GAPPS | Global Alliance for the Project Professions

A Guiding Framework for Organisational Project Management Capability

Type of document: Normative
Stage of document: Approved and issued
Version: Final Version 1.07
Date of issue: 19 October 2026

© 2026 GAPPS All rights reserved

www.pmprofessions.org
info@pmprofessions.com
ISBN 978-0-646-75095-8
GAPPS and the GAPPS logo are trademarks of the
Global Alliance for the Project Professions

Copyright (c) 2026
Global Alliance for the Project Professions (GAPPS)

Permission is hereby granted, free of charge, to any person obtaining a copy of this document to use, copy, modify, merge, publish, distribute, translate, and/or sublicense copies of the document, and to permit persons to whom the document is furnished to do so as well, subject to the following conditions:

• The above copyright notice and a full copy of this permission notice shall be included in all complete copies of this document and in any document that uses substantial portions of this document.

• Licensees and sub licensees may obtain a free copy of the original from the GAPPS website, <www.pmprofessions.org>.

• Any changes to the contents or structure of this document will be clearly identified as the work of the author and not the work of GAPPS.

• The GAPPS logo may not be included without the express permission of GAPPS except when this document is furnished complete and unchanged. A complete copy may be furnished as a standalone document or as a component of another document.

• The document is provided “as is”, without warranty of any kind, express or implied, including but not limited to the warranties of merchantability, fitness for a particular purpose, and non-infringement. In no event shall the authors or copyright holders be liable for any claim, damages or other liability, whether in an action of contract, tort or otherwise, arising from, out of or in connection with this document or its use.

• This document should be referenced as:

GAPPS (2026) *A Guiding Framework for Organisational Project Management Capability* Sydney: Global Alliance for the Project Professions

For further information about the Global Alliance for the Project Professions, or to enquire about membership, contact the Secretariat at <info@pmprofessions.com> or visit our website at <www.pmprofessions.org>.

Contents

FOREWORD **5**

1. SCOPE **7**

2. PROCESS **8**

3. CONTEXT **8**

4. PERFORMANCE BASED CAPABILITY FRAMEWORKS **9**

4.1 Overview 9

4.2 Design of the GAPPS OPMC Framework 10

5. APPLICATION **11**

5.1 Relationship to Existing Frameworks 11

5.2 Adoption and Use of this Guiding Framework 12

5.3 Assessing Against the Guiding Framework 13

6. OVERVIEW OF DOMAINS, ELEMENTS, AND INDICATORS **16**

6.1 Summary of Domains 16

6.2 Summary of Domains, Elements, and Indicators 17

7. DETAIL OF DOMAINS, ELEMENTS, AND INDICATORS **20**

7.1 Detail of Domains, Elements, and Indicators 21

APPENDICES **40**

APPENDIX A: HOW THIS GUIDING FRAMEWORK WAS DEVELOPED 41

APPENDIX B: CONTRIBUTORS TO DEVELOPMENT OF THIS GUIDING FRAMEWORK 44

APPENDIX C: GAPPS TLFS AND WORKING SESSIONS 47

APPENDIX D: GUIDES, FRAMEWORKS AND MODELS REFERENCED IN DEVELOPING THIS GUIDING FRAMEWORK 48

APPENDIX E: FRAMEWORKS AND STANDARDS FOR USE IN CONJUNCTION WITH THIS GUIDING FRAMEWORK 49

APPENDIX F: GLOSSARY OF TERMS AND EXPLANATORY NOTES 53

© 2026 GAPPS All rights reserved

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.

© 2026 GAPPS All rights reserved

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.

© 2026 GAPPS All rights reserved

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.

© 2026 GAPPS All rights reserved

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:

© 2026 GAPPS All rights reserved

- 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).

© 2026 GAPPS All rights reserved

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

© 2026 GAPPS All rights reserved

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.

© 2026 GAPPS All rights reserved

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.

© 2026 GAPPS All rights reserved

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,

© 2026 GAPPS All rights reserved

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.

© 2026 GAPPS All rights reserved

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.

© 2026 GAPPS All rights reserved

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.

© 2026 GAPPS All rights reserved

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 **sponsor** 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.

© 2026 GAPPS All rights reserved

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 **uncertaint**y 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

© 2026 GAPPS All rights reserved

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**

© 2026 GAPPS All rights reserved

or objectively derived (A) assessment applies where reliable data can be obtained directly from systems or other objective sources, enabling consistent and potentially real-time monitoring. In practice, some Indicators may draw on more than one approach to support well-informed assessment.

7.1 Detail of Domains, Elements, and Indicators

The following pages detail the Domains, Elements, and Indicators of this framework.

OPMC1	Governance
Domain Descriptor	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.

OPMC1 List of Elements	
1.1	Clearly define roles.
1.2	Specify governance policies and practices.
1.3	Invest in an organisational PM methodology.
1.4	Align project activities to organisational strategy.

OPMC1 Element 1

1.1 Clearly define roles.

Indicators	Explanatory Notes
1.1.1 **Roles**, responsibilities, decision making authority, approvals and accountability at all levels of project activity are documented and shared. (S)	a. **Roles** can be taken to include responsibilities, accountabilities, decision making authority and approvals**.** Role definition should include sponsors and steering committees.
1.1.2 Roles at all levels and stages of project activity reflect current organisational objectives, **context**, culture and stakeholder perspectives. (M)	b. **Context** may include industry sector, project type, organisation size, risk appetite, life cycle, value set, socio-political environment, etc.
1.1.3 Roles, responsibilities and accountabilities for achievement of benefits are assigned. (S)	c. **Role definition** is related to delegations of authority, terms of reference, organisational breakdown structures, decision-making entities, documented roles and responsibilities, governance policies, contracts and the like.
1.1.4 **Role definition** and **organisation culture** support delegation of authority and decision making to the **lowest viable level**. (M)	d. **Organisational culture** includes

© 2026 GAPPS All rights reserved

1.1.5 Governance of projects enables timely and **effective decision making**. (M)	relationships, trust, politics, and social dynamics, etc. e. **Lowest viable level** refers to the level within the project, program, portfolio organisation structure at which there is sufficient competence to make a sound decision. f. **Effective decision making** should ensure representation of authority, expertise, connections to business as usual and supporting functional areas relevant to all levels of project activity. It may include a decision framework designed for the project.

OPMC1 Element 2

1.2 Specify governance policies and practices.

Indicators	Explanatory Notes
1.2.1 The organisation has a process for deciding which initiatives should be treated as **project activities**. (S)(M) 1.2.2 A **categorisation system** is applied to support tailoring of governance and capability. (S) 1.2.3 All **project activity** within the organisation is approved and carried out in accordance with agreed processes**.** (S)(M) 1.2.4 Project life cycles are managed using **phase gate reviews** ensuring ongoing alignment with strategy. (S)(M) 1.2.5 **Relevant** standards and legislation are recognised and addressed in the governance framework. (S) 1.2.6 The governance framework is sufficiently flexible to accommodate collaboration with other organisations. (M)	a. **Project activities** encompass projects, programs, portfolios and associated activities as applicable to context. The term essentially differentiates project activity from business as usual (BAU). b. **Categorisation system** considers complexity, risk and other factors that would influence the needs for governance and various aspects of capability. c. **Phase gate reviews** aim to ensure that the viability of projects is reviewed at pre-defined points in the life cycle and may include assurance reviews. Viability includes continuing confidence that the initiative will lead to the intended long-term benefits or outcomes. Reviews may result in requirements for further work, project re-scoping or cancellation. d. **Relevant** to the industry, region, project type etc.

© 2026 GAPPS All rights reserved

OPMC1 Element 3

1.3 Invest in an organisational PM methodology.

Indicators	Explanatory Notes
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. (S) 1.3.2 Intended benefits/outcomes from projects are identified, aligned with strategy, and tracked using a **common framework**. (S) 1.3.3 Project learnings are embedded in project delivery systems and performance metrics to support continuous improvement of OPM capability. (M) 1.3.4 Sufficient and visible **organisational support** is provided to maintain and update project related methods, tools, policies and processes. (M) 1.3.5 Agreed metrics and performance targets are used to **monitor**, control and forecast performance of project activities. (S)(A) 1.3.6 Consistent and readily accessible training is available to support use of methods. (S) 1.3.7 **Participants** at all levels are aware of and committed to the PM methodologies and agreed ways of working. (M)	a. The **methodology** should be tailored as required for specific projects or project types. It should include tools appropriate to the business, project phase and type. It should be based on recognised standards and practices for management of projects, programs and portfolios (eg ISO 21500 suite of standards for project, programs, portfolios and governance). b. **Project types** may include construction, software development, ICT, organisational change, events, policy development and many others. c. A **common framework** implies that it is applied to all projects. It may be a benefits realisation framework, quality management system, investment framework, monitoring, evaluation, reporting and improvement framework, or another similar guideline. d. **Organisational support** may be provided by a permanent organisational entity (e.g. PMO). e. **Monitor** would include tracking, controlling and forecasting. f. **Participants** include project managers, team leaders, PMO personnel, consultants, contractors, delivery team, SMEs (Subject Matter Experts) etc.

© 2026 GAPPS All rights reserved

OPMC1 Element 4

1.4 Align project activities to organisational strategy.

Indicators	Explanatory Notes
1.4.1 **Shared vision and strategic plan** are in place and communicated. (M) 1.4.2 Internal and external environments are monitored as inputs to review, confirmation and updating of strategic direction. (M) 1.4.3 Project management capability is aligned to **organisational strategy**, project strategies and the scale of project activity. (M) 1.4.4 Projects are selected and **prioritised**, and the portfolio balanced to support delivery of strategy. (M)	a. **Shared vision and strategic plan** refer to the organisational level vision and strategic plan. This is a pre-requisite that may not always be directly influenced by the OPMC. b. **Organisational strategy** determines what projects the organisation will do, project strategies relate to the different ways in which the projects will be done and the scale of project activity refers to the number and/or size of projects expected to be undertaken. c. **Prioritisation** and balance are maintained rather than established once. Periodic review should be able to conclude that an initiative is accelerated, deferred, reshaped, suspended or discontinued.

© 2026 GAPPS All rights reserved

OPMC2	Culture
Domain Descriptor	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.

OPMC2 List of Elements

2.1 Promote appreciation of project capability by organisational leadership.

2.2 Practice effective sponsorship.

2.3 Foster leadership to achieve positive outcomes.

2.4 Collaborate productively.

OPMC2 Element 1

2.1 Promote appreciation of project capability by organisational leadership.

Indicators	Explanatory Notes
2.1.1 **Organisational leadership** understand and **support** projects and value their contribution as essential to corporate delivery capability. (M) 2.1.2 **Risks**, **estimates** and other project related data are understood and monitored by leadership. (M)(A) 2.1.3 OPM improvement initiatives are adequately and consistently funded**.** (M)	a. **Organisational leadership** includes those with the accountability and authority to make decisions concerning strategic direction and its delivery through projects. b. **Support** by leadership should be demonstrated with clear evidence. c. **Leadership** may be demonstrated through active sponsorship, helping to mitigate project risks. d. **Risks and estimates:** understanding of the nature of **risks** and **estimates** and proper application and use of management contingency funding at leadership level are fundamental to effective delivery of strategy through projects.

© 2026 GAPPS All rights reserved

OPMC2 Element 2

2.2 Practice effective sponsorship.

Indicators	Explanatory Notes
2.2.1 **Appropriately qualified** persons are appointed to **sponsor** all project activities. (S) 2.2.2 Defined sponsorship roles are **supported.** (M) 2.2.3 Organisational leadership understand and are committed to **effective exercise** of the sponsorship role. (M) 2.2.4 Vision, expectations, rationale and strategic alignment of project activities are clearly communicated by sponsors. (M)	a. **Appropriately qualified** includes having knowledge, experience and behaviours suited to the role of actively supporting and advocating for the initiative. They should have sufficient authority and influence in the organisation to be effective in the role. b. **Sponsorship** should include a senior, qualified individual and may be supported by a governance group or steering committee representing relevant organisational stakeholders. c. **Supported** may include provision of guidelines for the role such as the *GAPPS Guiding Framework for Project Sponsors*. It should also mean that they are given sufficient time and space to fulfill the role. This may include limiting the number and complexity of projects they are sponsoring at one time. d. **Effective exercise** of the sponsorship role means that a sufficiently senior sponsor is appointed and fully understands and accepts their role as sponsor which will include providing adequate time and attention. The organisation should be able to show that sponsors act to resolve matters referred to them, removing obstacles, and deciding promptly. This behavioural aspect supports effective performance of defined governance roles.

© 2026 GAPPS All rights reserved

OPMC2 Element 3	
2.3 Foster leadership to achieve positive outcomes.	
Indicators	**Explanatory Notes**
2.3.1 Commitment to projects and their outcomes is demonstrated at all management and **practitioner** levels. (M) 2.3.2 Project leadership development is supported. (S) 2.3.3 Effective communication with and between stakeholders is established and maintained across all management levels. (M) 2.3.4 Feedback on project leadership is actively sought and used for continuous improvement. (M) 2.3.5 A culture that values project activity is nurtured throughout the organisation. (M) 2.3.6 **Cognitive and behavioural biases** are actively identified and mitigated. (M)	a. **Practitioners** include those in all project related roles. b. **Cognitive and behavioural biases** may include optimism, availability, and confirmation bias, planning fallacy, strategic misrepresentation, uniqueness, technology and the like.

© 2026 GAPPS All rights reserved

OPMC2 Element 4	
2.4 Collaborate productively.	
Indicators	**Explanatory Notes**
2.4.1 An **effective** project community encourages cross-fertilisation of ideas and experience. (M) 2.4.2 Internal and external benchmarking and feedback are used to drive continuous improvement. (S) 2.4.3 Collaboration is **fostered** to achieve outcomes. (M) 2.4.4 **Diverse perspectives** are actively sought and incorporated into project activities. (M) 2.4.5 Project activities can apply **forms of agreement** that enable **parties** to **work together** productively. (M) 2.4.6 Wellbeing, trust, physical and psychological safety are nurtured as a basis for engagement, collaboration and productivity. (M)	a. **Effective** implies that the community is broadly based and actively supported by management and practitioners. b. **Fostered** refers to an environment that supports respect, no blame, safe to fail, psychological safety, information sharing, creativity, diversity and inclusion, constructive conflict. Differences of opinion are addressed collaboratively enabling fair treatment of interests of all parties and the beneficial outcome of the endeavour. It will include team building and other initiatives to enhance team performance. c. **Diverse perspectives** include consideration of technical background, gender, culture, age, neurodiversity, personality characteristics, team role profile and the like. d. **Forms of agreement** may include verbal or undocumented contracts, documented contracts and agreements, memoranda of understanding, service level agreements, alliances and the like. e. **Parties** may include suppliers, subcontractors and partners. f. **Working together** may include sharing risk, streamlining communication, sharing knowledge, building trust, clearly defining roles, responsibilities and obligations, and maintaining productive relationships**.**

© 2026 GAPPS All rights reserved

OPMC3 Resources

Domain Descriptor	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.

OPMC3 List of Elements

3.1 Resource adequately.

3.2 Source strategically and sustainably

3.3 Define competency requirements.

3.4 Acquire, assess and develop competency.

3.5 Manage performance.

OPMC3 Element 1

3.1 Resource adequately.

Indicators	Explanatory Notes
3.1.1 Approved project activities are adequately funded, **resourced**, and reflected in approved **organisational plans**. (M) 3.1.2 Resource provider **commitments** are fulfilled. (M) 3.1.3 **Policies and processes** relevant to resourcing project activity are accessible and used. (S)	a. **Resources** may be internally or externally sourced. They may include people, plant, materials, money, systems, technical and physical infrastructure. b. **Organisational plans** should include resource capacity at portfolio and enterprise levels. c. **Commitments** and their fulfilment imply that products or services are delivered at the agreed time, quality and cost. d. **Policies and processes** fit with those of other organisational functions across the collaborative network. They may include those of human resources, procurement, supply chain management and other functions.

© 2026 GAPPS All rights reserved

OPMC3 Element 2	
3.2 Source strategically and sustainably.	
Indicators	**Explanatory Notes**
3.2.1 **Strategic considerations** determine **sourcing arrangements** and forms of agreement. (M) 3.2.2 **Sustainability** informs sourcing decisions. (M) 3.2.3 Sourcing arrangements are periodically **reviewed** to maintain focus on value to be delivered. (S)(M for Deployment) 3.2.4 Claims, changes, disputes and incentives are managed to optimise value. (M)	a. **Strategic considerations** may be at the level of the industry, organisation, project, program or portfolio. They may include organisational strategy, risk appetite, internal capacity, supply chain capacity, specific risks and opportunities, sustainability, regulation, corporate reporting requirements, ethics, diversity, stability of the environment, market conditions, probity, privacy, funding and the like. b. **Sourcing arrangements** may include insourcing, outsourcing, scope division, sole supplier, direct awards, crowd sourcing, volunteers, in kind contributions, partnerships, strategic alliances and the like. c. **Sustainability** includes materiality assessment of both short and long term economic, social, and environmental impacts as outlined in the Sustainable Development Goals (SDG) (United Nations, 2015[1]). d. **Review** could be in the form of questioning as part of a governance process to verify that sourcing arrangements are still working as intended.

[1] United Nations. 2015. *Transforming Our World: The 2030 Agenda for Sustainable Development*. New York: United Nations. https://sdgs.un.org/2030agenda

© 2026 GAPPS All rights reserved

OPMC3 Element 3

3.3 Define competency requirements.

Indicators	Explanatory Notes
3.3.1 Project roles and career paths are defined and **recognised**. (S)(M) 3.3.2 **Project related role descriptions** reflect governance and competency requirements and are tailored for project type. (S) 3.3.3 **Competency requirements** and selection criteria for project related roles are clearly defined, documented and communicated. (S)	a. **Recognised** means acknowledgement or inclusion of project roles and career paths at an organisational level**.** b. **Project related role descriptions** include those for roles at all levels of project involvement from sponsors, steering committee members, to project managers, and other team members and contributors. c. **Competency requirements** include the knowledge, skills, experience, qualifications, certifications, and behaviours necessary to perform the specified roles.

OPMC3 Element 4

3.4 Acquire, assess and develop competency.

Indicators	Explanatory Notes
3.4.1 Responsibility for competency and professional development is assigned and resourced. (S) 3.4.2 Talent acquisition and release focus on building a sustainable workforce to support the organisational project pipeline. (S) 3.4.3 Project related competency is assessed and developed, recognising both **threshold** and **superior** performance. (S) 3.4.4 Opportunities for **experiential learning** are supported. (S)(M)	a. **Threshold** performance is the minimum required for a particular role. b. **Superior** performance refers to exemplar role models to which others may aspire for developmental purposes. c. **Experiential learning** is the process of learning through hands-on experience and crtical reflection. Support may include mentoring and coaching.

© 2026 GAPPS All rights reserved

OPMC3 Element 4

3.5 Manage performance.

Indicators	Explanatory Notes
3.5.1 **Project related personnel** and teams are periodically evaluated against performance metrics that are relevant to their project work. (M) 3.5.2 Good performance in project related roles is **recognised**. (M) 3.5.3 Poor performance is addressed. (M) 3.5.4 Performance assessment is timely and project based. (M) 3.5.5 Feedback, incentives and rewards motivate behaviours and decisions that improve performance on projects. (M) 3.5.6 Performance measures are aligned with benefits and quality of outcomes based on project purpose and organisational strategy.(M)	a. **Project related personnel** includes all levels of project involvement from sponsors, steering committee members, to project managers, and other team members and contributors. b. **Recognised** in the case of individual and/or team performance, may occur formally or informally, publicly or privately, and may include financial and non-financial rewards and incentives.

© 2026 GAPPS All rights reserved

OPMC4	Interfaces
Domain Descriptor	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.

OPMC4 List of Elements

4.1 Enable change.

4.2 Facilitate collaboration across boundaries.

4.3 Invest in relationships.

OPMC4 Element 1

4.1 Enable change.

Indicators	Explanatory Notes
4.1.1 The need for change is identified and **addressed.** (M) 4.1.2 **Capacity** and **readiness** for **change** are assessed and factored into planning. (M) 4.1.3 **Organisational change management processes** are applied to project activities. (M) 4.1.4 **Practices** support continuity and transition. (M)	a. **Addressed** includes determining what action needs to be taken and by whom to implement changes required to achieve desired outcomes. b. **Change** includes those created when you bring projects to a functional organisation as well as other changes delivered with specific intent or as a result of project activities. It will include changes relating to the introduction of or changes to organisational project management capability. c. **Readiness** for change refers to an organisation's or individual's capacity and willingness to adopt different ways of working, thinking or being. It includes awareness of the need for change, and trust that the change process will lead to the desired outcome(s). d. **Capacity** refers to the availability of resources and support to implement change effectively as well as the necessary decision-making authority. e. **Organisational change management processes** may be those that exist within the broader organisation. Such processes should be consistent with accepted standards such as ISO 10020 and may draw upon relevant change management models. f. **Practices** may include those that maximise value and protect delivery of benefits when dealing with disruptions; changes of personnel, legal, political

© 2026 GAPPS All rights reserved

	or regulatory framework, supply chain, ownership; handovers from one party or phase to another.

OPMC4 Element 2

4.2 Facilitate collaboration across boundaries.

Indicators	Explanatory Notes
4.2.1 Project, program and portfolio management systems are integrated with relevant organisational systems and **supporting functions** of the organisation. (S) 4.2.2 Project and operational elements of the organisation work effectively together both practically and culturally. (M) 4.2.3 **Coherent linkages** between all levels of project activity and the organisation are maintained. (M) 4.2.4 Leaders at all levels and personnel within supporting functions understand and value the contribution of project, program and portfolio management. (M) 4.2.5 Processes exist to align interfaces between **internal systems** and those of **external parties**. (S)	a. **Supporting functions** include other functional areas within the organisation such as HR, finance, procurement, logistics, ICT and the like. b. **Coherent linkages** may include but are not limited to shared personnel, benefit attribution, integrated scheduling, risk allocation, communication channels, document management between projects, programs, portfolios and all organisational divisions. c. **Internal systems** may include those relating to reporting, governance, procurement, logistics, consultation, supplier selection, data sharing, information security and the like. d. **External parties** are those that are outside the immediate performing organisation for the project and may include clients, customers, users, beneficiaries, regulators, contractors, suppliers, partners and other stakeholders.

© 2026 GAPPS All rights reserved

OPMC4 Element 3

4.3 Invest in relationships.

Indicators	Explanatory Notes
4.3.1 Relationships with internal and external parties are **nurtured** for mutual benefit. (M) 4.3.2 **Community engagement** is strategically planned and **implemented**. (M)	a. **Nurturing** includes acting ethically and with integrity, removing roadblocks, providing context, clarifying objectives and priorities, appreciating other perspectives, being flexible and accommodating where reasonable, communicating openly and transparently to enable an environment that enables external parties including suppliers and contractors, to deliver on their commitments. b. **Engagement** may involve a spectrum of approaches from informing to consultation, involvement, collaboration or co-creation, to empowerment. c. **Implementation** may involve media and social media, community forums, lobbying, internet-based chat groups, newspapers, journals, and any other ways in which the organisation and its project interact with the external environment. It includes actions that impact the reputation and standing of the organisation and its project activities.

© 2026 GAPPS All rights reserved

OPMC5	Uncertainty
Domain Descriptor	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.

OPMC5 List of Elements

5.1 Implement a common approach to dealing with uncertainty.

5.2 Foster resilience.

OPMC5 Element 1

5.1 Implement a common approach to dealing with uncertainty.

Indicators	Explanatory Notes
5.1.1 The nature of **uncertainty** likely to affect **the organisation's projects** is well understood and **addressed**. (M) 5.1.2 Approaches to dealing with uncertainty are aligned with accepted standards. (S) 5.1.3 Recognised uncertainties are assessed, addressed, monitored, acted upon as necessary and reviewed on an **ongoing basis.** (M) 5.1.4 Responsibilities for monitoring and responding to uncertainties are clearly defined for all project activities**.** (M) 5.1.5 At each level of project activity recognised uncertainties are **aggregated** and viewed together in the context of other organisational uncertainties. (M)	a. Uncertainty may imply a lack of definite knowledge, a lack of sureness, or a sense of doubt. Risks, including both opportunities and threats, may be viewed as arising from a spectrum of uncertainty and are generally amenable to assessment in terms of probability and severity. Risks are commonly defined as uncertainty that affects objectives, or uncertainty that matters. b. **Organisation's projects** refers to domain knowledge relating to the particular type(s) of projects in which the organisation engages. c. **Addressing** uncertainty may include a range of approaches to and processes for assessment including identification, analysis (e.g. qualitative or quantitative or blended), evaluation and planning for response to uncertainty. The selected approaches should be agreed with pertinent stakeholders in line with levels of tolerance for uncertainty or risk appetite. d. **Ongoing basis**: the common approach should specify how recognised uncertainties are identified, analysed, evaluated, monitored, reviewed, reported and recorded on an **ongoing basis**. e. **Aggregation** involves bringing together and reviewing the assessment of and proposed

© 2026 GAPPS All rights reserved

	responses to recognised uncertainties at all levels to understand the interdependencies, implications and broader uncertainties faced at higher organisational levels.

OPMC5 Element 2

5.2 Foster resilience.

Indicators	Explanatory Notes
5.2.1 **Organisational capability** is leveraged to enable positive response to and recovery from adverse events. (M) 5.2.2 The possibility of rare, high-impact events is acknowledged, and addressed by **preparing for unexpected challenges.** (M) 5.2.3 **Project scaling,** timing and delivery approach are used to reduce vulnerabilities and enhance adaptability. (M)	a. **Organisational capability** here may include developing the culture, processes, procedures and policies that encourage project and program teams to modify and adapt their ways of working to reduce potential vulnerabilities. It may include access to and ability to mobilise internal or external resources. b. **Preparing for unexpected challenges** may include acceptance, planned redundancy, contingencies, financial reserves, fallback planning, disaster recovery plans, scenario planning, business continuity planning and the like. c. **Project scaling** may include scoping or configuring a project or program - breaking it down into smaller packages or combining into larger packages - to reduce risk, increase flexibility, attain economies of scale, and generally enhance resilience and ability to deliver in a particular or changing environment.

© 2026 GAPPS All rights reserved

OPMC6 Technology

Domain Descriptor	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.

OPMC6 List of Elements

6.1 Leverage technology.

6.2 Apply data governance.

6.3 Share and use data securely.

OPMC6 Element 1

6.1 Leverage technology.

Indicators	Explanatory Notes
6.1.1 Project activity is supported by a **technology strategy**. (S) 6.1.2 **Tools and technologies** to support project activities are selected, made available, maintained and regularly reviewed. (M) 6.1.3 Technology and project systems are used to securely collate, store and make available project information as required. (M) 6.1.4 Technology ensures accuracy and visibility of project performance data for use in decision making. (M) 6.1.5 Emerging tools and technologies are monitored and assessed for suitability to assist with project activities. (M)	a. **Technology strategy** describes how an organisation wants to use technology to achieve its business goals. It will include budget and resource allocation, risk management, system acquisition, maintenance and renewal, and related change management, sustainability and the like. b. **Tools and technologies** are those that fit with the nature of the organisation and its projects and may include emerging technologies. Selection should consider project activity needs and objectives and factors such as ease of integration, scalability, and the ability to address specific project management challenges.

© 2026 GAPPS All rights reserved

OPMC6 Element 2

6.2 Apply data governance.

Indicators	Explanatory Notes
6.2.1 Robust **data governance practices** define data ownership, stewardship roles, and management policies to ensure data quality, security, and compliance. (M) 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. (M) 6.2.3 Consideration is given to interfaces with other organisations for data sharing. (M)	a. **Data** includes all kinds of data relating to project activity. b. **Data governance practices** and processes should be compliant with enterprise, regulatory and legal frameworks when handling project data. Attention should be given to protection of sensitive information. c. **Provenance** refers to the origin, source and history of data including how it has been collected, processed or modified.

OPMC6 Element 3

6.3 Share and use data securely.

Indicators	Explanatory Notes
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. (S) 6.3.2 Data is **used** to support project delivery, governance and continuous improvement. (M) 6.3.3 Organisational **cybersecurity policy** and standards are considered for all project activities. (M) 6.3.4 Security compliance for project activities and **associated** organisations is verified through regular audits and vulnerability assessments. (M)	a. **Allowable** means in accordance with data governance, regulatory and legal constraints. b. **Use of data** may include planning, management, analysis, forecasting, reporting, evaluation, archiving and other applications. c. **Cybersecurity policy** may include restriction of access to project systems through role-based permissions and authentication and encryption of sensitive project data both in transit and at rest amongst other requirements. This extends to external providers and platforms where project information is sent for storage or processing. d. **Associated** organisations may include customers, contractors, suppliers, regulators, partners and the like.

© 2026 GAPPS All rights reserved

APPENDICES

© 2026 GAPPS All rights reserved

APPENDIX A: HOW THIS GUIDING FRAMEWORK WAS DEVELOPED

Development of the *GAPPS Guiding Framework for Organisational Project Management Capability (OPMC)* was undertaken through an iterative, practitioner-led process conducted over a series of GAPPS Thought Leadership Forums (TLFs). The process was designed to ensure that the resulting framework reflects practitioner consensus, draws on credible research and industry practice, and aligns with GAPPS principles of accessibility, transparency and non-proprietary use.

Initiation and Guiding Criteria

When GAPPS was approached with the suggestion that there was need for a Guiding Framework for Organisational Capability, the idea was put on the Agenda for TLF No. 54 in June 2022 to open discussion about gaps and opportunities for further work in this area. To inform these discussions, participants heard two perspectives on organisational project management capability. Rommert Stellingwerf and Marco Buijnsters presented work underway within the ISO community relating to organisational project management and a proposed Project Management System Standard for projects, programs, portfolios, and governance. Their presentation highlighted the growing recognition that organisational capability plays a critical role in achieving successful project outcomes and demonstrated the increasing attention being given internationally to this topic.

A complementary practitioner perspective was provided by Sean Whitaker, whose work advising boards and executive teams focuses on organisational project capability and delivery performance. Sean expressed frustration at organisations aspiring to better outcomes, having capability assessments done , receiving recommendations for improvement but taking no action. He argued that traditional assessments often provide a useful picture of an organisation's current state but offer limited guidance on what level of capability is actually required for the organisation to achieve its strategic objectives consistently and reliably. He expressed a view that the capability goals should be entirely appropriate to the context – the organisation size, complexity, culture and aspirations.

Work on the GAPPS Guiding Framework for Organisational Project Management Capability (GAPPS OPMC) commenced at TLF No. 55 in November 2022. At this forum, participants identified a need for an organisational project management capability framework that was simple, practical and accessible, particularly for organisations at earlier stages of maturity. It was proposed that the framework should focus primarily on organisational setup and mobilisation, enabling organisations to understand their current state and identify what is required to support effective project delivery.

© 2026 GAPPS All rights reserved

Participants agreed that, if a staged or level-based model were used, emphasis should be placed on progression through early capability levels, recognising that organisations operating at higher levels of maturity are generally able to define their own improvement pathways. The framework was therefore intended to be client-focused, iterative and assessment-oriented, using straightforward questions to support progression rather than prescribing maturity targets.

Conceptual Foundations and Research Inputs

Early discussions emphasised the need to consider organisational project management capability holistically. This included addressing:

- organisational **capability** (whether the organisation can do what is required);
- **capacity** (availability and sustainability of resources and supply chains);
- **effectiveness** (achievement of intended outcomes as a result of applying capability and capacity); and
- **sustainability of capability** over time.

Participants proposed that both capability *approach* (what the organisation has in place) and capability *deployment* (how capability is applied in practice) should be considered, along with the potential for real-time or near real-time capability assessment.

A range of existing standards, models, research and industry reports were identified for review as starting points. These included maturity and organisational competence models, international standards for organisational project management, and research into high-performing organisations and project delivery outcomes.

Structuring and Rationalisation

At TLF No. 56 (March 2023), high-level statements derived from the reviewed source materials were examined and compared. Similar concepts were grouped into thematic groupings, resulting initially in twelve capability *approach* groupings and three capability *deployment* groupings.

At TLF No. 57 (June 2023), it was agreed that the framework should adopt a structure and format consistent with other GAPPS guiding frameworks. As part of this refinement process, the number of approach groupings was reduced from twelve to eleven, and statements within seven of the groupings were rationalised and expressed in a more consistent format.

Further rationalisation occurred at TLF No. 58 (October 2023), where the number of approach groupings was reduced to ten. Statements within two of the remaining

© 2026 GAPPS All rights reserved

groupings were further refined, with data management and emerging digital capabilities identified as an area requiring additional development.

Consolidation into Domains and Framework Development

At TLF No. 61 (September 2024), the remaining approach groupings were consolidated into six overarching Domains: **Governance**, **Culture**, **Resources**, **Interfaces**, **Uncertainty**, and **Technology**. These Domains were intended to represent the major dimensions of organisational project management capability that are meaningful to practitioners and observable in organisational practice.

Between TLF No. 61 and TLF No. 64, the Domains, Elements and Indicators were progressively developed and refined. This work focused on articulating observable practices and outcomes indicative of acceptable organisational project management capability, while avoiding prescription of specific methods, tools or organisational structures. A first full draft of the guiding framework was completed at TLF No. 64 in September 2025.

Assessment Approach and Drafting

At TLF No. 65, participants reviewed and agreed a draft assessment approach aligned with the framework structure and intent. This included consideration of how the framework could be used to support independent and self-assessment, diagnosis of strengths and areas for improvement, and capability development over time. A consolidated draft of the full document was prepared for wider review.

The first complete draft of the *Guiding Framework for Organisational Project Management Capability* was prepared for review and further refinement at TLF No. 66, scheduled for June 2026.

Practitioner Validation

Throughout the development process, the framework was reviewed, tested and refined through facilitated discussion among globally representative and experienced project professionals. At each forum, the outputs of previous sessions were reviewed and progressed, ensuring continuity, internal consistency and alignment with GAPPS principles. The resulting framework reflects practitioner consensus on the organisational practices and outcomes required to demonstrate acceptable organisational project management capability across diverse organisational contexts.

© 2026 GAPPS All rights reserved

APPENDIX B: CONTRIBUTORS TO DEVELOPMENT OF THIS GUIDING FRAMEWORK

Name		Organisation	Country
Alicia	Aitken	ANZ	Australia
Sanjeev	Basnet	The University of Sydney	Australia
Robert	Best	PMSA	South Africa
Ian	Biggs	Unitywater	Australia
Hakim	Bin Ismail	DLS Consultancy Pte Ltd	Singapore
Terence	Blythman	GHD	Australia
Michael	Buhagiar	The University of Sydney	Australia
Marco	Buijnsters	Buijnsters Project Consult	Netherlands
Kelvin	Byrne	Transnet	South Africa
Nicholas	Callaghan	The University of Sydney	Australia
Amos	Cheong	Society of Project Managers Singapore (SPMS)	Singapore
Karen	Clarke	Tregaskis Brown Ltd	New Zealand
Terry	Cooke-Davies	Independent Researcher	United Kingdom
Lynn	Crawford	The University of Sydney	Australia
Roland	de Pree	Transport for NSW	Australia
SIbisoso	Dhladhla	Services SETA	South Africa
Joel	Dobrogosz	NSW Business Chamber Ltd	Australia
William	Duncan	PM Partners	Philippines
Dorothee	Feldmüller	GPM Deutsche Gesellschaft für Projektmanagement e.V.	Germany
Desmond	Fisher	QBuild	Australia
Gwynne	Foster	Interlinks Traceability Services CC	South Africa
Andrew	Fox	The Project Bureau	Australia
Alistair	Godbold	APM	UK
Murray	Gough	Gough Watson Business Services Pty Ltd	Australia
Nick	Hadjinicolaou	Torrens University Australia	Australia
Gill	Hancock	APM	United Kingdom
Leigh	Hart	Origin	Australia
Bernard	Ho	SIPM Consultants Pte Ltd (SPM Immediate Past President)	Singapore
Erik	Humberto Araya Aliaga	POLIMI Graduate School of Management	Italy
Larry	Icard	PMSA	South Africa
Nick	Jago	Elemental Projects	Australia
Tim	Jaques	IPMA USA	USA
Cheryl	Jensen	QBuild	Australia
Toru	Kato	Project Management Association of Japan	Japan
Lynn	Keeys	Skema Business School	South Africa
Syeed	Khandker	The University of Sydney	Australia

© 2026 GAPPS All rights reserved

Name		Organisation	Country
James	Lam	Surbana Jurong Consultants Pte Ltd (SPMS First VP)	Singapore
Chris	Lawler	Soutern Cross University	Australia
Steve	Leach	SiVEST (Pty) Ltd	United States
Kenneth	Lim	Society of Project Managers Singapore (SPMS)	Singapore
Louise	Lloyd	The University of Technology, Sydney	Australia
Mauro	Mancini	POLIMI Graduate School of Management	Italy
Costanza	Mariani	POLIMI Graduate School of Management	Italy
Lehlogonolo	Masoga	Services SETA	South Africa
Tsheola	Matsebe	Services SETA	South Africa
Fortune	Mbele	PMSA	South Africa
Sinaye	Mgolombane	PMSA, GAPPS	South Africa
Susumu	Miura	Project Management Association of Japan (PMAJ)	Japan
Hudà	Moos	Rosebank College	South Africa
Mamabele	Motla	Services SETA	South Africa
Aphiwe	Ngunge	Rosebank College	South Africa
Maria	Nindita Radyati	Interlink Technology Services Pty Ltd	Indonesia
Xolelwa	Ntlango	PMSA	South Africa
Arnold	Okkenburg	PMSA	South Africa
Gerhard	Ortner	UAS BFI Vienna	Austria
Ann	Osola	University of Cumbria	United Kingdom
Krystyna	Paszkiewicz	Torrens University Australia	Australia
Appathukatha Sivathanu	Pillai	Project Management Associates	India
Qu	Qianwen	The University of Sydney	Australia /China
Ish	Rajendram	Fujitsu Oceania	Australia
Bruce	Rodrigues	Transnet	South Africa
Christian	Rudischer	IPMA	Austria
Joanna	Rzempala	University of Szczecin	Poland
Roy	Sargent	QBuild	Australia
Brigitte	Schaden	International Project Management Association (IPMA)	Austria
Eugene	Seah	DLS Consultancy Pte Ltd (SPM Hon Treasurer)	Singapore
Jonathan	Shek	SIPM Consultants Pte Ltd (SMPS President)	Singapore
Wee Teng	Sik	Society of Project Managers Singapore (SPMS)	Singapore
Bethany	Silje	Rosebank College	South Africa
Tony	Simmonds	Interlink Technology Services Pty Ltd	Australia
Ahmed	Soliman	The University of Sydney	Australia
Rommert	Stellingwerf	PMI Netherlands Chapter	Netherlands

© 2026 GAPPS All rights reserved

Name		Organisation	Country
Kestrel	Stone	Elemental Projects	Australia
Yuan	Sun	The University of Sydney	Australia /China
Edward	Thomas	NPManagement	USA
Einion	Thomas	Clarence Management Partners Pty Ltd	Australia
Seng Kiong	Ting	Society of Project Managers Singapore (SPMS)	Singapore
Srinivasan	Totadri	Project Management Associates	India
Gary	Travers	Projectleader.net	United Kingdom
Brian	Trefty	Brian Trefty Associates	United Kingdom
Roksana Jahan	Tumpa	Central Queensland University	Australia
Fleur	Wiley	N/A	Australia
Matthew	Winchur	Practitioner	Australia
Juanita	Woods	University of North Georgia	United States
Zheng	Xu	The University of Sydney	Australia /China
Mark	Young	Presceince 3P0	Australia
Shilu	Zeng	The University of Sydney	Australia /China
Sujuan	Zhang	The University of Sydney	Australia
Aaron	Zong	The University of Sydney	Australia /China
Rahab	Zulu	Services SETA	South Africa

© 2026 GAPPS All rights reserved

APPENDIX C: GAPPS TLFS AND WORKING SESSIONS

This is a list of the GAPPS (TLF) and other events at which work was done towards development of this Guiding Framework.

GAPPS Thought Leadership Forums	Working Sessions
53: February 2022, Virtual 54: June 2022, Virtual 55: November 2022, Virtual 56: March 2023, Virtual 57: June 2023, Virtual 58: October 2023, Cape Town, South Africa (PMSA) 59: January 2024, Virtual 60: May 2024 61: September 2024, Singapore (SPM) 62: February 2025 63: June 2025, Milano (POLIMI GSM) 64: September 2025, Singapore (SPM) 65: February 2026 Virtual 66: June 2026, UK (APM)	2 Virtual Bonus Working Groups (BWG) between TLFs 62 and 63 2 Virtual Bonus Working Groups (BWG) between TLFs 63 and 64

© 2026 GAPPS All rights reserved

APPENDIX D: GUIDES, FRAMEWORKS AND MODELS REFERENCED IN DEVELOPING THIS GUIDING FRAMEWORK

American Society for the Advancement of Project Management. (2015). *asapm performance rated organization (aPRO): Standard for assessing organizational project management performance (Version 1.6)*.

Australian Institute of Project Management. (n.d.). *Organisational maturity assessment (OMA) standard*.

AXELOS. (2010). *Portfolio, programme and project management maturity model (P3M3®) version 2.1*. AXELOS.

International Project Management Association. (2016). *IPMA organisational competence baseline (IPMA OCB®), Version 1.1*. International Project Management Association. https://ipma.world/

Project Management Institute. (2018). The Standard for Organizational Project Management (OPM). Project Management Institute. https://www.pmi.org/pmbok-guide-standards/foundational/organizational-project-management

Portman, H. (2022). *Project management maturity and excellence models: Stirring in the fruit bowl*. *PM World Journal, 11*(2), 1–32. https://pmworldlibrary.net/wp-content/uploads/2022/02/pmwj114-Feb2022-Portman-pm-maturity-and-excellence-models-stirring-in-the-fruit-bowl.pdf

Project Management Institute. (2013). *Organizational project management maturity model (OPM3®) (3rd ed.)*. Project Management Institute.

The University of Sydney. (2024). *Organizational project management capability assessment model* [Course notes]. Master of Project and Program Management.

© 2026 GAPPS All rights reserved

APPENDIX E: FRAMEWORKS AND STANDARDS FOR USE IN CONJUNCTION WITH THIS GUIDING FRAMEWORK

The GAPPS Guiding Framework for Organisational Project Management Capability (OPMC) may be applied across a wide range of organisational contexts and endeavours. In developing this framework, care has been taken to focus on **organisational practices and outcomes that enable effective and consistent delivery of projects, programs and portfolios**, rather than to replicate guidance that is already well addressed in other standards, guides and frameworks.

This Guiding Framework is intended to complement, not replace, existing frameworks and standards. It is deliberately non-prescriptive and may be used alongside resources that provide more detailed guidance on methodologies, technical practices, role-based competencies, governance, assurance, risk management, change management, sustainability, data management and digital capability. In particular, this framework is intended to help organisations understand whether such resources are being **applied in a manner that is fit for their purpose**, rather than to advocate any specific approach.

The organisations, standards and resources listed below provide examples of material that may be used in conjunction with the GAPPS Guiding Framework for Organisational Project Management Capability. This list is **indicative only** and does not imply endorsement. Many other resources may also be appropriate depending on organisational context, sector, regulatory environment and strategic objectives.

Global Alliance for the Project Professions - GAPPS

https://pmprofessions.org

Guiding frameworks for:

- Project Managers
- Program Managers
- Project Sponsors
- Project Controls
- Leading in Complexity
- Getting Stuff Done
- Governance of Temporary Endeavours
- Evaluating management complexity of projects (CIFTER) and Programs (ACDC)

Association for Project Management (APM)

https://www.apm.org.uk/

- APM Competence Framework
- APM Introduction to Programme Management
- Governance of co-owned projects
- Models to Improve the Management of Projects

© 2026 GAPPS All rights reserved

International Centre for Complex Project Management - ICCPM

https://iccpm.com/

- The Complex Project Leadership 360° Profile
- Complex Project Manager Competency Standards

International Project Management Association - IPMA

https://www.ipma.world/individuals/standard/

The IPMA suite of standards including the:

- Individual Competency Baseline (ICB)
- Project Excellence Baseline (PEB)
- Organisational Competency Baseline (OCB)
- IPMA Individual Competence Baseline®, IPMA ICB®
- IPMA Individual Competence Baseline for Consultants, Coaches and Trainers, IPMA ICB4CCT®
- IPMA Reference Guide ICB4 in an Agile World
- IPMA Reference Guide ICB4 for PMO
- IPMA Reference Guide ICB4 on Sustainable Project Management
- IPMA Reference Guide ICB4 for Planning Competences
- IPMA Project Excellence Baseline® ,IPMA PEB
- IPMA Organisational Competence Baseline, IPMA OCB®
  IPMA Research Evaluation Baseline® ,IPMA REB

ISO TC 258 Standards on PPPM: The ISO 21500 Family

https://www.iso.org/standards.html
https://www.iso.org/committee/624837.html

- ISO 21500 – Project, programme and portfolio management — Context and concepts
- ISO 21502 – Guidance on project management
- ISO 21503 – Guidance on programme management
- ISO 21504 – Guidance on portfolio management
- ISO 21505 – Guidance on governance
- ISO 21506 – Vocabulary
- ISO 21508 – Earned value management
- ISO 21511 – Work breakdown structures (revision in progress)
- ISO 21512 – EVM implementation guidance
- ISO 21513 – Post-project / post-programme evaluation

Project Management Institute - PMI

https://www.pmi.org/standards#resources

The PMI suite of standards and guides including:

Foundational Standards

- A Guide to the Project Management Body of Knowledge (PMBOK® Guide)
- The Standard for Program Management
- The Standard for Portfolio Management
- The Standard for Organizational Project Management (OPM)
- The Standard for Risk Management in Portfolios, Programs, and Projects
- The PMI Guide to Business Analysis

© 2026 GAPPS All rights reserved

Practice Standards

- Practice Standard for Project Estimating
- Practice Standard for Scheduling
- Practice Standard for Work Breakdown Structures
- Practice Standard for Project Configuration Management
- The Standard for Earned Value Management

Practice Guides

- Agile Practice Guide
- Benefits Realization Management: A Practice Guide
- Governance of Portfolios, Programs, and Projects: A Practice Guide
- Business Analysis for Practitioners: A Practice Guide
- Implementing Organizational Project Management: A Practice Guide
- Managing Change in Organizations: A Practice Guide
- Project Management Offices: A Practice Guide

WEBSITES

AACE (Association for the Advancement of Cost Engineering) https://web.aacei.org/
ACEI (Association of Consulting Engineers of Ireland) - https://www.acei.ie/selection-criteria
Agile, SAFE (Scaled Agile Framework) - https://www.scaledagileframework.com
AIPM (Australian Institute of Project Management) https://www.aipm.com.au/home
APM (Association for Project Management, the Chartered Body for the Project Profession. https://www.apm.org.uk/
ASQA (Australian Skills Quality Authority) https://www.asqa.gov.au/
AXELOS Global Best Practice Portfolio - https://www.axelos.com/best-practice-solutions
Change Management Institute (CMI) https://www.change-management-institute.com has it Change Management Body of Knowledge (CMBOK) https://www.change-management-institute.com/cmbok
DAMA International (2017). DAMA-DMBOK (2nd Edition): Data Management Body of Knowledge (Second edition). Technics Publications. https://www.dama.org/cpages/body-of-knowledge
GPM P5 Standard – https://greenprojectmanagement.org/p5
ICEC (International Cost Engineering Council) – http://www.icoste.org/
IIBA (International Institute of Business Analysts) has produced the Business Analysis Body of Knowledge (BABOK® Guide) - https://www.iiba.org/
ISACA (The Information Systems Audit and Control Association) https://www.isaca.org/ provides the COBIT standard for IT Governance https://www.isaca.org/resources/cobit
ISO 8000 series global standard for Data Quality and Enterprise Master Data. https://www.iso.org/obp/ui/#iso:std:iso:8000:-1:ed-1:v1:en
ISO 44001:2017. Collaborative business relationship management systems — Requirements and framework - addresses key practices that enable stakeholders to work together more effectively in complex organizational relationships https://www.iso.org/standard/72798.html
National standards such as - Australian National Standards and Standards Australia https://www.standards.org.au/ and other national members of ISO–
ISO Management System Standards – https://www.iso.org/management-system-standards-list.html
PMAJ (The PM Association of Japan (PMAJ) provides the Guidebook for Program and Project Management - P2M (https://www.pmaj.or.jp/ENG/p2m/p2m_guide/p2m_guide.html)
Praxis Framework, bringing together a body of knowledge, methodology, competence framework and capability maturity model in a single integrated framework with a single structure and terminology. https://www.praxisframework.org/

© 2026 GAPPS All rights reserved

PROSCI, A Change Management Office Primer https://www.prosci.com/resources/articles/change-management-office-primer and https://www.ipma.world/change-management-office-cmo-enabling-change-readiness-in-organisations/
SAQA (South African Qualification Authority) http://www.saqa.org.za/

© 2026 GAPPS All rights reserved

APPENDIX F: GLOSSARY OF TERMS AND EXPLANATORY NOTES

This appendix includes both definitions of terms used in the document and Explanatory Statements that appear within the Guiding Framework. For each Explanatory Statement, the relevant Element is identified. Some terms may be associated with more than one Explanatory Statement where the explanation is directly relevant to different Elements of the framework.

Addressed includes determining what action needs to be taken and by whom to implement changes required to achieve desired outcomes. (4.1)

Addressing uncertainty may include a range of approaches to and processes for assessment including identification, analysis (e.g. qualitative or quantitative or blended), evaluation and planning for response to uncertainty. The selected approaches should be agreed with pertinent stakeholders in line with levels of tolerance for uncertainty or risk appetite. (5.1)

Aggregation involves bringing together and reviewing the assessment of and proposed responses to recognised uncertainties at all levels to understand the interdependencies, implications and broader uncertainties faced at higher organisational levels. (5.1)

Allowable means in accordance with data governance, regulatory and legal constraints.

APM: Association for Project Management

Appropriately qualified includes having knowledge, experience and behaviours suited to the role of actively supporting and advocating for the initiative. They should have sufficient authority and influence in the organisation to be effective in the role. (2.2)

Associated organisations may include customers, contractors, suppliers, regulators, partners and the like. (6.3)

BAU: Business as usual

Capacity refers to the availability of resources and support to implement change effectively as well as the necessary decision-making authority. (4.1)

Categorisation system considers complexity, risk and other factors that would influence the needs for governance and various aspects of capability. (1.2)

Change includes those created when you bring projects to a functional organisation as well as other changes delivered with specific intent or as a result of project activities. It will include changes relating to the introduction of or changes to organisational project management capability. (4.1)

Cognitive and behavioural biases may include optimism, availability, and confirmation bias, planning fallacy, strategic misrepresentation, uniqueness, technology and the like. (2.3)

Coherent linkages may include but are not limited to shared personnel, benefit attribution, integrated scheduling, risk allocation, communication channels, document management between projects, programs, portfolios and all organisational divisions. (4.2)

Commitments and their fulfilment imply that products or services are delivered at the agreed time, quality and cost.(3.1)

Common framework implies that it is applied to all projects. It may be a benefits realisation framework, quality management system, investment framework, monitoring, evaluation, reporting and improvement framework, or another similar guideline. (1.3)

Competency requirements include the knowledge, skills, experience, qualifications, certifications, and behaviours necessary to perform the specified roles. (3.3)

Context may include industry sector, project type, organisation size, risk appetite, life cycle, value set, socio-political environment, etc. (1.1)

Cybersecurity policy may include restriction of access to project systems through role-based

© 2026 GAPPS All rights reserved

permissions and authentication and encryption of sensitive project data both in transit and at rest amongst other requirements. This extends to external providers and platforms where project information is sent for storage or processing. (6.3)

Data governance practices and processes should be compliant with enterprise, regulatory and legal frameworks when handling project data. Attention should be given to protection of sensitive information. (6.3)

Data includes all kinds of data relating to project activity. (6.3)

Diverse perspectives include consideration of technical background, gender, culture, age, neurodiversity, personality characteristics, team role profile and the like. (2.4)

Effective decision making should ensure representation of authority, expertise, connections to business as usual and supporting functional areas relevant to all levels of project activity. It may include a decision framework designed for the project. (1.1)

Effective exercise of the sponsorship role means that a sufficiently senior sponsor is appointed and fully understands and accepts their role as sponsor which will include providing adequate time and attention. The organisation should be able to show that sponsors act to resolve matters referred to them, removing obstacles, and deciding promptly. This behavioural aspect supports effective performance of defined governance roles. (2.2)

Effective implies that the community is broadly based and actively supported by management and practitioners. (2.4)

Engagement may involve a spectrum of approaches from informing to consultation, involvement, collaboration or co-creation, to empowerment. (4.3)

Experiential learning is the process of learning through hands-on experience and critical reflection. Support may include mentoring and coaching. (3.4)

External parties are those that are outside the immediate performing organisation for the project and may include clients, customers, users, beneficiaries, regulators, contractors, suppliers, partners and other stakeholders. (4.2)

Forms of agreement may include verbal or undocumented contracts, documented contracts and agreements, memoranda of understanding, service level agreements, alliances and the like. (2.4)

Fostered refers to an environment that supports respect, no blame, safe to fail, psychological safety, information sharing, creativity, diversity and inclusion, constructive conflict. Differences of opinion are addressed collaboratively enabling fair treatment of interests of all parties and the beneficial outcome of the endeavour. It will include team building and other initiatives to enhance team performance. (2.4)

GAPPS: Global Alliance for the Project Professions

ICT: Information and Communication Technology

Implementation may involve media and social media, community forums, lobbying, internet-based chat groups, newspapers, journals, and any other ways in which the organisation and its project interact with the external environment. It includes actions that impact the reputation and standing of the organisation and its project activities. (4.3)

Internal systems may include those relating to reporting, governance, procurement, logistics, consultation, supplier selection, data sharing, information security and the like. (4.2)

IPMA: International Project Management Association

ISO: International Standards Organisation

Leadership may be demonstrated through active sponsorship, helping to mitigate project risks. (2.1)

Lowest viable level refers to the level within the project, program, portfolio organisation structure at which there is sufficient competence to make a sound decision. (1.1)

Methodology should be tailored as required for specific projects or project types. It should include tools appropriate to the business, project phase and type. It should be based on recognised

standards and practices for management of projects, programs and portfolios (eg ISO 21500 suite of standards for project, programs, portfolios and governance). (1.3)

Monitor would include tracking, controlling and forecasting. (1.3)

Nurturing includes acting ethically and with integrity, removing roadblocks, providing context, clarifying objectives and priorities, appreciating other perspectives, being flexible and accommodating where reasonable, communicating openly and transparently to enable an environment that enables external parties including suppliers and contractors, to deliver on their commitments. (4.3)

Ongoing basis: the common approach should specify how recognised uncertainties are identified, analysed, evaluated, monitored, reviewed, reported and recorded on an ongoing basis.

OPM: Organisational Project Management

OPMC: Organisational Project Management Capability

Organisation's projects refers to domain knowledge relating to the particular type(s) of projects in which the organisation engages. (5.1)

Organisational capability here may include developing the culture, processes, procedures and policies that encourage project and program teams to modify and adapt their ways of working to reduce potential vulnerabilities. It may include access to and ability to mobilise internal or external resources. (5.2)

Organisational change management processes may be those that exist within the broader organisation. Such processes should be consistent with accepted standards such as ISO 10020 and may draw upon relevant change management models. (4.1)

Organisational culture includes relationships, trust, politics, and social dynamics, etc. (1.1)

Organisational leadership includes those with the accountability and authority to make decisions concerning strategic direction and its delivery through projects. (2.1)

Organisational plans should include resource capacity at portfolio and enterprise levels. (3.1)

Organisational strategy determines what projects the organisation will do, project strategies relate to the different ways in which the projects will be done and the scale of project activity refers to the number and/or size of projects expected to be undertaken. (1.4)

Organisational support may be provided by a permanent organisational entity (e.g. PMO). (1.3)

Participants include project managers, team leaders, PMO personnel, consultants, contractors, delivery team, SMEs (Subject Matter Experts) etc. (1.3)

Parties may include suppliers, subcontractors and partners. (2.4)

Phase gate reviews aim to ensure that the viability of projects is reviewed at pre-defined points in the life cycle and may include assurance reviews. Viability includes continuing confidence that the initiative will lead to the intended long-term benefits or outcomes. Reviews may result in requirements for further work, project re-scoping or cancellation. (1.2)

PMSA: Project Management South Africa

Policies and processes fit with those of other organisational functions across the collaborative network. They may include those of human resources, procurement, supply chain management and other functions. (3.1)

Practices may include those that maximise value and protect delivery of benefits when dealing with disruptions; changes of personnel, legal, political or regulatory framework, supply chain, ownership; handovers from one party or phase to another. (4.1)

Practitioners include those in all project related roles. (2.3)

Preparing for unexpected challenges may including acceptance, planned redundancy, contingencies, financial reserves, fallback planning, disaster recovery plans, scenario planning, business continuity planning and the like. (5.2)

Prioritisation and balance are maintained rather than established once. Periodic review should be

© 2026 GAPPS All rights reserved

able to conclude that an initiative is accelerated, deferred, reshaped, suspended or discontinued. (1.4)

Project activities encompass projects, programs, portfolios and associated activities as applicable to context. The term essentially differentiates project activity from business as usual (BAU). (1.2)

Project related personnel includes all levels of project involvement from sponsors, steering committee members, to project managers, and other team members and contributors.

Project related role descriptions include those for roles at all levels of project involvement from sponsors, steering committee members, to project managers, and other team members and contributors. (3.3)

Project scaling may include scoping or configuring a project or program - breaking it down into smaller packages or combining into larger packages - to reduce risk, increase flexibility, attain economies of scale, and generally enhance resilience and ability to deliver in a particular or changing environment. (5.2)

Project types may include construction, software development, ICT, organisational change, events, policy development and many others. (1.3)

Provenance refers to the origin, source and history of data including how it has been collected, processed or modified. (6.2)

Readiness for change refers to an organisation's or individual's capacity and willingness to adopt different ways of working, thinking or being. It includes awareness of the need for change, and trust that the change process will lead to the desired outcome(s). (4.1)

Recognised in the case of individual and/or team performance, may occur formally or informally, publicly or privately, and may include financial and non-financial rewards and incentives. (3.5)

Recognised means acknowledgement or inclusion of project roles and career paths at an organisational level**.** (3.3)

Relevant to the industry, region, project type etc. (1.2)

Resources may be internally or externally sourced. They may include people, plant, materials, money, systems, technical and physical infrastructure. (3.1)

Review could be in the form of questioning as part of a governance process to verify that sourcing arrangements are still working as intended. (3.2)

Risks and estimates: understanding of the nature of **risks** and **estimates** and proper application and use of management contingency funding at leadership level are fundamental to effective delivery of strategy through projects. (2.1)

Role definition is related to delegations of authority, terms of reference, organisational breakdown structures, decision-making entities, documented roles and responsibilities, governance policies, contracts and the like. (1.1)

Roles can be taken to include responsibilities, accountabilities, decision making authority and approvals**.** Role definition should include sponsors and steering committees. (1.1)

Shared vision and strategic plan refer to the organisational level vision and strategic plan. This is a pre-requisite that may not always be directly influenced by the OPMC. (1.4)

SME: Subject Matter Experts

Sourcing arrangements may include insourcing, outsourcing, scope division, sole supplier, direct awards, crowd sourcing, volunteers, in kind contributions, partnerships, strategic alliances and the like. (3.2)

SPM/SPMS: Society of Project Managers Singapore

Sponsorship should include a senior, qualified individual and may be supported by a governance group or steering committee representing relevant organisational stakeholders. (2.2)

Strategic considerations may be at the level of the industry, organisation, project, program or portfolio. They may include organisational strategy, risk appetite, internal capacity, supply chain

© 2026 GAPPS All rights reserved

capacity, specific risks and opportunities, sustainability, regulation, corporate reporting requirements, ethics, diversity, stability of the environment, market conditions, probity, privacy, funding and the like. (3.2)

Superior performance refers to exemplar role models to which others may aspire for developmental purposes. (3.4)

Support by leadership should be demonstrated with clear evidence. (2.1)

Supported may include provision of guidelines for the role such as the *GAPPS Guiding Framework for Project Sponsors*. It should also mean that they are given sufficient time and space to fulfill the role. This may include limiting the number and complexity of projects they are sponsoring at one time. (2.2)

Supporting functions include other functional areas within the organisation such as HR, finance, procurement, logistics, ICT and the like. (4.2)

Sustainability includes materiality assessment of both short and long term economic, social, and environmental impacts as outlined in the Sustainable Development Goals (SDG) (United Nations, 2015[2]). (3.2)

Technology strategy describes how an organisation wants to use technology to achieve its business goals. It will include budget and resource allocation, risk management, system acquisition, maintenance and renewal, and related change management, sustainability and the like. (6.1)

Threshold performance is the minimum required for a particular role. (3.4)

TLF: Thought Leadership Forum

Tools and technologies are those that fit with the nature of the organisation and its projects and may include emerging technologies. Selection should consider project activity needs and objectives and factors such as ease of integration, scalability, and the ability to address specific project management challenges. (6.1)

Uncertainty may imply a lack of definite knowledge, a lack of sureness, or a sense of doubt. Risks, including both opportunities and threats, may be viewed as arising from a spectrum of uncertainty and are generally amenable to assessment in terms of probability and severity. Risks are commonly defined as uncertainty that affects objectives, or uncertainty that matters. (5.1)

Use of data may include planning, management, analysis, forecasting, reporting, evaluation and other applications. (6.3)

Working together may include sharing risk, streamlining communication, sharing knowledge, building trust, clearly defining roles, responsibilities and obligations, and maintaining productive relationships**.** (2.4)

[2] United Nations. 2015. *Transforming Our World: The 2030 Agenda for Sustainable Development*. New York: United Nations. https://sdgs.un.org/2030agenda

© 2026 GAPPS All rights reserved