methodology	The organization has a documented project management methodology tailored to its needs.	The organization performs the Develop Project Management Plan process in a stable fashion.	Develop Project Management Plan Process Stability Achieved	Integration Mgmt	Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5260	Customize Project Management Methodology	The organization customizes a generally accepted project management methodology to meet organizational requirements.	5260.020	Create a Custom Project Management Methodology	The organization creates a custom project management methodology to meet their organization's requirements. The methods are drawn from generally accepted project management methods.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Custom Project Management Methodology	The organization has a project management methodology that meet their needs.	The organization maintains its organizational project management policies.	Maintained Organizational Project Management Policy	Integration Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5260	Customize Project Management Methodology	The organization customizes a generally accepted project management methodology to meet organizational requirements.	5260.030	Update Project Methodology	The organization regularly reviews and updates their methodology to meet the needs of the organization.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project Management Methodology Updates	The organization updates its project management methodology regularly.	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	Integration Mgmt	Internal Processes

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

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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

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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

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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

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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

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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

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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.	-	-	-	-

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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	-

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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
External Cooperation	External organizations participate in the organization's project management process.	-	-	Governance	Internal Processes
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

Establish Career Path for all Organizational Project Management Roles

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5620	Establish Career Path for all Organizational Project Management Roles	The organization has progressive career paths for organizational project management related roles.	5620.010	Define Standards for organizational Project Management Roles	he organization establishes a career path based upon defined competencies.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organizational Project Management Skill Definitions	Career paths are established.	-	-	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5620	Establish Career Path for all Organizational Project Management Roles	The organization has progressive career paths for organizational project management related roles.	5620.020	Define Standards for organizational Project Management Roles	The organization utilizes the defined career path.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Performance Standards for Organizational Project Management Related Roles	The defined career path is used to advance project manager competencies.	-	-	Resources	Resource Optimization, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5620	Establish Career Path for all Organizational Project Management Roles	The organization has progressive career paths for organizational project management related roles.	5620.030	Build Organizational Project Management Competencies	The organization verifies and improves career paths based upon project management competencies.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Organizational Project Management Competency	Career paths are verified and improved based upon competencies.	-	-	Resources	Resource Optimization, Internal Processes, Learning & Growth

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

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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 and procedures to ensure sufficient resources and training are available for key project roles.	Staff Acquisition Policies and Procedures	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

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

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Manage The Environment

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7115	Manage The Environment	Project managers effectively manage project environment	7115.010	Collect information about surrounding environment (Collecting information about surrounding environment)	Define how the organizational environment will be surveyed to support competency management.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Political, Economical, Social and Technological (PEST) analysis	Plans to survey the organizational environment exist.	Project managers understand the impact of their projects on the organization, other projects and stakeholders	Holistic view understanding	Integration Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7115	Manage The Environment	Project managers effectively manage project environment	7115.020	Analyze and use the information collected in order to shape the project to the surrounding environment	Collect and utilize the organizational environment survey data to support competency management.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Additional Inputs for project plans	Survey data is collected and utilized for the organizational environment.	The organization provides project management teams, the understanding of diversity, and respect for cultural differences.	Culture Diversity Awareness Understanding	Integration Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth
Additional Inputs for project plans	Survey data is collected and utilized for the organizational environment.	The organization integrates project management values into personal and organizational performance measurement.	Integrated Project Management Values	Integration Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth
Additional Inputs for project plans	Survey data is collected and utilized for the organizational environment.	The organization performs the Develop Project Management Plan process in a stable fashion.	Develop Project Management Plan Process Stability Achieved	Integration Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7115	Manage The Environment	Project managers effectively manage project environment	7115.030	Verify and Improve Competency process	The organization competency management process is verified and improved based upon organizational survey data.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Competency process is improved	Organizational competency management process is verified and improved.	-	-	Integration Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

Demonstrate Competency in Initiating a Project

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7135	Demonstrate Competency in Initiating a Project	The organization's Project managers demonstrate their competencies in initiating a project	7135.010	plan to build competency	The organization builds a plan to ensure the competencies of their project managers in initiating 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 initiating a project in place	The organization knows the profile and skills of all its project management community.	Coordinated Formal Staff Acquisition and Placement	Resources	Internal Processes
Competency plan in place	Competency plan for initiating a project in place	The organization performs the Project Monitor and Control Risks process in a stable fashion.	Project Monitor and Control Risks Process Stability Achieved	Resources	Internal Processes
Competency plan in place	Competency plan for initiating a project in place	The organization performs the Project Control Costs process in a stable fashion.	Project Control Costs Process Stability Achieved	Resources	Internal Processes
Competency plan in place	Competency plan for initiating a project in place	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Resources	Internal Processes
Competency plan in place	Competency plan for initiating a project in place	The organization provides an environment project managers utilize the process for project manager self development.	Project managers' individual performance	Resources	Internal Processes
Competency plan in place	Competency plan for initiating a project 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
Competency plan in place	Competency plan for initiating a project in place	The organization performs the Project Define Scope process in a stable fashion.	Project Define Scope Process Stability Achieved	Resources	Internal Processes
Competency plan in place	Competency plan for initiating a project in place	The organization performs the Develop Project Charter process in a stable fashion.	Develop Project Charter Process Stability Achieved	Resources	Internal Processes
Competency plan in place	Competency plan for initiating a project in place	The organization performs the Project Control Schedule process in a stable fashion.	Project Control Schedule Process Stability Achieved	Resources	Internal Processes
Competency plan in place	Competency plan for initiating a project in place	The organization performs the Project Report Performance process in a stable fashion.	Project Report Performance Process Stability Achieved	Resources	Internal Processes
Competency plan in place	Competency plan for initiating a project in place	The organization performs the Project Report Performance process in a stable fashion.	Project Report Performance Process Stability Achieved	Resources	Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
7135	Demonstrate Competency in Initiating a Project	The organization's Project managers demonstrate their competencies in initiating a project	7135.020	Project managers know and deliver proper project initiation	Project managers perform the work to authorize a new project or phase, and define its scope.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Project manager effectively initiates projects	The project manager understands project alignment with organizational objectives and customer requirements, and initiates the project accordingly	-	-	Resources	Internal Processes

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

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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

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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**

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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	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 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 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 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 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 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 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 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	Project managers are aware of project maturity models.	Understand Maturity Models	Governance	Resource Optimization, Learning & Growth

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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	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 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	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 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 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	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 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 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 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 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 the role of project management in achieving its goals.	Project Management Values Determined	Governance	Resource Optimization, Learning & Growth

OPM3® Product Suite Improvement Plan

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 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	The organization integrates project management values into personal and organizational performance measurement.	Integrated Project Management Values	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 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 integrates its project management methodology into all appropriate processes.	Documented processes in methodology.	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	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 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

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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® ProductSuite 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.

Include Strategic Goals Into Project Objectives.

Know Inter-Project Plan.

Adhere to Project Management Techniques.

Capture and Share Lessons Learned.

Encourage Risk Taking.

Facilitate Project Manager Development.

Provide Project Management Training.

Provide Continuous Training.

Provide Competent Organizational Project Management Resources.

Customize Project Management Methodology.

Integrate Project Management Methodology with Organizational Processes.

Establish Common Project Management Framework.

Establish Organizational Project Management Policies.

Establish Executive Support.

Establish Career Path for all Organizational Project Management Roles.

Establish Organizational Project Management Structure.

Provide Organizational Project Management Support Office.

Manage The Environment.

Demonstrate Competency in Initiating a Project.

Project Management Information System.

Intellectual Capital Reuse.

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

OPM3® ProductSuite Improvement Plan

Initiating

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.

Standardize Project Create WBS Process.

Standardize Project Estimate Activity Resources Process.

Standardize Project Estimate Activity Durations Process.

Standardize Project Estimate Costs Process.

Standardize 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.

Standardize Project Plan Risk Responses Process.

Standardize Project Plan Procurements Process.

OPM3® ProductSuite Improvement Plan

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 Develop Project Team Process.
- Standardize Project Manage Stakeholder Expectations Process.
- Measure Monitor and Control Project Work Process.
- Standardize Project Perform Integrated Change Control Process.
- Measure Project Perform Integrated Change Control Process.
- Control Project Perform Integrated Change Control Process.
- Improve Project Perform Integrated Change Control Process.
- Standardize Project Verify Scope Process.
- Standardize Project Control Scope Process.
- Standardize Project Control Costs Process.
- Standardize Project Perform Quality Control Process.
- Standardize 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.