

PERFORMANCE DOMAIN I: INITIATING

Domain I	Initiating – 13%
Task 1	Perform project assessment based upon available information, lessons learned from previous projects, and meetings with relevant stakeholders in order to support the evaluation of the feasibility of new products or services within the given assumptions and/or constraints.
Task 2	Identify key deliverables based on the business requirements in order to manage customer expectations and direct the achievement of project goals.
Task 3	Perform stakeholder analysis using appropriate tools and techniques in order to align expectations and gain support for the project.
Task 4	Identify high level risks, assumptions, and constraints based on the current environment, organizational factors, historical data, and expert judgment, in order to propose an implementation strategy.
Task 5	Participate in the development of the project charter by compiling and analyzing gathered information in order to ensure project stakeholders are in agreement on its elements.
Task 6	Obtain project charter approval from the sponsor, in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project.
Task 7	Conduct benefit analysis with relevant stakeholders to validate project alignment with organizational strategy and expected business value.
Task 8	Inform stakeholders of the approved project charter to ensure common understanding of the key deliverables, milestones, and their roles and responsibilities.
	<p>Knowledge and Skills:²</p> <ul style="list-style-type: none">• Analytical skills• Benefit analysis techniques• Elements of a project charter• Estimation tools and techniques• Strategic management

² In addition to domain-specific knowledge and skills, these specifications include a set of cross-cutting knowledge and skills used in multiple domains. The Cross-Cutting Knowledge and Skills list is found in the section on Cross-Cutting Knowledge and Skills.

PERFORMANCE DOMAIN II: PLANNING

Domain II	Planning – 24%
Task 1	Review and assess detailed project requirements, constraints, and assumptions with stakeholders based on the project charter, lessons learned, and by using requirement gathering techniques in order to establish detailed project deliverables.
Task 2	Develop a scope management plan, based on the approved project scope and using scope management techniques, in order to define, maintain, and manage the scope of the project.
Task 3	Develop the cost management plan based on the project scope, schedule, resources, approved project charter and other information, using estimating techniques, in order to manage project costs.
Task 4	Develop the project schedule based on the approved project deliverables and milestones, scope, and resource management plans in order to manage timely completion of the project.
Task 5	Develop the human resource management plan by defining the roles and responsibilities of the project team members in order to create a project organizational structure and provide guidance regarding how resources will be assigned and managed.
Task 6	Develop the communications management plan based on the project organizational structure and stakeholder requirements, in order to define and manage the flow of project information.
Task 7	Develop the procurement management plan based on the project scope, budget, and schedule, in order to ensure that the required project resources will be available.
Task 8	Develop the quality management plan and define the quality standards for the project and its products, based on the project scope, risks, and requirements, in order to prevent the occurrence of defects and control the cost of quality.
Task 9	Develop the change management plan by defining how changes will be addressed and controlled in order to track and manage change.
Task 10	Plan for risk management by developing a risk management plan; identifying, analyzing, and prioritizing project risk; creating the risk register; and defining risk response strategies in order to manage uncertainty and opportunity throughout the project life cycle.

Task 11	<p>Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution.</p>
Task 12	<p>Conduct kick-off meeting, communicating the start of the project, key milestones, and other relevant information in order to inform and engage stakeholders and gain commitment.</p>
Task 13	<p>Develop the stakeholder management plan by analyzing needs, interests, and potential impact in order to effectively manage stakeholders' expectations and engage them in project decisions.</p>
	<p>Knowledge and Skills:³</p> <ul style="list-style-type: none"> • Change management planning • Cost management planning, including project budgeting tools and techniques • Communications planning • Contract types and selection criteria • Estimation tools and techniques • Human resource planning • Lean and efficiency principles • Procurement planning • Quality management planning • Requirements gathering techniques (e.g., planning sessions, brainstorming, and focus groups) • Regulatory and environmental impacts assessment planning • Risk management planning • Scope deconstruction (e.g., WBS, Scope backlog) tools and techniques • Scope management planning • Stakeholder management planning • Time management planning, including scheduling tools and techniques • Workflow diagramming techniques

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PERFORMANCE DOMAIN III: EXECUTING

Domain III		Executing – 31%
Task 1	Acquire and manage project resources by following the human resource and procurement management plans in order to meet project requirements.	
Task 2	Manage task execution based on the project management plan by leading and developing the project team in order to achieve project deliverables.	
Task 3	Implement the quality management plan using the appropriate tools and techniques in order to ensure that work is performed in accordance with required quality standards.	
Task 4	Implement approved changes and corrective actions by following the change management plan in order to meet project requirements.	
Task 5	Implement approved actions by following the risk management plan in order to minimize the impact of the risks and take advantage of opportunities on the project.	
Task 6	Manage the flow of information by following the communications plan in order to keep stakeholders engaged and informed.	
Task 7	Maintain stakeholder relationships by following the stakeholder management plan in order to receive continued support and manage expectations.	
	Knowledge and Skills: ⁴ <ul style="list-style-type: none">• Continuous improvement processes• Contract management techniques• Elements of a statement of work• Interdependencies among project elements• Project budgeting tools and techniques• Quality standard tools• Vendor management techniques	

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PERFORMANCE DOMAIN IV: MONITORING AND CONTROLLING

Domain IV Monitoring and Controlling – 25%	
Task 1	Measure project performance using appropriate tools and techniques in order to identify and quantify any variances and corrective actions.
Task 2	Manage changes to the project by following the change management plan in order to ensure that project goals remain aligned with business needs.
Task 3	Verify that project deliverables conform to the quality standards established in the quality management plan by using appropriate tools and techniques to meet project requirements and business needs.
Task 4	Monitor and assess risk by determining whether exposure has changed and evaluating the effectiveness of response strategies in order to manage the impact of risks and opportunities on the project.
Task 5	Review the issue log, update if necessary, and determine corrective actions by using appropriate tools and techniques in order to minimize the impact on the project.
Task 6	Capture, analyze, and manage lessons learned, using lessons learned management techniques in order to enable continuous improvement.
Task 7	Monitor procurement activities according to the procurement plan in order to verify compliance with project objectives.
	Knowledge and Skills: ⁵ <ul style="list-style-type: none"> • Performance measurement and tracking techniques (e.g., EV, CPM, PERT, Trend Analysis) • Process analysis techniques (e.g., LEAN, Kanban, Six Sigma) • Project control limits (e.g., thresholds, tolerance) • Project finance principles • Project monitoring tools and techniques • Project quality best practices and standards (e.g., ISO, BS, CMMI, IEEE) • Quality measurement tools (e.g., statistical sampling, control charts, flow-charting, inspection, assessment) • Risk identification and analysis techniques • Risk response techniques • Quality validation and verification techniques

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PERFORMANCE DOMAIN V: CLOSING

Domain V	Closing – 7%
Task 1	Obtain final acceptance of the project deliverables from relevant stakeholders in order to confirm that project scope and deliverables were achieved.
Task 2	Transfer the ownership of deliverables to the assigned stakeholders in accordance with the project plan in order to facilitate project closure.
Task 3	Obtain financial, legal, and administrative closure using generally accepted practices and policies in order to communicate formal project closure and ensure transfer of liability.
Task 4	Prepare and share the final project report according to the communications management plan in order to document and convey project performance and assist in project evaluation.
Task 5	Collate lessons learned that were documented throughout the project and conduct a comprehensive project review in order to update the organization's knowledge base.
Task 6	Archive project documents and materials using generally accepted practices in order to comply with statutory requirements and for potential use in future projects and audits.
Task 7	Obtain feedback from relevant stakeholders using appropriate tools and techniques and based on the stakeholder management plan in order to evaluate their satisfaction.
	<p>Knowledge and Skills:⁶</p> <ul style="list-style-type: none">• Archiving practices and statutes• Compliance (statute/organization)• Contract closure requirements• Close-out procedures• Feedback techniques• Performance measurement techniques (KPI and key success factors)• Project review techniques• Transition planning technique

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