Project Management Best Practices Mapped to State of Georgia PSGs

Source: A Guide to Project Management Body of Knowledge (PMBOK Guide) v5, Annex A1, *The Standard for Project Management of a Project*

Common Term	Objective	PMBOK Standard	PMBOK Control Objective	Applicable State PSG
Project Integration Management	Develop project charter	A1.4.1	A project charter document formally authorizes a project and provides the project manager with authority to apply resources to project activities. Includes statement of work, business case, agreements, environmental factors and process assets	SM-09-004 Technology Project Charter GM-09-003 Project Charter Template
	Develop project management plan	A1.5.1	A project management plan defines, prepares and coordinates all subsidiary plans and integrates them comprehensively	SM-10-006 Performance Lifecycle Framework SM-10-007 Performance Lifecycle Management SM-10-005 System Development Lifecycle SS-08-032 System Lifecycle Management PS-08-018 Systems and Development Lifecycle SM-03-006 Technology Project Management
	Direct and manage project work	A1.6.1	Leading and performing the work defined in the project management plan and implementing approved changes to achieve the project's objectives	GM-11-001 Performance Lifecycle Management Guidelines GM-08-101 Technology Project Management Guideline
	Monitor and control project work	A1.7.1	Tracking, reviewing, and reporting the progress to meet the performance objectives defined in the project management plan	SM-10-008 Performance Lifecycle Stage Gate
	Perform Integrated change control	A1.7.2	Reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan: and communicating their disposition	PS-08-015 Change Management

	Close project or phase	A1.8.1	Finalizing all activities to formally complete the project or phase. Includes lessons learned, formal ending of project work, and release of resources to pursue new endeavors	SS-08-032 System Implementation and Acceptance SA-10-001 Placing Applications into Production SA-10-009 Deployment Certification
Project Scope Management	Plan scope management	A1.5.2	A scope management plan documents how the scope will be defined, validated and controlled	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Collect requirements	A1.5.3	Determine, document and manage stakeholder needs and project requirements.	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Define scope	A1.5.4	A detailed description of the project and product. Resulting boundaries define which requirements will be included in and excluded from project scope	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Create work breakdown schedule	A1.5.5	Project work and deliverables are subdivided into small, more manageable components providing a structured vision of what has to be delivered	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Validate scope	A1.7.3	Formalized acceptance of the completed project deliverable	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Control scope	A1.7.4	Monitoring the status of the project and product scope and managing changes to the scope baseline	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
Project Time Management	Plan schedule management	A1.5.6	Establishing policies, procedures and documentation for planning, developing, managing, executing and controlling the project schedule	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Define activities	A1.5.7	Identifying and documenting specific actions to be performed to produce project deliverables. Includes breaking down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Sequence activities	A1.5.8	Identifying and documenting relationships among project activities	There are no PSGs published for this topic; however, the topic is under review for future PSGs.

	Estimate activity resources	A1.5.9	Estimating the type and quantities of material, human resources, equipment, or supplies required to perform each activity	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Estimate activity durations	A1.5.10	Estimating the number of work periods needed to complete individual activities with estimated resources	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Develop schedule	A1.5.11	Analyzing activity sequences, durations, resource requirements and schedule constraints to create the project schedule module	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Control schedule	A1.7.4	Monitoring the status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
Project Cost Management	Plan cost management	A1.5.12	Establishing policies, procedures and documentation for planning, developing, managing, executing and controlling the project costs	SM-09-001 Project Financial Management GM-09-001 Project Financial Management Guideline
	Estimate costs	A1.5.13	Developing an approximation of the monetary resources needed to complete project activities	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Determine budget	A1.5.14	Aggregation of estimated costs of individual activities or work packages to establish an authorized cost baseline	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Control costs	A1.7.6	Monitoring the status of the project to update project costs and managing changes to the cost baseline	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
Project Quality Management	Plan quality management	A1.5.15	Identifying quality requirements and /or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with relevant quality requirements	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Perform quality assurance	A1.6.2	Auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational	SM-06-001 Independent Verification and Validation

			definitions are used	
	Control quality	A1.7.7	Monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes. Includes identifying causes of poor process or product quality and recommending action to eliminate them; and validating that project deliverables and work meet the requirements specified by key stakeholders necessary for final acceptance	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
Project Human Resource Management	Plan human resource management	A1.5.16	Identifying and documenting project roles, responsibilities, required skills, reporting relationships and creating a staffing management plan. Includes making project organizations charts and timetables for staff acquisition and release	SM-14-006 Project Integrator GM-14-007 Project Integrator Statement of Responsibilities PS-08-014 Personnel Security SS-08-017 Personnel Identity Verification and Screening SS-08-013 Third-Party Security Requirements PS-08-011 Third Party Access SS-08-037 Teleworking and Remote Access
	Acquire project team	A1.6.3	Confirming human resource availability and obtaining the team necessary to complete project activities	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Develop project team	A1.6.4	Improving competencies, team member interaction, and overall environment to enhance project performance	PS-08-010 Security Awareness Program SS-08-012 Security Education and Awareness
	Manage project team	A1.6.5	Tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
Project Communications Management	Plan communications management	A1.5.17	Developing an appropriate approach and plan for project communications based on stakeholders' information needs and requirements, and available organizational assets	There are no PSGs published for this topic; however, the topic is under review for future PSGs.

	Manage communications	A1.6.6	Creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance with the communications management plan	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Control communications	A1.7.8	Monitoring and controlling communications throughout the entire project lifecycle to ensure the information needs of the project stakeholders are met	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
Project Risk Management	Plan risk management	A1.5.18	Defining how to conduct risk management activities for a project	SS-08-041 Risk Management Framework SS-08-028 System Security Plans
	Identify risks	A1.5.19	Determining which risks may affect the project and documenting their characteristics	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Perform qualitative risk analysis	A1.5.20	Prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Perform quantitative risk analysis	A1.5.21	Numerically analyzing the effect of identified risks on overall project objectives	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Plan risk response	A1.5.22	Developing options and actions to enhance opportunities and to reduce threats to project objectives	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Control risks	A1.7.9	Implementing risk response plans, tracing identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project	There are no PSGs published for this topic; however, the topic is under review for future PSGs.

Project Procurement Management	Plan procurement management	A1.5.23	Documenting project procurement decisions, specifying the approach, and identifying potential seller. Includes deciding whether to acquire outside support, what to acquire, how to acquire it, determining how much is needed and when to acquire it	PM-04-002 Acquisition and Use of Telecommunications Services and Equipment SM-05-001 Telecommunications Technology Review PM-06-001 Information Technology Review Policy SM-08-103 Information Technology Review (eAPR) SO-10-003 Enterprise Operational Environment SS-15-002 Data Storage Location SM-15-006 Spectrum Management SM-11-007 Exemption from State Policies and Standards SA-14-003 Requirements to Use Cloud Services PM-07-003 Statewide Data Sharing SM-14-008 GTA Endorsement of Proposed Technology Procurement GM-14-011 Guideline for Obtaining GTAs Endorsement of Proposed Technology Procurement SA-07-020 Integration Middleware PS-08-019 Outsourced Facilities Management SS-08-044 Outsourced IT Services and Third-Party Interconnections
	Conduct procurements	A1.6.7	Obtaining seller responses, selecting a seller, and awarding a contract	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Control procurements	A1.7.10	Managing procurement relationships, monitoring contract performance, and making changes and corrects to contracts as appropriate	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Close procurements	A1.8.2	Completing each procurement	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
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Project Stakeholder Management	Identify stakeholders	A1.4.2	Identify the people, groups or organizations that could impact or be impacted by project decisions, activities or outcomes, and relevant information regarding their interests, involvement, interdependencies, influence and potential impact on project success.	There are no PSGs published for this topic; however, the topic is under review for future PSGs.

	Plan stakeholder management	A1.5.24	Developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Manage stakeholder engagement	A1.6.8	Communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
	Control stakeholder engagement	A1.7.11	Monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders	There are no PSGs published for this topic; however, the topic is under review for future PSGs.
Portfolio Management				PM-13-002 Enterprise Application SM-13-003 Enterprise Application Creation and Management PM-03-003 Enterprise Architecture GM-09-002 Information Technology Portfolio Management Guidelines SS-08-053 Information Technology Reporting SM-09-003 Information Technology Strategic Plan SO-10-003 Enterprise Operational Environment SM-11-007 Exemption from State Policies and Standards