GAPPS | Global Alliance for the Project Professions

A Guiding Framework for Organisational Project Management Capability

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www.pmprofessions.org
info@pmprofessions.com
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Foreword

Considerable attention has been given to the development of standards and guides for managing projects, programs, and portfolios, as well as to the competencies required of those leading these endeavours. By contrast, less emphasis has been placed on the organisational capabilities needed to consistently and effectively deliver multiple initiatives.

Organisations seeking to deliver projects, programs, and portfolios that align with strategic objectives and realise intended short- and long-term benefits should move beyond a purely competency-based assessment of individuals. Instead, they should define, develop, and sustain the organisational capabilities required to achieve reliable, repeatable delivery of outcomes and consistently meet or exceed stakeholder expectations.

Where organisational project management capability has been addressed, it has most often been through maturity or excellence models. While valuable, many of these approaches are either not readily suited to independent self-assessment or are proprietary in nature, requiring organisations to purchase materials or engage external consultants. In response, the Global Alliance for the Project Professions (GAPPS) has developed this Guiding Framework for Organisational Project Management Capability (OPMC) as a non-proprietary, assessment-oriented resource that is freely available, consistent with GAPPS' commitment to accessibility, transparency, and mutual recognition. The framework is not a maturity model: it is intended to help an organisation judge whether its capability is sufficient, rather than to place it on a scale.

This framework is intended as a practical tool to help organisations identify strengths and opportunities for improvement, and to inform organisational development, transformation, and capability uplift initiatives. Organisations that have already adopted project management standards can use the GAPPS framework to strengthen organisational capabilities and improve overall performance.

As responsibility for organisational capability development typically resides at the executive level, the framework is designed to support informed judgement, prioritisation, and decision-making regarding the capabilities needed to deliver strategic outcomes.

GAPPS is a volunteer, not-for-profit organisation that brings together experienced practitioners and thought leaders from around the world to develop performance-based frameworks for the project profession. Its frameworks are created collaboratively, drawing on diverse industries, organisational contexts, and cultural perspectives. They focus on what organisations need to do to achieve effective performance, emphasising observable practices and outcomes rather than prescribing specific methodologies, structures, or tools.

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GAPPS frameworks support the development and recognition of local standards while enabling the mutual recognition and transferability of project, program, and related qualifications. They are intended for use by organisations, academic institutions, training providers, professional associations, and government bodies worldwide. Frameworks may be adopted as presented or adapted to suit local contexts.

This document represents the eighth framework produced by GAPPS. Previous publications include frameworks for project managers (2006), program managers (2011; second edition 2025), project sponsors (2015), project controls (2019), leadership in complexity (2021), governance of temporary endeavours (2022), and productivity principles (2023). Future work will continue to address emerging roles and challenges associated with projects, programs, and other forms of temporary organisation.

GAPPS welcomes feedback on use of this Guiding Framework and our other resources in practice. This feedback can be submitted via the feedback form on our website https://www.pmprofessions.org where you can find further information and copies of GAPPS frameworks.

Version	Date	Summary of Changes
1.02	1 May 2026	Explanatory text and appendices added to Detail of Domains, Elements, and Indicators as finalised at TLF64.
1.03	14 May 2026	Edits and revisions made in response to quick response feedback prior to release for review at TLF66. Formatting of footer and other text related to outdated email and website address for GAPPS.
1.04	9 June 2026	Further edits to prepare for TLF66.
1.05	10 June 2026	Feedback from Expert Review addressed and edits from discussion at GAPPS TLF66.
1.06	16 July 2026	Edit and clean following review at GAPPS TLF66.
1.07	19 October 2026	Edit to reflect changes agreed at GAPPS TLF67 in response to Public Review, general editing and formatting ready for publication.

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A Guiding Framework for Organisational Project Management Capability

1. Scope

This Guiding Framework describes organisational capability in terms of observable practices, structures and behaviours that enable an organisation to effectively and consistently deliver projects, programs and portfolios. It is intended to support assessment of organisational capability at a threshold level—that is, the level of capability considered acceptable to support reliable delivery of intended outcomes.

The framework is performance-based in intent and focuses on what capable organisations do, rather than prescribing how outcomes are achieved.

The scope of the framework encompasses the governance arrangements, culture, resources, interfaces, approaches to uncertainty and technology that collectively support project, program and portfolio activity. It applies to organisations that undertake projects of any type or level of complexity whether they are undertaken occasionally or constitute a significant component of organisational strategy and value delivery.

This Guiding Framework may be used:

- as a basis for independent or self-assessment of organisational project management capability;
- to support diagnosis of strengths and opportunities for improvement;
- to inform organisational development, transformation and capability improvement initiatives; and
- as a reference point for mapping or benchmarking against other standards, models or frameworks.

The framework is intended to complement, not replace, existing standards, guides, competency frameworks, maturity models and excellence models relating to project, program and portfolio management and capability frameworks for other aspects of organisational performance.

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Throughout this Guiding Framework, the terms 'project' and 'project activities' encompass projects, programs, portfolios, and associated activities, as applicable to context.

2. Process

This Guiding Framework for Organisational Project Management Capability (OPMC) was developed through an iterative, practitioner-led process conducted at a series of GAPPS Thought Leadership Forums. The work was initiated to address a recognised need for a simple, practical and non-proprietary framework to support assessment and improvement of organisational project management capability, particularly for organisations at earlier stages of maturity.

Development of the framework drew on review and synthesis of existing standards, models, research and industry reports relating to organisational project management and organisational performance. These inputs were progressively analysed, grouped and rationalised through facilitated discussion among globally representative and experienced project professionals.

The framework was refined over multiple forums to align with GAPPS principles and the established format of other GAPPS guiding frameworks. Through this process, concepts were consolidated into a coherent structure of Domains, Elements and Indicators that describe observable organisational practices and outcomes indicative of acceptable organisational project management capability.

Further detail on the development process, including the evolution of concepts, structure and assessment approach, is provided in **Appendices A to E.**

3. Context

Organisations increasingly rely on projects, programs and portfolios to deliver strategic change, realise benefits and create long-term value. The effectiveness with which these temporary endeavours are delivered is influenced not only by the competencies of individuals, but by the organisational capability that supports, governs and integrates project activity across the enterprise and its wider ecosystem.

Organisational project management capability is multi-dimensional. It encompasses the:

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- arrangements an organisation has in place to guide and support project activity
- extent to which those arrangements are consistently applied in practice
- capacity of the organisation and its supply chain to deliver current and future initiatives
- effectiveness with which capability and capacity are translated into sustainable outcomes and benefits.

Capability should be fit for purpose. Organisations may seek to understand whether projects are delivered efficiently and effectively, contributing to organisational objectives and realising intended short- and long-term benefits. This includes consideration of how benefits are defined, measured and sustained after project completion, and whether the overall value generated justifies the ongoing investment in organisational project management capability.

Cultural, ethical and collaborative dimensions further shape organisational capability. Organisational culture, behaviours and attitudes influence how project practices are adopted and sustained. Collaboration within the organisation and across external partners, clients and the supply chain affect the organisation's ability to deliver outcomes across organisational and contractual boundaries. Capability therefore extends beyond individual projects to the organisation's role within a broader delivery ecosystem.

This Guiding Framework is intended to be applied across organisations with varying levels of maturity. It is particularly suited to organisations seeking to understand their current capability baseline and identify priorities for improvement. The framework is iterative in nature, recognising that organisational project management capability develops over time and must remain adaptable and resilient in response to changing strategy, operating environments and external conditions.

4. Performance Based Capability Frameworks

4.1 Overview

This section provides an overview of the concepts and terminology used in this Guiding Framework for Organisational Project Management Capability (OPMC).

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Unlike individual competency frameworks, which focus on the performance of people in defined roles, organisational capability frameworks focus on the practices, structures, behaviours and outcomes that enable organisations to consistently and effectively deliver projects, programs and portfolios. Capability is inferred from observable organisational arrangements and outcomes, rather than from compliance with prescribed methods or maturity levels.

Broadly, organisational capability may be considered through different lenses, including:

- the *approach* an organisation adopts (what is intended or designed);
- the *deployment* of that approach (what is actually done in practice); and
- the *outcomes* achieved as a result, including effectiveness and sustainability over time.

This Guiding Framework adopts a performance-oriented view of organisational capability. It provides a basis for assessment of both approach to and deployment of capability. It does not provide a basis for measuring outcomes or benefits directly, although such evidence may inform a judgement about whether arrangements are working as intended.

4.2 Design of the GAPPS OPMC Framework

The GAPPS OPMC framework is structured using a hierarchy of **Domains**, **Elements** and **Indicators**, adapted from performance-based approaches commonly used in occupational and organisational assessment, but applied here at an organisational level.

Domains

A Domain defines a broad area of organisational project management capability that is meaningful to practitioners and observable in the organisation's governance, culture, systems, practices and behaviours. Each Domain represents a major dimension of capability that contributes to effective delivery of projects, programs and portfolios.

Elements

Elements describe the key components of capability within a Domain. They articulate *what* an organisation does or has in place to demonstrate capability in that area, without prescribing *how* those outcomes are

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achieved. Elements provide a logical structure for considering related organisational practices.

Indicators

Indicators describe observable practices, behaviours and outcomes that provide evidence of capability for each Element. They identify the types of organisational actions or results from which capability may be inferred. Indicators are expressed in a manner that supports independent or self-assessment and may be satisfied in multiple ways, depending on organisational context.

Explanatory Notes

Explanatory notes support interpretation and application of the Indicators by providing definitions and illustrative examples. They assist assessors and organisations to understand intent, accommodate differing contexts, and apply the framework consistently.

This framework is focused on **threshold organisational capability**—that is, the level of capability considered acceptable to reliably support delivery of projects, programs and portfolios. It is not intended to describe leading or exemplary practice. Organisations demonstrating superior capability should be able to satisfy the Indicators described in this framework without difficulty.

The number of Domains, Elements and Indicators has been deliberately limited to support usability and assessment practicality. Indicators are not intended to be exhaustive, nor is the number of Indicators intended to imply relative importance, effort or maturity. All Indicators within the applicable Domains are expected to be considered when assessing organisational project management capability.

The framework may be used as a foundation for understanding, diagnosing and improving organisational project management capability.

5. Application

5.1 Relationship to Existing Frameworks

This Guiding Framework for Organisational Project Management Capability (OPMC) is intended to complement, not replace, existing standards, guides, frameworks, maturity models and excellence models relating to the management of projects, programs and portfolios.

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The OPMC framework focuses on organisational practices that deliver outcomes indicative of acceptable capability.

Organisations may use this framework as a reference point against which existing internal frameworks, management systems or capability models can be mapped. Similarly, standards, qualification and certification bodies may use it to support comparison across different approaches, facilitate alignment or enhance transferability and mutual recognition.

The framework is intentionally generic and context-independent, enabling its use across a wide range of sectors, project types, organisational forms, delivery models and cultural environments. It may be applied in conjunction with other organisational frameworks addressing governance, risk, assurance, quality, change, sustainability, data management, digital capability and the like.

Appendix E identifies a number of project related frameworks and standards that could be used in conjunction with this Guiding Framework.

5.2 Adoption and Use of this Guiding Framework

GAPPS encourages organisations to adopt this Guiding Framework for Organisational Project Management Capability in a manner that best suits their purpose and context. Possible applications include, but are not limited to:

- independent or self-assessment of organisational project management capability;
- diagnosis of strengths and identification of priority areas for improvement;
- support for organisational development, transformation and capability improvement initiatives;
- benchmarking or comparison against internal or external reference points; and
- input to assurance, review or governance processes.

The framework may be used to support rapid application and consistency of assessment. It may be adapted, in accordance with the licensing conditions of this document, to reflect organisational context, regulatory requirements, terminology or cultural considerations. Any such adaptations should retain the intent of the Domains, Elements and Indicators and make transparent any departures from the original framework.

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When adopted for assessment purposes, organisations are encouraged to consider the framework as a whole. All Domains, Elements and Indicators are expected to be relevant to organisational project management capability, although the way capability is demonstrated may vary by context. The framework is intended to support an iterative approach to capability development, recognising that organisational capability evolves over time and must remain aligned with strategy, operating environment and organisational objectives.

5.3 Assessing Against the Guiding Framework

This Guiding Framework may be used to support assessment of organisational capability, as well as reflection upon, diagnosis and structured discussion of capability. It is not intended to mandate a single assessment method or maturity model, nor to prescribe progression to higher levels of capability where this is not justified. Rather, it provides a structured basis upon which organisations can assess, understand and improve their capability in ways that are appropriate to their context.

Assessment is undertaken against the Domains, Elements and Indicators defined in this framework. Capability is inferred from evidence of observable organisational practices and outcomes, considering both **approach** (what the organisation has defined or intends to do) and **deployment** (the extent to which those approaches are consistently and effectively applied in practice). An organisation may have a well-articulated approach that is poorly deployed, or conversely, effective practices that are not well documented; effective assessment therefore considers both perspectives.

In contrast to traditional maturity or excellence models, assessment against this framework adopts a **fit-for-purpose orientation**. Rather than assuming progression through predefined maturity levels, organisations are encouraged to assess whether their current capability is adequate to support the scale, complexity and nature of their project activities. For many organisations—particularly those that are smaller, less well resourced, or earlier in their organisational capability development—capability that is **fit for current purpose** represents a credible, sufficient and often optimal outcome. Progression beyond this level should be driven by clear strategic need rather than assumed as a default objective.

Assessment may be undertaken using a variety of methods, including self-assessment, facilitated workshops, independent review or multi-source (360-degree) assessment. Use of multiple perspectives is encouraged, particularly where capability may vary across divisions,

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project types or levels of project activity. For some Indicators, evidence may be readily identifiable and suitable for assessment by a single source; for others, multiple perspectives may be required to reflect differing application and experiences across the organisation. Evidence should be gathered in accordance with nationally or internationally accepted assessment guidelines. Where feasible, organisations may also consider the use of automated data or digital tools to support ongoing or real-time monitoring of selected aspects of capability.

Indicators in this framework are intended to be assessed using a simple, clearly defined scale that reflects degrees of fitness for purpose—from not fit for purpose through to preparing for future purpose. Assessment scales should be defined and calibrated by the organisation to ensure shared understanding and consistency of application. To support transparency and learning, organisations are encouraged to adopt a **“comply or explain”** approach, whereby assessors indicate how an Indicator is satisfied, does not apply, or is addressed in an alternative manner that achieves an equivalent outcome.

Assessment results should be viewed as a **capability profile rather than a single score**. Profiles may be developed for the organisation overall, for specific business units, or for particular delivery contexts. Results are intended to inform judgement, prioritisation and decision-making—not to rank performance or demonstrate compliance. Given the dynamic nature of organisational environments, assessment is expected to be iterative and may be repeated or updated as strategic priorities, delivery pipelines and external conditions evolve.

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Level	Descriptor	Approach (What is intended or defined)	Deployment (What is done in practice)
1	**Not fit for purpose**	No coherent, relevant or agreed approach is defined, or existing guidance is inappropriate for organisational needs.	Practices are ad hoc, inconsistent or absent and do not reliably support project, program or portfolio outcomes.
2	**Becoming fit for purpose**	An approach is being developed, clarified or trialled, but is incomplete, fragmented or not yet consistently understood.	Deployment occurs in limited areas or contexts but is inconsistent, informal or highly dependent on individuals.
3	**Fit for current purpose**	A clear and appropriate approach is defined, aligned with current organisational needs, scale and strategy, and sufficient to support effective delivery.	The approach is applied with reasonable consistency across project activities, dependably producing outcomes.
4	**Preparing for future purpose**	The approach is being deliberately reviewed and evolved to address anticipated future needs, growth or changes in context.	Deployment is adaptable and continues to perform effectively across changing conditions and organisational cycles.

Figure 5.1: Illustrative Assessment Scale - Approach and Deployment

This scale may be used to support assessment of each Indicator by considering both **Approach** (what is defined or intended) and **Deployment** (what happens in practice). It is illustrative only and may be adapted to suit organisational context and purpose.

Level 3 (Fit for current purpose) may be regarded as a credible, sufficient and often optimal outcome for many organisations, particularly those that are smaller, less well-resourced or earlier in their organisational project management capability journey. Progression beyond Level 3 should be driven by clear strategic need rather than assumed as a default goal.

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6. Overview of Domains, Elements, and Indicators

The table below provides a summary of the Capability Domains while the table on the following page provides an overview of the Domains, Elements, and Indicators. Details for all are provided in Section 7.

6.1 Summary of Domains

Domain	Title	Description
OPMC1	Governance	This Domain defines the Elements required to establish and maintain effective governance of organisational project activities. It includes the Indicators required to demonstrate capability in designing and applying governance structures, role clarity, decision-making frameworks, and alignment of project activity with organisational strategy.
OPMC2	Culture	This Domain defines the Elements required to cultivate a culture that supports organisational project capability. It includes the Indicators required to demonstrate capability in fostering leadership, strengthening sponsorship, valuing diversity, encouraging collaboration, and embedding in the organisation, behaviours that enhance learning, project performance and delivery of benefits, outcomes, and value.
OPMC3	Resources	This Domain defines the Elements required to ensure that organisational project activities are supported by adequate and appropriately managed resources. It includes the Indicators required to demonstrate capability in sourcing, developing and deploying people and materials effectively, building and maintaining competency, and managing performance to enable successful delivery.
OPMC4	Interfaces	This Domain defines the Elements required to manage the interfaces between project activities and the broader organisational and external environment. It includes the Indicators required to demonstrate capability in enabling change, integrating systems and functions, facilitating collaboration across boundaries, and nurturing productive relationships with internal and external stakeholders.
OPMC5	Uncertainty	This Domain defines the Elements required to manage uncertainty across organisational project activities. It includes the Indicators required to demonstrate capability in establishing a common approach to identifying, analysing and responding to uncertainty, and in fostering resilience to enable the organisation to adapt, withstand disruption and leverage opportunities.

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Domain	Title	Description
OPMC6	Technology	This Domain defines the Elements required to leverage technology and data to support organisational project activities. It includes the Indicators required to demonstrate capability in applying technology strategically, governing and assuring data quality, and using and sharing data securely to improve decision making, delivery performance and organisational learning.

Figure 6.1: Summary of Domains

6.2 Summary of Domains, Elements, and Indicators

Domain	Elements	Indicators
Governance	1.1 Clearly define roles.	1.1.1 **Roles**, responsibilities, decision making authority, approvals and accountability at all levels of project activity are documented and shared. 1.1.2 Roles at all levels and stages of project activity reflect current organisational objectives, context, culture and stakeholder perspectives. 1.1.3 Roles, responsibilities and accountabilities for achievement of benefits are assigned. 1.1.4 **Role definition** and **organisation culture** support delegation of authority and decision making to the **lowest viable level**. 1.1.5 Governance of projects is enables timely and **effective decision making**.
	1.2 Specify governance policies and practices.	1.2.1 The organisation has a process for deciding which initiatives should be treated as **project activities**. 1.2.2 A **categorisation system** is applied to support tailoring of governance and capability. 1.2.3 All **project activity** within the organisation is approved and carried out in accordance with agreed processes. 1.2.4 Project life cycles are managed using **phase gate reviews** ensuring ongoing alignment with strategy. 1.2.5 **Relevant** standards and legislation are recognised and addressed in the governance framework. 1.2.6 The governance framework is sufficiently flexible to accommodate collaboration with other organisations.
	1.3 Invest in an organisational PM methodology.	1.3.1 A documented **methodology** sufficiently flexible to cater for a range of different project types, levels of project activity and management approaches is available. 1.3.2 Intended benefits/outcomes from projects are identified, aligned with strategy, and tracked using a **common framework**. 1.3.3 Project learnings are embedded in project delivery systems and performance metrics to support continuous improvement of OPM capability. 1.3.4 Sufficient and visible **organisational support** is provided to maintain and update project related methods, tools, policies and processes. 1.3.5 Agreed metrics and performance targets are used to **monitor**, control and forecast performance of project activities. 1.3.6 Consistent and readily accessible training is available to support use of methods. 1.3.7 **Participants** at all levels are aware of and committed to the PM methodologies and agreed ways of working.
	1.4 Align project activities to organisational strategy.	1.4.1 **Shared vision and strategic plan** are in place and communicated. 1.4.2 Internal and external environments are monitored as inputs to review, confirmation and updating of strategic direction. 1.4.3 Project management capability is aligned to **organisational strategy**, project strategies and the scale of project activity. 1.4.4 Projects are selected and **prioritised**, and the portfolio balanced to support delivery of strategy.
Culture	2.1 Promote appreciation of project capability by organisational leadership.	2.1.1 **Organisational leadership** understand and **support** projects and value their contribution as essential to corporate delivery capability. 2.1.2 **Risks, estimates** and other project related data are understood and monitored by **leadership**. 2.1.3 OPMC improvement initiatives are adequately and consistently funded.
	2.2 Practice effective sponsorship.	2.2.1 **Appropriately qualified** persons are appointed to **sponso**r all project activities. 2.2.2 Defined sponsorship roles are **supported.** 2.2.3 Organisational leadership understand and are committed to **effective exercise** of the sponsorship role. 2.2.4 Vision, expectations, rationale and strategic alignment of project activities are clearly communicated by sponsors.

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Domain	Elements	Indicators
	2.3 Foster leadership to achieve positive outcomes.	2.3.1 Commitment to projects and their outcomes is demonstrated at all management and **practitioner** levels. 2.3.2 Project related leadership development is supported. 2.3.3 Effective communication with and between stakeholders is established and maintained across all management levels. 2.3.4 Feedback on project leadership is actively sought and used for continuous improvement. 2.3.5 A culture that values project activity is nurtured throughout the organisation. 2.3.6 **Cognitive and behavioural biases** are actively identified and mitigated.
	2.4 Collaborate productively.	2.4.1 An **effective** project community encourages cross-fertilisation of ideas and experience. 2.4.2 Internal and external benchmarking and feedback are used to drive continuous improvement. 2.4.3 Collaboration is **fostered** to achieve outcomes. 2.4.4 Diverse perspectives are actively sought and incorporated into project activities. 2.4.5 Project activities can apply forms of **agreement** that enable **parties** to **work together** productively. 2.4.6 Wellbeing, trust, physical and psychological safety are nurtured as a basis for engagement, collaboration and productivity.
Resources	3.1 **Resource** adequately.	3.1.1 Approved project activities are adequately funded, **resourced**, and reflected in approved organisational plans. 3.1.2 Resource provider **commitments** are fulfilled. 3.1.3 **Policies and processes** relevant to resourcing project activity are accessible and used.
	3.2 Source strategically and sustainably	3.2.1 **Strategic considerations** determine **sourcing arrangements** and forms of agreement. 3.2.2 **Sustainability** informs sourcing decisions. 3.2.3 Sourcing arrangements are periodically **reviewed** to maintain focus on value to be delivered. 3.2.4 Claims, changes, disputes and incentives are managed to optimise value.
	3.3 Define competency requirements.	3.3.1 Project roles and career paths are defined and **recognised**. 3.3.2 **Project related role descriptions** reflect governance and competency requirements and are tailored for project type. 3.3.3 **Competency requirements** and selection criteria for project related roles are clearly defined, documented and communicated.
	3.4 Acquire, assess and develop competency.	3.4.1 Responsibility for competency and professional development is assigned and resourced. 3.4.2 Talent acquisition and release focus on building a sustainable workforce to support the organisational project pipeline. 3.4.3 Project related competency is assessed and developed, recognising both **threshold** and **superior** performance. 3.4.4 Opportunities for **experiential learning** are supported by mentoring and coaching.
	3.5 Manage performance.	3.5.1 **Project related personnel** and teams are periodically evaluated against performance metrics that are relevant to their project work. 3.5.2 Good performance in project related roles is **recognised.** 3.5.3 Poor performance is addressed. 3.5.4 Performance assessment is timely and project based. 3.5.5 Feedback, incentives and rewards motivate behaviours and decisions that improve performance on projects. 3.5.6 Performance measures are aligned with benefits and quality outcomes based on project purpose and organisational strategy.
Interfaces	4.1 Enable change.	4.1.1 The need for change is identified and **addressed**. 4.1.2 **Capacity** and **readiness** for **change** are assessed and factored into planning. 4.1.3 **Organisational change management processes** are applied to project activities. 4.1.4 **Practices** support continuity and transition.
	4.2 Facilitate collaboration across boundaries.	4.2.1 Project, program and portfolio management systems are integrated with organisational systems and **supporting functions** of the organisation. 4.2.2 Project and operational elements of the organisation work effectively together both practically and culturally. 4.2.3 **Coherent linkages** between all levels of project activity and the organisation are maintained. 4.2.4 Leaders at all levels and personnel within **supporting functions** understand and value the contribution of project, program and portfolio management. 4.2.5 Processes exist to align interfaces between **internal systems** and those of **external parties**.
	4.3 Invest in relationships.	4.3.1 Relationships with internal and external parties are **nurtured** for mutual benefit. 4.3.2 Community **engagement** is strategically planned and **implemented**.
Uncertainty	5.1 Implement a common approach to	5.1.1 The nature of **uncertainty** likely to affect **the organisation's projects** is well understood and **addressed**. 5.1.2 Approaches to dealing with uncertainty are aligned with accepted standards.

Domain	Elements	Indicators
	dealing with uncertainty.	5.1.3 Recognised uncertainties are assessed, addressed, monitored, acted upon as necessary and reviewed on an **ongoing basis.** 5.1.4 Responsibilities for monitoring and responding to the spectrum of uncertainties are clearly defined for all project activities. 5.1.5 At each level of project activity recognised uncertainties are **aggregated** and viewed together in the context of other organisational uncertainties.
	5.2 Foster resilience.	5.2.1 **Organisational capability** is leveraged to enable positive response to and recovery from adverse events. 5.2.2 The possibility of rare, high-impact events is acknowledged, and addressed by **preparing for unexpected challenges**. 5.2.3 **Project scaling,** timing and delivery approach are used to reduce vulnerabilities and enhance adaptability.
Technology	6.1 Leverage technology.	6.1.1 Project activity is supported by a **technology strategy**. 6.1.2 **Tools and technologies** to support project activities are selected, made available, maintained and regularly reviewed. 6.1.3 Technology and project systems are used to securely collate, store and make available project information as required. 6.1.4 Technology ensures accuracy and visibility of project performance data for use in decision making. 6.1.5 Emerging tools and technologies are monitored and assessed for suitability to assist with project activities.
	6.2 Apply data governance.	6.2.1 Robust **data governance practices** define data ownership, stewardship roles, and management policies to ensure data quality, security, and compliance. 6.2.2 Data quality checks and validation processes ensure the **provenance**, accuracy and completeness of project data, with regular monitoring and timely issue resolution. 6.2.3 Consideration is given to interfaces with other organisations for data sharing.
	6.3 Share and use data securely.	6.3.1 **Allowable** project data is identified and integrated into a single source of truth for project information, making data accessible for use across all levels of project activity. 6.3.2 Data is **used** to support project delivery, governance and continuous improvement. 6.3.3 Organisational **cybersecurity policy** and standards are considered for all project activities. 6.3.4 Security compliance for project activities and **associated** organisations is verified through regular audits and vulnerability assessments.

Figure 6.2: Summary of Domains, Elements, and Indicators

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7. Detail of Domains, Elements, and Indicators

The following pages detail the Domains, Elements, and Indicators of this framework. They are presented using the format illustrated below in Figure 7.0, which includes descriptive comments in place of actual content.

OPMCx	Domain Title
Domain Descriptor	A Domain defines a broad area of organisational project management capability that is meaningful to practitioners, and which is demonstrated in the practices, policy, culture and leadership of the organisation.

OPMCx List of Elements in this Domain	
x.1	Elements describe the key components of practice within a Domain.
x.2	Elements describe *what* is done but do not prescribe *how* it is done.

OPMCx Indicators and Explanatory Notes	
x.1	Elements describe the key components of practice within a Domain.
Indicators	**Explanatory Notes**
x.1.1 **Indicators** set out the type and/or nature of practices required to demonstrate capability in each element. x.1.2 **Indicators** describe observable results and/or actions in the workplace from which competent performance can be inferred.	a. Explanations are provided for key words and phrases in the elements or the **indicators**. b. The explanatory statements provide guidance for both Assessors and for the organisations being assessed.

Figure 7.0. Illustration of presentation format for Domains, Elements, and Indicators

Explanation of Assessment Approaches (S, M, A)

Indicators may be assessed using different approaches depending on the nature of the information required. **Single-source (S) assessment** applies where a consolidated organisational view can reasonably be expected, such as where policies, systems or formal structures provide an authoritative basis for response. **Multiple-source (M) assessment** is appropriate where perspectives may vary across roles, levels or organisational units, requiring input from multiple stakeholders - often through facilitated discussion - to develop a balanced view. **Automated**

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