

OPM3® ProductSuite Improvement Plan

Prepared for

Information & Telecommunication

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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				

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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

OPM3® ProductSuite Improvement Plan

Standardize Project Sequence Activities Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1060	Standardize Project Sequence Activities Process	Project Sequence Activities Process standards are established.	1060.010	Establish Process Management Governing Body	The organization enables Project Sequence Activities 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	Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1060	Standardize Project Sequence Activities Process	Project Sequence Activities Process standards are established.	1060.020	Develop Project Sequence Activities Process	The organization assembles, develops, purchases, or otherwise acquires a Project Sequence Activities process.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1060	Standardize Project Sequence Activities Process	Project Sequence Activities Process standards are established.	1060.025	Communicate Project Sequence Activities Process	The organization communicates the availability of a Project Sequence Activities process to all necessary stakeholders.

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

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1060	Standardize Project Sequence Activities Process	Project Sequence Activities Process standards are established.	1060.030	Adopt the Project Sequence Activities Process	The Project Sequence Activities 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 Sequence Activities Process	Work methods for the Project Sequence Activities process are implemented consistently, producing project network diagrams and project document updates.	The organization communicates the availability of a Project Sequence Activities process to all necessary stakeholders.	Communicated Project Sequence Activities Process	Time Mgmt	Project Predictability, Internal Processes

Improve Monitor and Control Project Work Process

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

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

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

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

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

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

Standardize Project 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

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

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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.	1070.030	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 Proly			

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

Measure Project Create WBS Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1085	Measure Project Create WBS Process	Project Create WBS Process measures are established, assembled and analyzed.	1085.010	Identify Critical Project Create WBS Process Customer Focused Measures	The Project Create WBS 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 Create WBS Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Create WBS process measures.	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	Internal Processes, Learning & Growth
Project Create WBS Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Create WBS process measures.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Scope Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1085	Measure Project Create WBS Process	Project Create WBS Process measures are established, assembled and analyzed.	1085.020	Identify Critical Project Create WBS Process Characteristics	The organization identifies the characteristics of the Project Create WBS 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 Create WBS Process Critical Characteristics	The current critical characteristics of the Project Create WBS process are identified.	The Project Create WBS process is focused on the needs of the customer and is measured accordingly.	Project Create WBS Process Customer Requirements Incorporated in Measurements	Scope Mgmt	Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1085	Measure Project Create WBS Process	Project Create WBS Process measures are established, assembled and analyzed.	1085.030	Measure Critical Project Create WBS Process Characteristics	The organization measures critical characteristics of the Project Create WBS process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Project Create WBS Process Critical Characteristics	The critical characteristics of the Project Create WBS process are measured.	The organization identifies the characteristics of the Project Create WBS process that are critical at this point in time.	Identified Project Create WBS Process Critical Characteristics	Scope Mgmt	Internal Processes, Learning & Growth

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1085	Measure Project Create WBS Process	Project Create WBS Process measures are established, assembled and analyzed.	1085.040	Identify Upstream Measures	The process owners are able to identify the Project Create WBS process's upstream measures.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name
1085	Measure Project Create WBS Process	Project Create WBS Process measures are established, assembled and analyzed.		Critical Project Create WBS Process

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description
Measured Critical Project Create WBS Process		



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					

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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

OPM3® ProductSuite Improvement Plan

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 Acquire Project Team Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies and procedures to ensure sufficient resources and training are available for key project roles.	Staff Acquisition Policies and Procedures	Resources	Project Predictability, Internal Processes, Learning & Growth

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

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

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

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

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

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

Standardize Manage Project Team Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	-	-	Resources	Internal Processes, Learning & Growth

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

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

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

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

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

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

Standardize Project Plan Communications Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	-	-	Communication Mgmt	Project Predictability, Internal Processes

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

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

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

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

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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 Perform Qualitative Risk Analysis Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	-	-	Risk Mgmt	Internal Processes

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

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

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

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

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

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

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Standardize Project Perform Quantitative Risk Analysis Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	-	-	Risk Mgmt	Internal Processes

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

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

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

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

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

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

Standardize Project Identify Stakeholders Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

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

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

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

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

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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

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

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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	-

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.

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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 Schedule Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Time Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Time Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization develops organizational project management policies.	Organizational Project Management Policies	Time Mgmt	Project Predictability, Internal Processes

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

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

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

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

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

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

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

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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 Process standards are established.	1370.010	Establish Process Management Governing Body	The organization enables Project Monitor and Control Risks process improvements by authorizing the appropriate

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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 Process standards are established.	1370.030	Adopt the Project Monitor and Control Risks Process	The Project Monitor and Control Risks process is consistently implemented and practiced across the organization.

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

Standardize Close Project or Phase Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization develops organizational project management policies.	Organizational Project Management Policies	Integration Mgmt	Project Predictability, Internal Processes
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Integration Mgmt	Project Predictability, Internal Processes

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

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

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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

Record Project Resource Assignments

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

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

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

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

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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.	The organization identifies standard rules of conduct for communication and collaboration among projects.	Acceptable Conduct Among Project Managers	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes
Identified Project Goals	Evidence exists indicating that goals and plans of projects using the organization's resources are reviewed by Project Managers.	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

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 project managers in initiating a project	Competency plan in place	Integration Mgmt	Resource Optimization, Project Predictability, Internal Processes

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

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

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

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

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

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

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

Measure Project Collect Requirements Process

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

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

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

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

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

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

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

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

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

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

Measure Project Sequence Activities Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1750	Measure Project Sequence Activities Process	Project Sequence Activities Process measures are established, assembled and analyzed.	1750.010	Identify Critical Project Sequence Activities Process Customer Focused Measures	The Project Sequence Activities 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 Sequence Activities Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Sequence Activities process measures.	The organization enables Project Sequence Activities 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, Internal Processes
Project Sequence Activities Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Sequence Activities process measures.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Time Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1750	Measure Project Sequence Activities Process	Project Sequence Activities Process measures are established, assembled and analyzed.	1750.020	Identify Critical Project Sequence Activities Process Characteristics	The organization identifies the characteristics of the Project Sequence Activities 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 Sequence Activities Process Critical Characteristics	The current critical characteristics of the Project Sequence Activities process are identified.	The Project Sequence Activities process is focused on the needs of the customer and is measured accordingly.	Project Sequence Activities Process Customer Requirements Incorporated in Measurements	Time Mgmt	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1750	Measure Project Sequence Activities Process	Project Sequence Activities Process measures are established, assembled and analyzed.	1750.030	Measure Critical Project Sequence Activities Process Characteristics	The organization measures critical characteristics of the Project Sequence Activities process.

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

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1750	Measure Project Sequence Activities Process	Project Sequence Activities Process measures are established, assembled and analyzed.	1750.040	Identify Upstream Measures	The process owners are able to identify the Project Sequence Activities process's upstream measures.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1750	Measure Project Sequence Activities Process	Project Sequence Activities Process measures are established, assembled and analyzed.	1750.050	Measure Critical Project Sequence Activities Process Inputs.	The organization measures critical inputs to the Project Sequence Activities process.

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

Measure Project Determine Budget Process

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

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

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

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1800	Measure Project Determine Budget Process	Project Determine Budget Process measures are established, assembled and analyzed.	1800.030	Measure Critical Project Determine Budget Process Characteristics	The organization measures critical characteristics of the Project Determine Budget process.

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

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

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

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

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

Measure Project Plan Communications Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1850	Measure Project Plan Communications Process	Project Plan Communications Process measures are established, assembled and analyzed.	1850.010	Identify Critical Project Plan Communications Process Customer Focused Measures	The Project Plan Communications 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 Plan Communications Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Plan Communications process measures.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Communication Mgmt	Resource Optimization, Project Predictability, Internal Processes
Project Plan Communications Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Plan Communications process measures.	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	Resource Optimization, Project Predictability, Internal Processes
Project Plan Communications Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Plan Communications process measures.	The organization builds a plan to ensure the competencies of their project managers in initiating a project	Competency plan in place	Communication Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1850	Measure Project Plan Communications Process	Project Plan Communications Process measures are established, assembled and analyzed.	1850.020	Identify Critical Project Plan Communications Process Characteristics	The organization identifies the characteristics of the Project Plan Communications 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 Plan Communications Process Critical Characteristics	The current critical characteristics of the Project Plan Communications process are identified.	The Project Plan Communications process is focused on the needs of the customer and is measured accordingly.	Project Plan Communications Process Customer Requirements Incorporated in Measurements	Communication Mgmt	Resource Optimization, Project Predictability, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1850	Measure Project Plan Communications Process	Project Plan Communications Process measures are established, assembled and analyzed.	1850.030	Measure Critical Project Plan Communications Process Characteristics	The organization measures critical characteristics of the Project Plan Communications process.

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

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1850	Measure Project Plan Communications Process	Project Plan Communications Process measures are established, assembled and analyzed.	1850.040	Identify Upstream Measures	The process owners are able to identify the Project Plan Communications process's upstream measures.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1850	Measure Project Plan Communications Process	Project Plan Communications Process measures are established, assembled and analyzed.	1850.050	Measure Critical Project Plan Communications Process Inputs.	The organization measures critical inputs to the Project Plan Communications process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Project Plan Communications Process Inputs	The critical inputs and feeding processes that affect the Project Plan Communications Process are measured.	The process owners are able to identify the Project Plan Communications process's upstream measures.	Project Plan Communications Process Inputs Related to Results	Communication 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 Report Performance Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1990	Measure Project Report Performance Process	Project Report Performance Process measures are established, assembled and analyzed.	1990.010	Identify Critical Project Report Performance Process Customer Focused Measures	The Project Report Performance 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 Report Performance Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Report Performance process measures.	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	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1990	Measure Project Report Performance Process	Project Report Performance Process measures are established, assembled and analyzed.	1990.020	Identify Critical Project Report Performance Process Characteristics	The organization identifies the characteristics of the Project Report Performance 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 Report Performance Process Critical Characteristics	The current critical characteristics of the Project Report Performance process are identified.	The Project Report Performance process is focused on the needs of the customer and is measured accordingly.	Project Report Performance Process Customer Requirements Incorporated in Measurements	Communication Mgmt	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1990	Measure Project Report Performance Process	Project Report Performance Process measures are established, assembled and analyzed.	1990.030	Measure Critical Project Report Performance Process Characteristics	The organization measures critical characteristics of the Project Report Performance process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Project Report Performance Process Critical Characteristics	The critical characteristics of the Project Report Performance process are measured.	The organization identifies the characteristics of the Project Report Performance process that are critical at this point in time.	Identified Project Report Performance Process Critical Characteristics	Communication Mgmt	Internal Processes

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1990	Measure Project Report Performance Process	Project Report Performance Process measures are established, assembled and analyzed.	1990.040	Identify Upstream Measures	The process owners are able to identify the Project Report Performance process's upstream measures.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
1990	Measure Project Report Performance Process	Project Report Performance Process measures are established, assembled and analyzed.	1990.050	Measure Critical Project Report Performance Process Inputs.	The organization measures critical inputs to the Project Report Performance process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Project Report Performance Process Inputs	The critical inputs and feeding processes that affect the Project Report Performance Process are measured.	The Project Managers provide input and recommendations for their team members reviews.	Performance Assessment Influenced Strongly By Project Linkage	Communication Mgmt	Internal Processes
Measured Critical Project Report Performance Process Inputs	The critical inputs and feeding processes that affect the Project Report Performance Process are measured.	The process owners are able to identify the Project Report Performance process's upstream measures.	Project Report Performance Process Inputs Related to Results	Communication Mgmt	Internal Processes
Measured Critical Project Report Performance Process Inputs	The critical inputs and feeding processes that affect the Project Report Performance Process are measured.	The organization performance review procedure includes project-related assessments for all reviews.	Integrated Performance Assessment Linkages	Communication Mgmt	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

Measure Project Identify Stakeholders Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2005	Measure Project Identify Stakeholders Process	Project Identify Stakeholders Process measures are established, assembled and analyzed.	2005.010	Identify Critical Project Identify Stakeholders Process Customer Focused Measures	The Project Identify Stakeholders 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 Identify Stakeholders Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Identify Stakeholders process measures.	The organization has policies explaining which organizational project management processes must be measured.	Measurement Policies	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth
Project Identify Stakeholders Process Customer Requirements Incorporated in Measurements	The performance requirements of the customer are incorporated into the Project Identify Stakeholders process measures.	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
2005	Measure Project Identify Stakeholders Process	Project Identify Stakeholders Process measures are established, assembled and analyzed.	2005.020	Identify Critical Project Identify Stakeholders Process Characteristics	The organization identifies the characteristics of the Project Identify Stakeholders 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 Identify Stakeholders Process Critical Characteristics	The current critical characteristics of the Project Identify Stakeholders process are identified.	The Project Identify Stakeholders process is focused on the needs of the customer and is measured accordingly.	Project Identify Stakeholders Process Customer Requirements Incorporated in Measurements	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2005	Measure Project Identify Stakeholders Process	Project Identify Stakeholders Process measures are established, assembled and analyzed.	2005.030	Measure Critical Project Identify Stakeholders Process Characteristics	The organization measures critical characteristics of the Project Identify Stakeholders process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Project Identify Stakeholders Process Critical Characteristics	The critical characteristics of the Project Identify Stakeholders process are measured.	The organization identifies the characteristics of the Project Identify Stakeholders process that are critical at this point in time.	Identified Project Identify Stakeholders Process Critical Characteristics	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
2005	Measure Project Identify Stakeholders Process	Project Identify Stakeholders Process measures are established, assembled and analyzed.	2005.040	Identify Upstream Measures	The process owners are able to identify the Project Identify Stakeholders process's upstream measures.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2005	Measure Project Identify Stakeholders Process	Project Identify Stakeholders Process measures are established, assembled and analyzed.	2005.050	Measure Critical Project Identify Stakeholders Process Inputs.	The organization measures critical inputs to the Project Identify Stakeholders process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Measured Critical Project Identify Stakeholders Process Inputs	The critical inputs and feeding processes that affect the Project Identify Stakeholders Process are measured.	The process owners are able to identify the Project Identify Stakeholders process's upstream measures.	Project Identify Stakeholders Process Inputs Related to Results	Communication Mgmt	Financial Perspective, External Relationships, Internal Processes, Learning & Growth

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

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Control Develop Project Management Plan Process

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

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

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

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

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

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

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

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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

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Improve Develop Project Management Plan Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
2640					

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

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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

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® ProductSuite Improvement Plan

Capture and Share Lessons Learned

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

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

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

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

OPM3® ProductSuite Improvement Plan

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

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

OPM3® ProductSuite Improvement Plan

Standardize Portfolio Identify Components Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

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

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

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

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

OPM3® ProductSuite Improvement Plan

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

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

Standardize Portfolio Categorize Components Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

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

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

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

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

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

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

Standardize Portfolio Evaluate Components Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies that state that improvements to processes should not cause such processes to operate outside their upper and lower control limits.	Improvement Policies	Governance	Internal Processes

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

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

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

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

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

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

Standardize Portfolio Select Components Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

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

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

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

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

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

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

Standardize Portfolio Prioritize Components Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

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

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

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

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

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

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

Standardize Balance Portfolio Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

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

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

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

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

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

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

Standardize Portfolio Authorize Components Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

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

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

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

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

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

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

Standardize Communicate Portfolio Adjustment Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5030	Standardize Communicate Portfolio Adjustment Process	Communicate Portfolio Adjustment Process standards are established.	5030.010	Establish Process Management Governing Body	The organization enables Communicate Portfolio Adjustment process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	The organization has policies explaining which organizational project management processes must be standardized.	Standardization Policies	Governance	Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5030	Standardize Communicate Portfolio Adjustment Process	Communicate Portfolio Adjustment Process standards are established.	5030.020	Develop Communicate Portfolio Adjustment Process	The organization assembles, develops, purchases, or otherwise acquires a Communicate Portfolio Adjustment process.

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

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5030	Standardize Communicate Portfolio Adjustment Process	Communicate Portfolio Adjustment Process standards are established.	5030.025	Communicate Portfolio Adjustment Process	The organization communicates the availability of a Communicate Portfolio Adjustment process to all necessary stakeholders.

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

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5030	Standardize Communicate Portfolio Adjustment Process	Communicate Portfolio Adjustment Process standards are established.	5030.030	Adopt the Communicate Portfolio Adjustment Process	The Communicate Portfolio Adjustment 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 Communicate Portfolio Adjustment Process	Work methods for the Communicate Portfolio Adjustment process are implemented consistently, producing portfolio management roles and responsibilities document, a portfolio management communication plan and portfolio communications.	The organization communicates the availability of a Communicate Portfolio Adjustment process to all necessary stakeholders.	Communicated Communicate Portfolio Adjustment Process	Governance	Internal Processes

Standardize Review and Report Portfolio Performance Process

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5070	Standardize Review and Report Portfolio Performance Process	Review and Report Portfolio Performance Process standards are established.	5070.010	Establish Process Management Governing Body	The organization enables Review and Report Portfolio 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.	-	-	Governance	Resource Optimization, Internal Processes

BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5070	Standardize Review and Report Portfolio Performance Process	Review and Report Portfolio Performance Process standards are established.	5070.020	Develop Review and Report Portfolio Performance Process	The organization assembles, develops, purchases, or otherwise acquires a Review and Report Portfolio Performance process.

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Documented Review and Report Portfolio Performance Process	A Review and Report Portfolio Performance process is documented.	The organization enables Review and Report Portfolio Performance process improvements by authorizing the appropriate governing bodies to make critical decisions on process improvement goals and plans.	Active Process Governing Body	Governance	Resource Optimization, Internal Processes
Documented Review and Report Portfolio Performance Process	A Review and Report Portfolio Performance process is documented.	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
5070	Standardize Review and Report Portfolio Performance Process	Review and Report Portfolio Performance Process standards are established.	5070.025	Communicate Review and Report Portfolio Performance Process	The organization communicates the availability of a Review and Report Portfolio Performance process to all necessary stakeholders.

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

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BP ID	BP Name	BP Description	CAP ID	CAP Name	CAP Description
5070	Standardize Review and Report Portfolio Performance Process	Review and Report Portfolio Performance Process standards are established.	5070.030	Adopt the Review and Report Portfolio Performance Process	The Review and Report Portfolio 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 Review and Report Portfolio Performance Process	Work methods for the Review and Report Portfolio Performance process are implemented consistently, producing directives regarding components, portfolio rebalancing recommendations, recommendations to the business, refined selection criteria, key performance indicators updates and strategic goal achievement reporting.	The organization communicates the availability of a Review and Report Portfolio Performance process to all necessary stakeholders.	Communicated Review and Report Portfolio Performance Process	Governance	Resource Optimization, Internal Processes

Standardize Portfolio Monitor Business Strategy Changes Process

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

CAP Outcome Name	CAP Outcome Description	Dependent CAP Description	Dependent CAP Outcome Name	Knowledge Area	Business Result
Active Process Governing Body	Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements.	-	-	Governance	Resource Optimization, Internal Processes

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

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

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

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

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

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

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

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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.	5280.040	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
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Projects improved Using Defined

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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

Organizational Business Change Management Program

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

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

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

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

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

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

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

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

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

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

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

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

Improvement Plan

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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.

Record Project Resource Assignments.

Know Inter-Project Plan.

Adhere to Project Management Techniques.

Capture and Share Lessons Learned.

Customize Project Management Methodology.

Integrate Project Management Methodology with Organizational Processes.

Establish Common Project Management Framework.

Establish Organizational Project Management Policies.

Establish Executive Support.

Organizational Business Change Management Program.

Establish Organizational Project Management Structure.

Project Management Information System.

Intellectual Capital Reuse.

OPM3® ProductSuite Improvement Plan

Portfolio

- Standardize Portfolio Identify Components Process.
- Standardize Portfolio Categorize Components Process.
- Standardize Portfolio Evaluate Components Process.
- Standardize Portfolio Select Components Process.
- Standardize Portfolio Prioritize Components Process.
- Standardize Balance Portfolio Process.
- Standardize Portfolio Authorize Components Process.
- Standardize Communicate Portfolio Adjustment Process.
- Standardize Review and Report Portfolio Performance Process.
- Standardize Portfolio Monitor Business Strategy Changes Process.

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Initiating

Measure Develop Project Charter Process.

Control Develop Project Charter Process.

Improve Develop Project Charter Process.

Standardize Project Identify Stakeholders Process.

Measure Project Identify Stakeholders Process.

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Planning

Standardize Develop Project Management Plan Process.

Measure Develop Project Management Plan Process.

Control Develop Project Management Plan Process.

Improve Develop Project Management Plan Process.

Standardize Project Collect Requirements Process.

Measure Project Collect Requirements Process.

Standardize Project Create WBS Process.

Measure Project Create WBS Process.

Standardize Project Sequence Activities Process.

Measure Project Sequence Activities Process.

Standardize Project Estimate Activity Resources Process.

Standardize Project Estimate Activity Durations Process.

Standardize Project Estimate Costs Process.

Standardize Project Determine Budget Process.

Measure Project Determine Budget Process.

Standardize Project Plan Quality Process.

Standardize Project Develop Human Resource Plan Process.

Standardize Project Plan Communications Process.

Measure Project Plan Communications Process.

Standardize Project Plan Risk Management Process.

Standardize Project Identify Risk Process.

Standardize Project Perform Qualitative Risk Analysis Process.

Standardize Project Perform Quantitative Risk Analysis Process.

Standardize Project Plan Risk Responses Process.

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Executing, Monitoring and Controlling

- Standardize Direct and Manage Project Execution Process.
- Measure Direct and Manage Project Execution Process.
- Control Direct and Manage Project Execution Process.
- Improve Direct and Manage Project Execution Process.
- Standardize Project Perform Quality Assurance Process.
- Standardize Acquire Project Team Process.
- Standardize Develop Project Team Process.
- Standardize Manage Project Team Process.
- Standardize Project Manage Stakeholder Expectations Process.
- Improve Monitor and Control Project Work Process.
- Standardize Project Perform Integrated Change Control Process.
- Measure Project Perform Integrated Change Control Process.
- Standardize Project Verify Scope Process.
- Standardize Project Control Scope Process.
- Standardize Project Control Schedule Process.
- Standardize Project Control Costs Process.
- Standardize Project Perform Quality Control Process.
- Standardize Project Report Performance Process.
- Measure Project Report Performance Process.
- Standardize Project Monitor and Control Risks Process.

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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.