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Project Management Guide -- **INTEGRATION**

This table addresses vital aspects of project initiation and integration management such as the project charter, the importance of project stakeholders, and the project planning and management process.

Priority/ Risk / Project Area	4 **Minor investment, informal schedule goals, low organizational priority and visibility.**	3 **Moderate investment, definite schedule target, some organizational priority and visibility.**	2 **Significant investment, important schedule goals, medium organizational priority and visibility.**	1 **Major investment, critical schedule goals, substantial organizational priority and visibility, significant technical and cost risks.**
Project Charter	Prepare a one page memo of understanding between the sponsoring manager and the project manager (PM) listing the project objectives, priorities, resources, commitments, and constraints.	Identify quantifiable objectives, cost and schedule targets; outline staffing commitments, funding, and assets; list significant areas of authority matched to responsibilities.	Define specific performance goals and cost and schedule thresholds; describe PM authority and organizational commitments; write and sign charter as an informal contract.	Document project manager's responsibilities, authority, relationships, objectives and priorities; establish performance incentives; make commitments for funds, staff, facilities, assets.
Project Stakeholders	Identify project stakeholders (customers, sponsors, users, etc.) and bulletize their interests and objectives on one page; review project plan to ensure stakeholder satisfaction will be achieved.	Map stakeholder interests to specific initiatives to ensure satisfaction; develop, maintain, and post team success metrics; plan proactive stakeholder communications.	Prepare stakeholder management plan, and allocate staff and budget to periodic reassessments and corrective actions; focus specific initiatives to achieve stakeholder satisfaction.	Prepare and update a structured stakeholder analysis supporting a stakeholder management plan; map to the quality plan, risk management plan, and to project reporting initiatives.
The Project Plan	Summarize project objectives, approach, time constraints, cost estimates, and staffing plan; ensure they fit together and are realistic and achievable; define milestones and link tasks to owners and deliverables.	Employ planning process to build team ownership and facilitate peer review; apply systematic methods to assess cost and schedule realism; plan more heavily in risk areas; apply all PM principles in plan.	Prepare a plan that links the requirements, task plans, timelines, cost estimates, staffing, deliverables, and test plan; make sure cost, scope, and time are bounded; define success criteria for milestones.	Produce an integrated family of documents defining all project activities and disciplines; plan for mapping and traceability throughout major documents; systematically address all PMBOK areas.
Project Management Methodology	Apply basic project management techniques - document the requirements, prepare a realistic plan, apply baseline controls, conduct periodic reviews, assess risks and manage them.	Include outline of proposed project management methodology in project plan document; identify vital PM systems and procedures.	Document PM approach, including baseline management, reviews, data collection, project metrics, and control responsibilities; monitor and report status of PM implementation.	Prepare a formal project management plan describing the methodology, planning standards, project reviews, baseline controls, roles and responsibilities, and metrics to track implementation success.

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Project Management Guide -- SCOPE

This table addresses requirements definition, scope control, as well as baseline management and the time-honored work breakdown structure.

Project Area \ Priority/ Risk	4 **Minor investment, requirements well understood and reasonably stable, familiar internal customer.**	3 **Moderate investment, requirement not obvious, potential for misunderstandings, familiar customer.**	2 **Significant investment, significant requirements, probable changes, significant technical unknowns.**	1 **Major investment, extensive requirements, volatile environment, substantial visibility and technical risks.**
Requirements Definition	Understand the requirements and document them clearly; obtain agreement of key stakeholders; put the requirements document under informal version identification and change control.	Document business case and detailed performance based requirements specifications; use modular structure for documenting functions, performance and features.	Review detailed requirements definition with customer and sponsor; employ walk-thrus, simulations, prototypes, demonstrations, mock-ups or draft user documentation.	Conduct a rigorous, extensive, detailed requirements definition and review process; map requirements to design and test documents; obtain independent peer reviews and get formal customer approvals.
Work Breakdown Structure	Prepare WBS to level 3 to ensure comprehensive identification of tasks and outputs; firm-up WBS early and communicate to the team.	Use WBS to prepare responsibility matrix, cost estimates, and schedules; publish WBS as a project baseline document; use WBS to assign timesheet charge numbers.	Prepare a WBS dictionary to level 3 to communicate task content and reduce ambiguity; use WBS structure to aggregate cost data and organize production of deliverables.	Use a *product-oriented* WBS to organize requirements, planning, scope, schedules, budgets, support disciplines, testing, and deliverables; map WBS to an organizational breakdown structure.
Product Baseline Controls	Use the requirements document to establish baseline stability; have the PM approve all changes; assign version identification and change controls as the product design matures.	Place requirements document under formal control; require change request approval by PM; report metrics to track scope changes; map design and testing to the requirements document.	Establish configuration identification, status accounting, a change control process (using change proposals and a control board (CCB) chaired by PM), and configuration audits; staff a formal CM function.	Establish baselines for system requirements, functional, and allocated specs, and product design; evaluate ECP impacts and get functional approvals prior to CCB; manage the pace of change.
Project Baseline Controls	Clearly identify the cost and schedule goals and establish baselines; maintain a diary of cost and schedule revisions; track actuals and latest revised estimates against original baselines.	Document cost and schedule baselines; report metrics to show changes against milestone estimates; document all scope changes and track schedule progress against baseline goals.	Establish formal cost and schedule baselines and apply disciplined controls; report all baseline changes or replans; define tasks in discrete work packages; formalize reporting process and formats.	Establish firm cost and schedule baselines between major milestones and report variances; require sponsor signature on baseline replans; use a work package approval and authorization process.

Project Management Guide -- TIME

This table addresses the important issues of managing schedules, schedule estimating, critical path management, and schedule tracking.

Priority/ Risk / Project Area	4 **Informal schedule goal, simple dependencies, low management interest, familiar project tasks.**	3 **Definite schedule goal, numerous dependencies, some project visibility, some unknowns.**	2 **Important schedule goal, significant dependencies, high project visibility, moderate unknowns.**	1 **Critical schedule goal, complex dependencies, high interest project, significant unknowns.**
Project Schedules	Establish target date and major milestones; prepare Gantt schedule and route to team; get team buy-in of realism and goals; use subsidiary checklists to keep schedules from becoming cumbersome.	Prepare top-level Gantt schedule and sub-team rollups; identify major and intermediate milestones; scrutinize dependencies; maintain baseline stability between major milestones or formal replans.	Publish schedules and keep status updates visible; maintain schedule baseline discipline and traceablity; document milestone exit criteria; report and track schedule variances and performance indexes.	Use comprehensive automated scheduling system; document procedures for schedule baseline management and data collection; swarm on problem areas with micro-schedules and daily status meetings.
Schedule Estimating	Estimate schedule durations based on work content and staff availability, duration analogies to previous work, and management judgments; identify dependencies, and assess schedule risk areas.	Document schedule estimates based on historical data and estimates of work and staffing; keep work packages smaller than two weeks; assess schedule risks and apply contingencies.	Document schedule assumptions and estimating methodologies; evaluate and elevate schedule uncertainties; obtain independent expert assessment of schedule realism.	Use a documented schedule estimating methodology; apply historical data, analogies, and expert judgments; obtain team ownership of schedules; quantify risks and apply contingencies.
Critical Path Analysis	Identify the critical path/s informally on a Gantt schedule; keep the team members mindful of the critical path; look for ways to shorten the critical path; pay attention.	Identify schedule dependencies and design hand-offs clearly; use a PM tool to compute critical path and print it out; report path status periodically; discuss alternatives and risks to shorten the critical path.	Conduct risk assessment along the critical path; manage the critical path to tighten and identify workarounds; rethink dependencies to accelerate overall schedule.	Conduct statistical assessment of schedule risks (PERT); examine opportunities for streamlining, crashing, and concurrencies; watch for emerging near-critical paths and assess risks.
Schedule Tracking	Update status of project schedules to show actual progress and revisions compared to baseline plan; keep original schedule goals visible until formally replanned; keep status visible.	Collect data for percent completions and planning revisions periodically; report status against traceable schedule baseline; document methods for assessing earned value; highlight problem areas.	Track schedule progress against formal baselines for all tasks; identify level of effort tasks; use repeatable procedures for data gathering, earned value assessment, and status reporting.	Document procedures for schedule baseline management, criteria for determining completions, data collection, analysis and reporting (see C/SCS in Cost section).

Project Management Guide -- COST

This table addresses cost estimating, budgeting, and practical application of Cost/Schedule Control System *(earned value)* techniques to smaller projects.

Project Area \ Priority/ Risk	4 **Minor investment, level of effort tasks, within current budgets, cost risk considered low.**	3 **Moderate investment, varied cost accounts, project budgeted separately, some cost risk.**	2 **Significant investment, costs from different sources, capital budget item, significant technical and cost unknowns.**	1 **Major investment, diverse expenditures, substantial visibility, substantial technical and cost risks.**
Cost Estimating	Apply management judgment to estimate and justify costs; use staffing estimates, labor costs, available quotes or procurement estimates to establish a cost target and assess project affordability	Prepare a written cost estimate; document data sources and estimating assumptions; validate estimate by analogy and historical data; scrutinize cost drivers.	Prepare formal cost estimate with documented assumptions, using a documented methodology and historical cost data; require approval by an experienced cost estimator.	Prepare cost estimates at the work package level; use modeling, sensitivity analysis and identification of cost risks; obtain independent cost assessment; produce an auditable backup package.
Budgeting	Establish ball-park estimates of time-phased budget goals; track staff usage and procurements against plan to monitor project spending; report budget status periodically.	Allocate budgets by groups within the project, establish project spend plan and track and report actuals; prepare periodic updates of estimate at completion.	Allocate budgets by group or WBS element; prepare spend plans at cost account manager level; track group budgets; reconcile project budgets to funding, capital budgets, and funding risks.	Rollup or allocate project budgets by WBS element; cost account managers commit to costs; collect data at the work package level; establish time phased budget baselines at the cost account level.
Cost & Schedule Control System	Prepare periodic guesstimates of work percent accomplished and resources spent, and compared to that planned; compute cost and schedule variances and performance indexes at WBS level 1.	Maintain traceable planning baselines to facilitate cost and schedule tracking; collect earned value estimates and actual spending data to calculate variances and indexes at WBS level 2.	Establish time-phased budgets at WBS level 3; maintain traceable baselines and collect data to report variances and indexes at level 3; refine accounting system to provide reliable, timely data.	Document systems and procedures for cost and schedule data gathering and reporting; report variances at WBS level 4; audit the system using the earned value Joint Implementation Guide criteria.
Cost Analysis	Prepare cost estimates informally; justify project approval based on rough assessment of cost reasonableness, affordability, and benefits; use judgment for trade-off analyses.	Prepare written cost estimates using available data, judgment and analogy; apply ball-park estimates to project changes and decision points; conduct trade-off studies on cost drivers.	Apply documented and systematic approaches to cost impacts of project decisions; review estimates and conduct sensitivity analysis on major assumptions; use dedicated cost engineering professionals.	Prepare documented cost estimates for changes; maintain auditable files of backup assumptions, data, and methodologies; use a standard WBS to build historical costs database for future estimates.

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Project Management Guide -- QUALITY

This table addresses the planning and management activities that make the project output conform to the requirements and help to ensure a satisfied customer.

Project Area \ Priority/ Risk	4 **Quality goals easily understood, achieved, and monitored.**	3 **Quality goals can be defined and measured using existing systems and methods, quality risk low.**	2 **Quality goals are extensive, require innovative approaches, and may impact project success.**	1 **Quality goals are difficult to define, hard to measure and achieve, significant risk to project acceptance.**
Quality Assurance Plan	Define quality goals; discuss approach and plans to achieve goals; assess risks to achieving quality success; discuss the adequacy of the quality management approach; set high standards.	Document explicit quality goals; define methods and tests to define, predict, control, achieve, and verify success; focus on customer satisfaction; prepare plan for using quality metrics.	Document QA goals, plans, methods, and systems; consider the *Ilities* in quality goals; focus processes on minimizing correction costs; use peer review to build comprehensiveness in plan.	Prepare a formal QA plan including quantitative goals, management methods and organization to achieve goals, quality metrics, controls and verifications; link QA to stakeholder and risk analysis.
Quality Management	Establish quality management integral to the project work; ensure project team understands their role in achieving quality goals; maintain visibility of quality issues and track status.	Implement integrated quality management through delegated quality goals; plan work methods, technologies, measurements and controls to achieve goals; build quality into processes and products.	Integrate quality management tasks into project plan; establish objective quality goals; delegate goals to work groups; report quality metrics and track progress; identify and highlight quality trade-offs.	Assign quality management oversight in the project staff; monitor metrics and trends to achieve quality goals; integrate quality management into project planning, staffing, and risk management.
Quality Metrics, Measurements, & Controls	Conduct quality assessments periodically (these may be objective and quantitative or qualitative and subjective); monitor and report quality status at periodic project reviews.	Map quality metrics to quality goals and report periodically; apply standard quality tools to measure, predict and control results; make quality metrics visible at management reviews.	Establish quality metrics and conduct quality audits to predict and verify achievement of goals and identify needs for corrective action; apply quality control techniques to project effort.	Implement a best practices quality control organization; document quality methods integral to project planning; provide commitment of staff, tools, and methods to support quality effort.
Continuous Quality Improvement	Communicate continually a project goal to work smarter and find better processes; plan the project to accommodate future improvements; document processes to provide benchmarks for improvement.	Review the project approach and product architecture to provide for modularity, expandability, and growth; build CQI provisions into the product life cycle strategy.	Include CQI tasks in project plans and budgets; establish CQI goals and metrics, and report progress periodically.	Incorporate CQI goals into specifications and plans; periodically review project methods; institutionalize CQI processes and incorporate CQI provisions at the configuration item level.

Project Management Guide -- **HUMAN RESOURCES**

This table addresses the importance of leadership, staffing, organization, and team building.

Project Area \ Priority/ Risk	4 **Small project team, previous working relationships, cohesive team culture, experienced in project area.**	3 **Medium sized team, divergent organizational groups, available skills and staff resources, familiar with project culture.**	2 **Large, diverse project team; potential scarcity of skills and staffing, unfamiliar and divergent cultures.**	1 **Very large project team, wide experience requirements, scarce skills, differing organizational goals and project cultures.**
Project Leadership	Communicate project goals; manage the project team as a group; foster ownership of plans and tasks; build relationships through communication and consideration; set high standards and lead by example.	Establish clear goals and roles; institutionalize practices of communications and good will; identify and resolve issues and conflicts; delegate to workgroups; build ownership and establish success metrics.	Ensure management commitment and disciplined approach; emphasize communications, baselines, metrics, and issue resolution; address need for outside and inside project manager roles.	Select a disciplined project manager with excellent communications, leadership, coaching, technical and project experience; provide for active sponsorship and senior management oversight.
Staffing Plan	Identify resource requirements, assign staff, plan for training and backups; decide the *what* before the *who*; monitor adequacy of staffing and report status to project sponsor; take assertive action to fix shortfalls.	Consider project tasks and organization first, then plan staff to fill requirements; build staff plan from Gantt resource estimates; delegate ownership of staffing plan; involve team in planning process.	Perform structured analysis of skill types and quantities; use resource scheduling estimates; plot graph of requirements versus actuals and report status periodically; track recruiting, training, and retention.	Determine needed skill levels from work package estimates; review skill requirements and prepare analysis; plan hiring and training to meet gaps; report staffing metrics as critical project success factor.
Project Organization	Identify project roles and responsibilities; plan for clear ownership of tasks and delegation of responsibilities; develop plans to cope with impediments; encourage informal communications.	Publish and maintain organization chart; address realities of conflicting goals and loyalties; promote team ownership of integrated solutions; analyze job content to optimize skills mix.	Consider matrix organization with strong PM functions and administrative support; document plans to surmount structural short-comings; use cross-functional teams to help concurrencies.	Document project roles and responsibilities; map organizational breakdown structure (OBS) to WBS and communications plan; use *strong-matrix* or *projectized* organization structure.
Project Team Building	Take responsibility for leading the team; develop strategies and plans to build group cohesion; work with team to identify needed skills and behaviors to enhance team performance.	Conduct team sessions to improve communications and facilitate issue identification and resolution; build team identity; solicit and address team concerns.	Identify criteria for successful team performance; articulate strategy and plan for achieving team goals; develop metrics and monitor status; invest to improve team dynamics and cohesiveness.	Articulate a team building vision, objectives, and strategy; provide goals, supportive resources and tools, and meaningful measures of success; develop team ownership of this process.

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Project Management Guide -- **COMMUNICATIONS**

This table addresses the concrete management actions to promote this human activity that is so vital to project success, but too often performed marginally.

Project Area \ Priority/ Risk	4 **Small project team, no significant organizational boundaries or cultural differences, previous working relationships.**	3 **Medium size project team, some organizational diversity, unfamiliar working contacts, geographical separations.**	2 **Large project team, diverse organizations and cultures, differing contractual relationships.**	1 **Very large project team, numerous organizations and interfaces, diverse cultures, numerous geographic locations.**
Communications Planning	Identify communications objectives, plans, and constraints; plan internal and external communications; identify key players, messages, and media; plan to make PM accessible and communicative.	Identify communications requirements, technologies, constraints and assumptions; draw communications flow diagram; plan inclusive team structure to shorten communications paths.	Use stakeholder analysis to identify communications paths; plan for multiple communications media; plan to shorten vital information paths by new relationships, attitudes, or techniques.	Document plans for project team inter-communications, project documentation flows, project advocacy, organizational change management, and public and community relations.
Information Distribution	Identify key players and keep them informed; encourage and exercise information exchange within project team; identify information hand-off dependencies in advance; use multiple media.	Communicate availability of work results; prepare methods for communications storage and distribution; conduct regular meetings to identify critical issues; counteract communications boundaries.	Establish communications lists and interest areas; identify multiple media paths; solicit feedback on info. adequacy; exploit technology to improve communications; use Intranet for project information.	Identify the information requirements of all parties; ensure communication channels in place; track required message delivery; establish distribution lists by subject area.
Progress Reviews and Reporting	Conduct periodic reviews of progress, risks, and issues with sponsor and stakeholders; conduct requirements reviews and process walk-thrus early; communicate status and design throughout project.	Conduct management and design reviews with key stakeholders; review plans, progress and changes; focus on early identification of requirements and management of risks; track status trends.	Establish schedule for regular management and design reviews; emphasize early review and approval of requirements, cost and schedule estimates, technical approach, and staffing plans; freeze reporting formats.	Plan periodic cost, schedule, and issue reviews (frequently at first); plan for periodic reviews of design progress and at design milestones; conduct reviews and working meetings in all special interest areas.
Project Documentation and Records	Package project working papers in notebooks; have tasks result in smooth documents; plan early for customer support documentation; record project lessons learned.	Use documentation to establish baselines and communicate to project team; plan tasks with deliverables in mind; identify design data needed for support documentation; define document set needed at finish.	Define requirements for project library, deliverables, support documentation, and historical record; budget and staff a data management function; exploit electronic media and distribution.	Establish a comprehensive definition of documentation requirements; distribute standard report templates; track data production, deliveries and approvals; formalize project data library.

Project Management Guide -- RISK

This table addresses the use of structured methods for identifying, evaluating, and responding to risks throughout the project environment.

Project Area \ Priority/ Risk	4 **Not a significant investment, familiar project tasks, low risk technologies, low impact of project failure.**	3 **Moderate investment, some unfamiliar tasks and technologies, medium risk impacts.**	2 **Significant investment, unfamiliar project tasks, new or innovative technologies.**	1 **Complex project with potentially volatile risk issues and exposures, uncertainties inherent in plan and technologies.**
Risk Element Analysis	Use management judgment to list expected risk areas; highlight risk areas that threaten important project objectives; identify the manageable risks.	Document risk areas and evaluate low-medium-high risks; identify risks with significant impact; scrutinize requirements and conduct a project domain analysis to uncover hidden risks.	Establish structured methodology for identifying, quantifying, and assessing all potential project risks; use WBS and stakeholder analysis to ensure comprehensive risk list.	Document risk identification, probability, and consequences for objectives, specifications, and stakeholder interests; employ Delphi, multi-attribute utility, PERT analysis, and best practices risk templates.
Risk Avoidance and Mitigation	Identify the risk areas, technologies, or methods that present unattractive risks; incorporate into the project plan specific actions to minimize each area of risk exposure.	Assign study teams to develop risk avoidance/mitigation plans for excessive risk items; plan for early testing and tighten contract structures to reduce risks.	Develop risk deflection strategies for all significant project risks; incorporate adaptive actions into project plans; develop contingency plans to cope with unforeseen events.	Conduct cost/benefit analysis and review stakeholder priorities to select candidates and strategies for risk deflection; evaluate performance trade-offs to achieve acceptable risks.
Risk Management Plan	Plan and structure your work processes specifically to address risk areas and exploit opportunities; modularize your project and product to compartmentalize risks and minimize risk compounding.	Address each significant risk item and apply a specific PM or technical approach to minimize, manage, and control risk events.	Develop actions steps and staffing to reduce uncertainties and control risk areas; develop a critical items list and manage with high visibility.	Document plans for risk focused management attention to respond to all risk areas; apply risk templates (or lessons learned) to project life cycle; take specific initiatives to mitigate risks early.
Risk Metrics	Flag key risk issues to monitor; develop informal indicators of risk status; report risk assessments and risk management effectiveness at periodic reviews; highlight high risk areas and adverse trends.	Assign all risk areas low-medium-high assessment and update and report status and trends; use qualitative or subjective metrics if none better available; make a top-ten list.	Develop measurable indicators of risk exposure; report status and trends; monitor risk management effectiveness and report progress at reviews; address risks for each PMBOK area.	Develop metrics for all risk areas, and report status and trends; track impact of risk control actions on lessening risks; focus on high priorities; and highlight areas not responding to corrective action.

Project Management Guide -- PROCUREMENT

This table addresses acquisition management and contract administration as methods for reducing risks to project cost, schedule, and quality.

Project Area \ Priority/ Risk	4 **Small procurement actions, no significant administrative hurdles, simple requisitions, low procurement risks.**	3 **Several significant procurements actions, unfamiliar administrative requirements, procurements on critical path.**	2 **Complex procurements and uncertain contracting approaches, procurements central to project success.**	1 **Numerous and large acquisitions, multiple subcontractors, diverse requirements and administration.**
Procurement Planning	List project procurement dependencies; plan a contracting approach; establish administrative methods, staff the effort, and include administrative and delivery lead-times in planning	Develop list of procurements; identify cost, schedule, type and quantity requirements; address performance issues, competition, specifications, administrative, and delivery requirements.	Develop structured approach to incorporate procurement tasks into project plans, schedules, and budgets; include procurement issues in risk management; cultivate a reliable vendor base.	Document all planned procurements, requirements, cost estimates, lead times, issues, and risks; obtain sponsor signature for plan; use peer review to verify realism and identify additional risks.
Procurement Process	Schedule overall procurement requirements; document procurement requests; set methods for expedited orders and deliveries; identify vendors, cost management, and approval authorities; get multiple bids.	Document contracting approaches and administrative lead-times; include order preparation in staffing, budgets, and schedules; formalize ordering, receiving and payment process.	Write administrative checklist for procurements; develop structured approach to document requirements and deliverables; pre-qualify suppliers and build vendor working relationships.	Treat procurements as projects and plan budgets, schedules, and spec. development process; establish contract types, write S.O.W.s and develop selection criteria and contract administration process.
Procurement Liaison	Contact procurement officials and discuss plans to support the project; solicit their requirements and issues; maintain an active communications exchange; provide written requests.	Obtain procurement point of contact for project; deliver plans, assumptions, and schedules for review; incorporate comments and recommendations into project plans.	Include procurement staff in review of plans, distribution of project communications, attendance at meetings, and in project team building activities.	Bring a dedicated contracts liaison official into the project team; solicit review and approvals for documented procurement strategies, plans and assumptions.
Contract Administration	Follow-up with contractors to ensure compliance with delivery, performance, and cost requirements; manage changes deliberately; document specifications and maintain files for future use.	Track and report contract awards, milestones, and deliveries; establish controls to verify specifications and manage changes; track and report status of orders, invoices, and payments.	Establish project files for all contracts, specifications, and deliverables; formalize contract modification process; use metrics to track and report status of deliverables.	Establish a project office function to track contract modifications, deliverables (receipt, review, comments, and acceptance), contract correspondence; establish a subcontract management role.

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Project Management -- MULTI-PROJECT OVERSIGHT

This table shows techniques for managing multiple projects, using project categorization, a scaleable methodology, baseline reporting, and exception management.

Priority/ Risk / Project Area	4 **Less than 3 large projects with less than 12 projects overall.**	3 **Less than 8 large projects, with less than 40 projects overall.**	2 **Less than 20 large projects, with less than 100 projects overall.**	1 **Very large, complex multi-project environment; substantial organizational reliance on project success.**
Management Leadership	Require project management principles be applied to all projects; participate in project selection, approval, milestone reviews, and replan approvals; collect and track baseline data for all projects.	Require PM disciplines be applied and maintained for all projects; oversee baseline controls and metrics tracking; maintain organization level project tracking.	Maintain PM principles and disciplines from top management down; require implementation of PM policy and practices; build PM support infrastructure and recognize functional identity.	Promote project management as enterprise core competency; demonstrate senior leadership and commitment in words and deeds; build a supporting project culture of policies, practices, and support systems.
Organization and Staffing	Include project management in organizational priorities; adjust organization to support project management objectives; provide budgets for project management staffing, training, and support systems.	Define explicit PM functions in organization; provide staffing to support metrics, methodologies, and tools; budget project management at 6-10% of project totals.	Identify managing sponsors for all PMs; maintain dedicated PM support functions; assign senior management contact for oversight of project methodologies, systems, and results; develop skills mentors.	Provide dedicated senior leadership in project management oversight; use *strong matrix* organization; build project control and support expertise; track progress against maturity criteria.
Policies and Procedures	Insist on implementation of basic project management principles - documented requirements, realistic plans, periodic reviews, baseline controls, documentation, testing and customer focus.	Document PM methodology for flexible application to all projects; establish policies for project selection, approval, definition, baseline control, milestone reviews, and metrics.	Document PM methodology explicitly for each project; prioritize approval levels, summary metrics and exception reporting; systematize risk identification, assessment and tracking.	Manage project baselines on an exception basis; classify projects and invoke scaleable management requirements; conduct baseline reporting, tracking, trend analysis, and milestone reviews.
Systems and Tools	Provide a software tool for integrated scheduling, and resource planning; establish project planning conventions and training; use tools for action-item tracking and team communications.	Provide software tools and systems to roll up data for multi-project summaries and resource leveling; share support tools for administration and controls; refine communications networks.	Provide automated PM tools and methodology templates; maintain repository of systems, methods, and tools; track user support requests; monitor competency levels and conduct training needs analysis.	Conduct enterprise-wide cost and resource tracking; provide compatible family of tools for cost/schedule tracking, data management, action-item tracking, communications, cost estimating libraries, etc.