

ID	WBS	Task Name	Input / Output	Predecessors	Successors
1		1 Create the Turning Point			
2	1.1	I: Business Solution Metrics	Q	614	45
3		1.2 Establish OMM Proposal Team			
4	1.2.1	Select OMM Proposal Sponsor			5,297
5	1.2.2	Select OMM Proposal Project Manager		4	6
6	1.2.3	Select OMM Proposal Project Team		5	8
7		1.3 Determine Where We Are			
8	1.3.1	Determine enterprise assessment methods		6	9,10,11,12,13,14,15,16,1
9	1.3.2	Survey employee morale		8	21
10	1.3.3	Review trade press articles on company		8	21
11	1.3.4	Identify and rank business measurements		8	21
12	1.3.5	Gather business performance data		8	21,196
13	1.3.6	Profile communication styles		8	21
14	1.3.7	Profile leadership style		8	21
15	1.3.8	Profile company values		8	21
16	1.3.9	Review company mission, vision, and value statements	RR	8	21,195
17	1.3.10	Review leadership instrument output for management team		8	21,209,204
18	1.3.11	Determine existing skill sets inventory		8	21
19	1.3.12	Determine skill set coverage		8	21
20	1.3.13	Conduct PMMA baseline	VV	8	21,199
21	1.3.14	Document where we are		9,10,11,12,13,14,15,16,1	22,71
22	1.3.15	Identify blind spots / holes in data accuracy		21	24,25,26,27,28,29,30
23		1.4 Determine Where We Want to Be			
24	1.4.1	Benchmark other organizations	UU	22	31,198
25	1.4.2	Determine long term goals		22	31
26	1.4.3	Determine short term goals		22	31
27	1.4.4	Evaluate organization vertical alignment (Hoshin)		22	31
28	1.4.5	Set / reset project maturity goal		22	31
29	1.4.6	Determine future skill set (inventory)		22	31,72
30	1.4.7	Determine size and critical mass for new skill set (coverage)		22	31,72
31	1.4.8	Document where we want to be		24,25,26,27,28,29,30	73,74,33,34,35,36,37,38,
32		1.5 Identify the gap			
33	1.5.1	Identify intangible consequences		31	43
34	1.5.2	Determine technical skills gap		31	43
35	1.5.3	Determine organization development skills need		31	43
36	1.5.4	Determine people skills gap (coverage and inventory)		31	43
37	1.5.5	Determine systems and support gap		31	43
38	1.5.6	Identify specific people issues and consequences		31	43
39	1.5.7	Identify performance issues and consequences		31	43

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40	1.5.8	Determine people pain of the performance and skills gap		31	43
41	1.5.9	Determine financial pain of the performance gap		31	43
42	1.5.10	Identify operational issues and consequences		31	43,75
43	1.5.11	Extract specific issues of operational and performance gap		33,34,35,36,37,38,39,40,44	44
44	1.5.12	Determine if gap indicates a compelling need		43	45
45	1.5.13	Develop business need for project management		2,44	47,48,49,50
46	1.6	Introduce the OMM			
47	1.6.1	Orient project management team on OMM		45	51
48	1.6.2	Identify non-project management contractor solutions that support OM		45	51
49	1.6.3	Identify how OMM fills the gap		45	51
50	1.6.4	Identify and compare alternatives to OMM		45	51
51	1.6.5	Develop OMM business case		47,48,49,50	55,76,77,52
52	1.6.6	Obtain formal management approval of OMM business case		51	53
53	1.6.7	Contract project management contractor support		52	56
54	1.7	Promote the OMM Program			
55	1.7.1	Identify urgency of starting OMM		51	56
56	1.7.2	Develop charts for management support structure (sponsor structure)		53,55	57
57	1.7.3	Develop clear WIIFM		56	58
58	1.7.4	Develop clear impact statement for performance gap		57	59,64
59	1.7.5	Validate executive team roles		58	60
60	1.7.6	Identify early adopter champion candidates (advocates)		59	61,78
61	1.7.7	Validate available resources for OMM		60	62,79
62	1.7.8	Identify where sponsorship may be challenged		61	63
63	1.7.9	Create focus group on internal research on presentation and direction		62	64
64	1.7.10	Conduct external market research on project management presentator		58,63	65
65	1.7.11	Schedule presentations		64	66
66	1.7.12	Determine communication media		65	67
67	1.7.13	Identify who will deliver the message		66	68
68	1.7.14	Present direction to entire organization		67	69,618
69	1.7.15	Take follow-up data on message impact		68	70
70	1.7.16	Revise message as necessary		69	80
71	1.8	O: Where Are We Document	XX	21	645
72	1.9	O: Training Requirements Document	J	29,30	159
73	1.10	O: Organization Dvelopment Goal Statement	M	31	385
74	1.11	O: Overall Corporate Goals	EE	31	310
75	1.12	O: Tools Requirements List	I	42	545
76	1.13	O: General Business Case	E	51	309
77	1.14	O: OMM Business Case	OO	51	83
78	1.15	O: Process Champions List	D	60	115

ID	WBS	Task Name	Input / Output	Predecessors	Successors
79	1.16	O: OMM Resourced Approved and Committed	C	61	84
80	1.17	O: Communication Plan Elements - Key Messages	B	70	501,488
81					
82		2 Define and Organize the OMM Program			
83	2.1	I: OMM Business Case	OO	77	86
84	2.2	I: OMM Program Resources Approved and Committed	C	79	97
85		2.3 Establish the OMM Program Organization			
86	2.3.1	Select OMM Program Sponsor		83	87
87	2.3.2	Select OMM Program Manager		86	88,89,90,91,92,93
88	2.3.3	Establish project management contractor account team		87	94
89	2.3.4	Establish initial OMM planning team		87	94
90	2.3.5	Determine customer's customer involvement		87	94
91	2.3.6	Identify potential alliance partners (hard and soft skills)		87	94,108
92	2.3.7	Identify key stakeholders for OMM		87	94
93	2.3.8	Define project management contractor and customer roles and contribu		87	94
94	2.3.9	Determine Program Core and Extended Teams		88,89,90,91,92,93	96
95		2.4 Define the OMM Program Parameters			
96	2.4.1	Conduct OMM Team Initial Planning Workshop		94	97
97	2.4.2	Validate Project / Program Parameters with OMM Sponsor		84,96	106,99
98		2.5 Plan the OMM Program			
99	2.5.1	Develop Project Definition Documents (PPWs)		97	100
100	2.5.2	Integrate Project Scopes		99	101,107
101	2.5.3	Develop Detailed Project Schedules	CCCC,FFFF,HHHH	100,148,149,187,217,243	102
102	2.5.4	Conduct Program Interface Workshop	B,DDDD,GGGG,IIII	101,188,343,377,430,481	103
103	2.5.5	Determine Program Integrated Schedule		102	104
104	2.5.6	Conduct simulation using modeling software		103	105
105	2.5.7	Optimize OMM schedule		104	109,618
106	2.6	O: OMM Project Definition Document	A	97	349,382,112,157,441,502
107	2.7	O: Integrated Scope Statements	AAA	100	113,158,194,312,350,383
108	2.8	O: Potential Alliance Partners List	F	91	618
109	2.9	O: OMM Optimized Integrated Schedule	G	105	440,504
110					
111		3 Custom Support			
112	3.1	I: OMM Project Definition Document	A	106	124,119
113	3.2	I: Integrated Scope Statements	AAA	107	121
114	3.3	I: Prioritized List of Projects	FF	344	131
115	3.4	I: Process Champions List	D	78	143
116	3.5	I: Soft Skills Requirements Inventory	P	434	142
117	3.6	I: Hard Skills Requirements Inventory	O	433	142

ID	WBS	Task Name	Input / Output	Predecessors	Successors
118	3.7	Define, Organize and Plan Custom Support Project			
119	3.7.1	Select Custom Support Sponsor		112	120
120	3.7.2	Select Custom Support Project Team		119	121
121	3.7.3	Create Custom Support Project Definition Document		113,120,484,670	122
122	3.7.4	Conduct Custom Support Project Planning Workshop		121	148,149
123	3.8	Establish Coaching and Mentoring Processes			
124	3.8.1	Define audience for mentoring / coaching support		112	125
125	3.8.2	Identify level of required support and resources		124	126
126	3.8.3	Identify schedule and manner of mentoring delivery		125	127
127	3.8.4	Establish expectations and desired outcomes		126	128
128	3.8.5	Deliver mentoring and coaching		127	129
129	3.8.6	Assess mentoring and coaching results		128	150
130	3.9	Conduct Pilot Projects			
131	3.9.1	Identify mission critical projects requiring immediate support		114	151,132
132	3.9.2	Determine need and scope of pilot(s)		131	133
133	3.9.3	Define pilot selection criteria		132	134
134	3.9.4	Identify candidate projects / organizations		133	135
135	3.9.5	Select pilot project		134	136
136	3.9.6	Agree on pilot expectations and results with team (and also scope)		135	137
137	3.9.7	Train pilot team (educate and communicate)		136	138
138	3.9.8	Develop project definition, integrate schedule, etc.		137	139
139	3.9.9	Execute project plan		138	140
140	3.9.10	Conduct post-pilot evaluation of results		139	153,152
141	3.10	Acquire Support Resources			
142	3.10.1	Identify resource needs and level of support		116,117	143
143	3.10.2	Identify resources to fill needs		115,142	154,144
144	3.10.3	Define schedule for delivery		143	145
145	3.10.4	Deliver services		144	146,147
146	3.10.5	Transition to permanent resources		145	636
147	3.10.6	Assess staff augmentation results		145	636
148	3.11	O: Custom Support Project Definition Document	W	122	101
149	3.12	O: Custom Support Project detailed Schedule	AA	122	101
150	3.13	O: Coaching and Mentoring Results	LL	129	386
151	3.14	O: Custom Support Strategy	Z	131	445,492
152	3.15	O: Pilot Results	MM	140	495
153	3.16	O: Feedback to Process Templates	KK	140	212,618
154	3.17	O: Outside Staff Needs	NN	143	618
155					
156	4	Training			

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157	4.1	I: OMM Project Definition Document	A	106	170,165
158	4.2	I: Integrated Scope Statements	AAA	107	167
159	4.3	I: Training Requirements Document	J	72	170
160	4.4	I: Hard Skills Requirements Inventory	O	433	171
161	4.5	I: Soft Skills Requirements Inventory	P	434	171
162	4.6	I: Center of Excellence Training Needs	II	378	171
163	4.7	I: Tools Training Requirements	K	572	172
164	4.8	Define, Organize and Plan Training Project			
165	4.8.1	Select Training Sponsor		157	166
166	4.8.2	Establish Training Project Team		165	167
167	4.8.3	Create Training Project Definition Document		158,166	187,168
168	4.8.4	Conduct Training Project Planning Workshop		167	188
169	4.9	Create PM Training Plan			
170	4.9.1	Identify training audiences		157,159	171,173
171	4.9.2	Conduct training needs assessment		160,161,162,170	173,172,184
172	4.9.3	Determine courses strategy		163,171	173
173	4.9.4	Define training strategy and plan		170,171,172	189
174	4.10	Identify Non-PM Training Needs			
175	4.10.1	Schedule other organizational environment training (e.g., OD, soft skills)		189	182
176	4.10.2	Schedule generic training		189	182
177	4.10.3	Customize training		189	178
178	4.10.4	Schedule customized training		177	182
179	4.10.5	Develop new courses and training vehicles		189	180
180	4.10.6	Schedule new courses and training vehicles		179	182
181	4.11	Conduct Training and Follow-Up			
182	4.11.1	Conduct training		175,176,178,180	183
183	4.11.2	Conduct post-training follow-up		182,186	190
184	4.11.3	Identify metrics to capture performance improvement		171	185
185	4.11.4	Develop training metrics vehicles		184	186
186	4.11.5	Conduct pre-training survey		185	183
187	4.12	O: Training Project Definition Document		167	101
188	4.13	O: Training Project Detailed Schedule		168	102
189	4.14	O: Training Strategy / Plan		173	175,176,177,179,443,448
190	4.15	O:L Training Status / Effectiveness Report		183	496,618,579
191					
192		5 Process Methodology			
193	5.1	I: OMM Project Definition Document	A	106	214
194	5.2	I: Integrated Scope Statements	AAA	107	216
195	5.3	I: Strategic Corporate Objectives	RR	16	219

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196	5.4	I: Business Drivers for PM	SS	12	219
197	5.5	I: PM Process Champions	TT	297	225
198	5.6	I: Critical business and/or market data	UU	24	219
199	5.7	I: Current Process Information / Documentation	VV	20	220
200	5.8	I: Assessment recommendations	WW	304	231
201	5.9	I: Automated tools recommendation	BBB	288,291	251
202	5.10	I: Final process document	DDD	305	264
203	5.11	I: Approved process	DDD	305	255
204	5.12	I: Approved templates and report formats	EEE	17	244,252
205	5.13	I: Final process document	DDD	305	249
206	5.14	I: Communication Plan	CCC	282	249
207	5.15	I: Audience needs assessment	FFF	281	270
208	5.16	I: Final process document	DDD	305	270
209	5.17	I: Process templates and report formats	GGG	17	244,252
210	5.18	I: Automated process tools	BBB	288	278
211	5.19	I: Process training and communications materials	HHH	298	270
212	5.20	I: Feedback and revision process / schedule	III	153,285	280
213	5.21	Define, Organize and Plan Process Methodology Project			
214	5.21.1	Select Process Methodology Sponsor		193	215
215	5.21.2	Establish Process Methodology Project Team		214	216,296
216	5.21.3	Establish Process Methodology Project Planning Workshop		194,215	217
217	5.21.4	Develop Process Methodology detailed schedule		216	101
218	5.22	Assess Current Practices			
219	5.22.1	Conduct interviews on current processes (project, program, and portfolio)		195,196,198,296	220,223
220	5.22.2	Conduct existing documentation review		199,219	221,223
221	5.22.3	Conduct audit on selected current and recently completed projects		220	222SS,223
222	5.22.4	Assess external processes / standards (PMI, PRINCE2, etc.)		221SS	223
223	5.22.5	Compile process assessment findings		219,220,221,222	224,300
224	5.22.6	Prepare process recommendations		223	225
225	5.22.7	Review findings with sponsor and management team		197,224	226
226	5.22.8	Review findings with project managers, teams, individual contributors		225	227
227	5.22.9	Incorporate review feedback		226	228
228	5.22.10	Publish recommendations / development roadmap		227	229
229	5.22.11	Process assessment complete		228	303,304,231
230	5.23	Design Process Methodology			
231	5.23.1	Conduct process design workshop		200,229	232SS,234
232	5.23.2	Outline process lifecycle phases, activities, deliverables		231SS	233
233	5.23.3	Create process lifecycle flow diagram		232	293
234	5.23.4	Identify and outline key process elements		231	235

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235	5.23.5	Create key process elements design flow		234	236,292
236	5.23.6	Identify automated process tools		235	237,291,288
237	5.23.7	Identify process deliverables (process guide, quick references, etc.)		236	238,290
238	5.23.8	Review lifecycle, key elements, process deliverables		237	239
239	5.23.9	Revise process design as needed		238	294,289,251,240
240	5.23.10	Create detailed key process elements (definition, planning, etc.)		239	241
241	5.23.11	Create detailed lifecycle definition		240	242
242	5.23.12	Draft detailed process / methodology document		241,290,292,293,294	243
243	5.23.13	Establish common reporting formats		242	244,101
244	5.23.14	Create process templates		204,209,243,289	245,306
245	5.23.15	Conduct process user review and feedback		244,303	246,295
246	5.23.16	Incorporate feedback in process revision		245	247
247	5.23.17	Publish revised process for rollout		246	248,305
248	5.23.18	Plan process revision strategy and process		247	249
249	5.23.19	Develop process feedback / incorporation mechanisms		205,206,248	278,285
250	5.24	Develop Process Forms and Templates			
251	5.24.1	Identify process forms and templates		201,239,295	252
252	5.24.2	Develop process forms and templates		204,209,251	253
253	5.24.3	Make forms and templates available for use		252	278
254	5.25	Develop Process Roles and Responsibilities			
255	5.25.1	Define senior management roles / responsibilities		203	256
256	5.25.2	Define function and middle management roles / responsibilities		255	257
257	5.25.3	Define project management team roles / responsibilities		256	258
258	5.25.4	Define individual contributor roles / responsibilities		257	287,259
259	5.25.5	Create performance review elements		258	260,286
260	5.25.6	Define related career paths		259	261,278
261	5.25.7	Define organizational policy changes		260	278
262	5.26	Design Process Training			
263	5.26.1	Define process communication plan			
264	5.26.1.1	Identify communication requirements		202	266,267,268,269
265	5.26.1.2	Identify target audience and needs			
266	5.26.1.2.1	Define senior management needs		264	267,274,618
267	5.26.1.2.2	Define functional management needs		264,266	268,274
268	5.26.1.2.3	Define project manager and team needs		264,267	269,274
269	5.26.1.2.4	Define individual contributor needs		264,268	270,282,274
270	5.26.1.3	Define audience communication materials		207,208,211,269	271,283
271	5.26.1.4	Develop communication materials		270	272
272	5.26.2	Execute communication activities		271	273
273	5.26.3	Refine communication materials and activities as needed		272	622

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274	5.26.4	Define process training audiences and needs		266,267,268,269	275
275	5.26.5	Identify training audiences		274	276,277
276	5.26.6	Assess training needs		275	277,284,281,288
277	5.26.7	Define training mechanisms		275,276	278,284,301
278	5.26.8	Develop process training materials		210,249,253,260,261,277	279
279	5.26.9	Conduct pilot process training		278	280,302,298
280	5.26.10	Refine training based on pilot results		212,279,302,655	299,618
281	5.27	O: Documented audience needs assessment	FFF	276	207
282	5.28	O: Process Communication Plan	CCC	269	206
283	5.29	O: Finalized communication materials	JJJ	270	518
284	5.30	O: Identified process training needs	KKK	276,277	278
285	5.31	O: Defined feedback and revision process / schedule	III	249	212
286	5.32	O: Performance review templates for process activities	EEE	259	618
287	5.33	O: Defined process roles and activities	LLL	258	278
288	5.34	O: Approved automated tools plan	BBB	236,276	210,201
289	5.35	O: Approved process design	MMM	239	244
290	5.36	O: List of process development deliverables	NNN	237	242
291	5.37	O: Automated process tools recommendation	BBB	236	201
292	5.38	O: Key process elements outline	OOO	235	242
293	5.39	O: Process lifecycle design document	PPP	233	242
294	5.40	O: Process high-level description	QQQ	239	242
295	5.41	O: Process performance metrics	RRR	245	251
296	5.42	O: Process development team defined	SSS	215	219
297	5.43	O: Process sponsor and champions identified	D	4	197
298	5.44	O: Process training materials	HHH	279	211
299	5.45	O: Process support resources in place	TTT	280	618
300	5.46	O: Specified business drivers	SS	223	618
301	5.47	O: refined process rollout plan	UUU	277	618
302	5.48	O: Pilot training	VVV	279	280
303	5.49	O: Process assessment findings	WWW	229	245
304	5.50	O: O: Process assessment recommendations	WWW	229	200
305	5.51	O: Approved process / methodology	DDD	247	202,205,208,444,489,203
306	5.52	O: Approved template and report formats	GGG	244	618
307					
308		6 Portfolio Management			
309	6.1	I: General Business Case	E	76	322
310	6.2	I: Overall Corporate Goals	EE	74	314
311	6.3	I: OMM Project Definition Document	A	106	314
312	6.4	I: Integrated Scope Statements	AAA	107	316

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313	6.5	Define, Organize and Plan Portfolio Management Project			
314	6.5.1	Select Portfolio Management Project Sponsor		310,311	315
315	6.5.2	Select Portfolio Management Project Team		314	316
316	6.5.3	Conduct Portfolio Management Project Planning Workshop		312,315	342,317
317	6.5.4	Develop Portfolio Project detailed schedule		316	319,343
318	6.6	Establish PMT			
319	6.6.1	Identify PMT Sponsor, Chair, and Team		317	320
320	6.6.2	Create Team Charter		319	322
321	6.7	Create portfolio process definition			
322	6.7.1	Determine current business strategy model		309,320	323
323	6.7.2	Define project portfolio management approach		322	324
324	6.7.3	Define portfolio management process		323	325,345,346
325	6.7.4	Establish portfolio criteria		324	336,327
326	6.8	Register projects			
327	6.8.1	Define registration process		325	328
328	6.8.2	Identify current and planned project work		327	329
329	6.8.3	Input development lifecycle phase		328	330
330	6.8.4	input program data		329	331
331	6.8.5	Estimate and input resource data		330	333
332	6.9	Select projects			
333	6.9.1	Review program and proposal data		331	335,334
334	6.9.2	Conduct additional data collection		333	335
335	6.9.3	Produce portfolio reports		333,334	336
336	6.9.4	Apply portfolio criteria		325,335	337
337	6.9.5	Prioritize candidate projects		336	338
338	6.9.6	Analyze variances - capacity vs. demand		337	339
339	6.9.7	Optimize the portfolio		338	340
340	6.9.8	Make go / no-go decisions on projects		339	344
341	6.10	Communicate and enforce the portfolio			
342	6.11	O: Portfolio Project Definition Document	WWW	316	101
343	6.12	O: Portfolio Project Dtailed Schedule	XXX	317	102
344	6.13	O: Prioritized List of Projects	FF	340	114,447
345	6.14	O: Portfolio Management Process	T	324	446,494
346	6.15	O: Tools Requirements List	I	324	545
347					
348	7	Center of Excellence			
349	7.1	I: OMM Project Definition Document	A	106	353
350	7.2	I: Integrated Scope Statements	AAA	107	355
351	7.3	I: Career Development Model	GG	437	363

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352	7.4	Define, Organize and Plan Center of Excellence Project			
353	7.4.1	Select Center of Excellence Project Sponsor		349	354
354	7.4.2	Select Center of Excellence Project Team		353	355
355	7.4.3	Conduct Center of Excellence Project Planning Workshop		350,354	376,356
356	7.4.4	Develop Center of Excellence Project detailed schedule		355	358,377
357	7.5	Develop Center of Excellence			
358	7.5.1	Determine organizational approach		356	359
359	7.5.2	Develop Center of Excellence Charter (leverage template)		358	360,361
360	7.5.3	Define / analyze core competencies needed for Center of Excellence		359	363
361	7.5.4	Define / determine types of resources needed for Center of Excellence		359	363
362	7.6	Staff Center of Excellence			
363	7.6.1	Write job descriptions for Center of Excellence		351,360,361	364
364	7.6.2	Determine resource / skill matches		363	365
365	7.6.3	Determine availability of matched resources		364	368,366
366	7.6.4	Determine unmet matches		365	367,378
367	7.6.5	Acquire skills to meet those previously unmet		366	368
368	7.6.6	Designate resources for Center of Excellence		365,367	370
369	7.7	Implement Center of Excellence			
370	7.7.1	Validate / detail Center of Excellence Charter		368	371
371	7.7.2	Document Center of Excellence processes		370	372
372	7.7.3	Develop systems to meet Center of Excellence Charter		371	373
373	7.7.4	Market Center of Excellence internally		372	379,374
374	7.7.5	Provide Center of Excellence services		373	375SS
375	7.7.6	Assess Center of Excellence effectiveness		374SS	618
376	7.8	O: Center of Excellence Project Definition Document	YYY	355	101
377	7.9	O: Center of Excellence Project Detailed Schedule	ZZZ	356	102
378	7.10	O: Center of Excellence Training Needs	II	366	162,450
379	7.11	O: Center of Excellence Introduction	HH	373	498
380					
381		8 Organizational Development			
382	8.1	I: OMM Project Definition Document	A	106	388
383	8.2	I: Integrated Scope Statements	AAA	107	384,390
384	8.3	I: Business Solution Metrics	Q	383,614	395,385
385	8.4	I: Organization Development Goal Statement	M	73,384	402,386
386	8.5	I: Coaching / Mentoring Results	LL	150,385	395
387	8.6	Define, Organize and Plan Organization Development Project			
388	8.6.1	Select Organization Development Project Sponsor		382	389
389	8.6.2	Select Organization Development Project Team		388	390
390	8.6.3	Conduct Organization Development Project Planning Workshop		383,389	429,391

ID	WBS	Task Name	Input / Output	Predecessors	Successors
391	8.6.4	Develop Organization Development Project detailed schedule		390	393,430
392	8.7	Understand the Organizational Development Philosophy			
393	8.7.1	Interview OMM Sponsor (to understand purposes and goals)		391	394
394	8.7.2	Interview Human Resources executive (to understand organization's philosophy)		393	395
395	8.7.3	Perform gap analysis between goals and organization philosophy		384,386,394	396
396	8.7.4	Select the appropriate team to create the organizational development program		395	397
397	8.8	Document Career Paths and Structures		396	
398	8.8.1	Identify current career development structure of the organization			399
399	8.8.2	Review employee distribution across career paths		398	400
400	8.8.3	Document existing career development structure		399	401
401	8.8.4	Review organization's organization chart		400	402
402	8.8.5	Determine new organization career development program		385,401	403
403	8.8.6	Identify gaps between existing career development program and new development program		402	404
404	8.8.7	Document career pathing goals for the organization		403	405
405	8.8.8	Prepare a model that indicates new career development paths		404	437,406
406	8.9	Create Organizational Development Change Plan		405	
407	8.9.1	Develop an organization change plan			408,409
408	8.9.2	Validate pathing goals with senior management of the organization		407	410
409	8.9.3	Validate organizational change plan with senior management		407	436,435,410,411,418
410	8.9.4	Identify soft skills requirements to support change plan		408,409	434,412
411	8.9.5	Identify hard skills requirements to support change plan		409	433,412
412	8.9.6	Validate and refine metrics to measure competence and organizational change		410,411	432,416
413	8.10	Create / Identify Organizational Development Tools			
414	8.10.1	Create / identify PM-related profiling instrument		432	415
415	8.10.2	Implement a PM-related jobs skillset profiling instrument		414,424	618
416	8.10.3	Identify supporting tool requirements		412	431
417	8.11	Create Job Descriptions and Development Plans			
418	8.11.1	Define job descriptions for PM-related jobs		409	419
419	8.11.2	Identify PM-related jobs key competencies		418	420
420	8.11.3	Define PM-related jobs skillsets targets		419	421,422
421	8.11.4	Define compensation structures for PM-related jobs		420	424,425
422	8.11.5	Write individual development plans for PM-related jobs		420	425,423
423	8.12	Identify Reward and Recognition Programs		422	
424	8.12.1	Establish team-based performance review		421	415,427,428
425	8.12.2	Determine reward and recognition support structure		421,422	426
426	8.12.3	Establish reward systems and reward review schedules		425	618
427	8.12.4	Implement PM-related jobs hiring process		424	618
428	8.12.5	Educate management on expected team-based review results		424	618
429	8.13	O: Organizational Development Project Definition Document		390	101

ID	WBS	Task Name	Input / Output	Predecessors	Successors
430	8.14	O: Organizational Development Project Detailed Schedule		391	102
431	8.15	O: Tools Requirements List		416	545
432	8.16	O: Validated OD Metrics		412	414,578
433	8.17	O: Hard Skills Requirements Inventory		411	117,160
434	8.18	O: Soft Skills Requirements Inventory		410	116,161
435	8.19	O: Decision to Create PM Career Path		409	493
436	8.20	O: Organization Change Plan		409	490
437	8.21	O: Career Development Model		405	351
438					
439		9 Workshops	Workshops:...		
440	9.1	I: OMM Integrated Schedule	G	109	
441	9.2	I: OMM Project Definition Document	A	106	457,453
442	9.3	I: Integrated Scope Statements	AAA	107	455
443	9.4	I: Training Strategy / Plan	H	189	473
444	9.5	I: Process Methodology Document	YYY	305	473
445	9.6	I: Custom Support Strategy	Z	151	455
446	9.7	I: Portfolio Management Process	T	345	473,455
447	9.8	I: Prioritized List of Projects	FF	344	460,455
448	9.9	I: Training Strategy / Plan	H	189	455
449	9.10	I: Validated Tool Implementation Plan	X	573	455
450	9.11	I: Center of Excellence Training Needs	II	378	474
451	9.12	I: Workshop Customization Opportunities	ZZ	672	469
452	9.13	Define, Plan and Organize Workshop Project			
453	9.13.1	Select Workshop Project Sponsor		441	454
454	9.13.2	Establish Workshop Project Team		453	455
455	9.13.3	Conduct Workshop Project Planning Workshop		442,445,446,447,448,449	480,456
456	9.13.4	Develop Workshop Project detailed schedule		455	481
457	9.13.5	Create and train workshop development project team (includes project		441	458
458	9.13.6	Develop a purpose statement for the use of workshops		457	482,459
459	9.13.7	Validate workshop purpose with management		458	473,460
460	9.13.8	Inventory current work efforts in the organization		447,459	461
461	9.13.9	Inventory near-term potential work efforts in the organization		460	462
462	9.13.10	Identify specific workshops required		461	463
463	9.13.11	Validate list of participating work efforts with management		462	464
464	9.13.12	Develop the plan to develop workshops		463	465,483
465	9.13.13	Validate plan with management		464	467,468
466	9.14	Conduct Workshops			
467	9.14.1	Select limited engagement workshops (workshop only)		465	469
468	9.14.2	Identify custom support engagement opportunities		465	484,469

ID	WBS	Task Name	Input / Output	Predecessors	Successors
469	9.14.3	Conduct limited engagement workshops		451,467,468	470
470	9.14.4	Evaluate feedback on workshops		469	471
471	9.14.5	Document workshop success stories		470	485
472	9.15	Train Workshop Facilitators			
473	9.15.1	Identify workshop skills required		443,444,446,459	474
474	9.15.2	Identify appropriate internal candidates for workshop facilitators		450,473	475
475	9.15.3	Select facilitators		474,483	476
476	9.15.4	Train / ramp-up workshop facilitators		475	477
477	9.15.5	Prepare a workshop facilitator certification plan		476	478
478	9.15.6	validate the workshop facilitator certification plan with management		477	479
479	9.15.7	Execute the workshop faacilitator certification plan		478	618
480	9.16	O: Workshop Project Definition Document		455	101
481	9.17	O: Workshop Project Detailed Schedule		456	102
482	9.18	O: Workshop Purpose Statement		458	500
483	9.19	O: Workshop Implementation Plan		464	475
484	9.20	O: Custom Support Engagement Opportunities		468	121
485	9.21	O: Documented Workshop Success Stories		471	499
486					
487	10	Communication	Communication:...		
488	10.1	I: Communication Plan Elements - Key Messages	B	80	511,512
489	10.2	I: Process Methodology Document	Y	305	508
490	10.3	I: Organization Change Plan	R	436	530
491	10.4	I: OMM Success Story	PP	615	535FF
492	10.5	I: Custom Support Strategy	Z	151	533
493	10.6	I: Decision to Create PM Career Path	N	435	530
494	10.7	I: Portfolio Management Process	T	345	529
495	10.8	I: Pilot Results	MM	152	535FF
496	10.9	I: Training Status / Effectiveness Report	L	190	535FF
497	10.10	I: Training Strategy / Plan	H	189	531
498	10.11	I: Center of Excellence Introduction	HH	379	528
499	10.12	I: Documented Workshop Success Stories	DD	485	535FF
500	10.13	I: Workshop Purpose Statement	BB	482	532
501	10.14	I: Communication Plan Key Elements - Key Messages	B	80	524
502	10.15	I: OMM Project Definition Document	A	106	506
503	10.16	I: Integrated Scope Statements	AAA	107	508
504	10.17	I: OMM Integrated Schedule	G	109	524
505	10.18	Define, Organize and Plan Communication Project			
506	10.18.1	Select Communication Project Sponsor		502	507
507	10.18.2	Select Communication Project Team		506	508

ID	WBS	Task Name	Input / Output	Predecessors	Successors
508	10.18.3	Conduct Communication Project Planning Workshop		489,503,507	541,509
509	10.18.4	Develop Communication Project detailed schedule		508	542
510	10.19	Plan Communication Strategy			
511	10.19.1	Determine internal communication needs		488	513
512	10.19.2	Determine external communication needs		488	513
513	10.19.3	Determine types of information to communicate		511,512	514,515,517,516,519
514	10.19.4	Determine sources of information		513	520
515	10.19.5	Determine frequency of communication		513	520
516	10.19.6	Determine customers of information		513	520
517	10.19.7	Assess current available communication media / channels		513	518,520
518	10.19.8	Develop new communication media / channels to support needs		283,517	524,525
519	10.19.9	Establish OMM points of contact to answer questions		513	520
520	10.19.10	Establish communication matrix		514,515,516,517,519	521,525,524
521	10.19.11	Establish reporting requirements to gather information required to support		520	525
522	10.20	Roll-Out Communication			
523	10.20.1	Phase 1 - Communicate OMM Plan			
524	10.20.1.1	Perform internal PR on the OMM launch and initial state		501,504,518,520	527
525	10.20.1.2	Publicize communication process		518,520,521	618
526	10.20.2	Phase 2 - Communicate Roll-Out Strategy - Support Structure Information			
527	10.20.2.1	Communicate Process Methodology Information		524	618
528	10.20.2.2	Communicate Center of Excellence Information		498	618
529	10.20.2.3	Communicate Project Portfolio Information		494	618
530	10.20.2.4	Communicate Organizational Development Information		490,493	618
531	10.20.2.5	Communicate Training Information		497	618
532	10.20.2.6	Communicate Workshop Information		500	618
533	10.20.2.7	Communicate Custom Support Information		492	618
534	10.20.3	Phase 3 - Communicate OMM Progress / Success			
535	10.20.3.1	Collect success stories		491FF,495FF,496FF,499FF	536FF,539
536	10.20.3.2	Document success stories		535FF	537FF
537	10.20.3.3	Communicate successes		536FF	539FF
538	10.21	Improve Communication Effectiveness			
539	10.21.1	Assess communication effectiveness		535,537FF	540FF
540	10.21.2	Make necessary improvements in process		539FF	618
541	10.22	O: Communication Project Definition Document	FFFF	508	101
542	10.23	O: Communication Project Detailed Schedule	GGGG	509	102
543					
544	11 Tools				
545	11.1	I: Tools Requirements List	I	75,346,431,613	554,546
546	11.2	I: Signed vendor contract for software, support and service	V	545	557

ID	WBS	Task Name	Input / Output	Predecessors	Successors
547	11.3	I: OMM Project Definition Document	A	106	550
548	11.4	I: Integrated Scope Statements	AAA	107	552
549	11.5	Define, Organize and Plan Tools Project			
550	11.5.1	Select Tools Project Sponsor		547	551
551	11.5.2	Establish Tools project Team		550	552
552	11.5.3	Conduct Tools Project Planning Workshop		548,551	570,553
553	11.5.4	Develop Tools Project detailed schedule		552	571
554	11.6	Identify needed tools		545	556
555	11.7	Identify Existing Tools			
556	11.7.1	Develop tool use strategy		554	557,558
557	11.7.2	Gain internal access rights to existing software and systems		546,556	561
558	11.7.3	Survey and evaluate tools		556	559
559	11.7.4	Select best fit tools		558	561
560	11.8	Acquire Needed Tools			
561	11.8.1	Develop draft Tools Implementation Plan		557,559	562
562	11.8.2	Define budget and get authority for Tools Implementation Plan		561	574,573,564,563
563	11.8.3	Purchase software and support		562	566
564	11.8.4	Execute software, support and services contract(s)		562	568
565	11.9	Support Needed Tools			
566	11.9.1	Perform integration testing		563	567
567	11.9.2	Assure internal software support		566	568
568	11.9.3	Identify software training needs		564,567	572,569
569	11.9.4	Install software tools and systems		568	618
570	11.10	O: Tools Project Definition Document		552	101
571	11.11	O: Tools Project Detailed Schedule		553	102
572	11.12	O: Tools Training Requirements		568	163
573	11.13	O: Validated Tool Implementation Plan		562	449
574	11.14	O: Procurement Requirements List		562	618
575					
576	12	Measure Progress			
577	12.1	I: OMM Project Definition Document	A	106	101
578	12.2	I: Validated OD Metrics	S	432	592
579	12.3	I: Training Status / Effectiveness Report	L	190	585,586
580	12.4	Collect OMM Progress Data			
581	12.4.1	Conduct follow-on PMMA		611	582
582	12.4.2	Assess organizational satisfaction		581	592
583	12.4.3	Collect retrospective (post-mortem) data			584,589
584	12.4.4	Evaluate project successes		583	592
585	12.4.5	Collect class feedback data		579	592

ID	WBS	Task Name	Input / Output	Predecessors	Successors
586	12.4.6	Collect number of people trained data		579	592
587	12.5	Establish Measures / Metrics			
588	12.5.1	Define metrics			589
589	12.5.2	Create business case metrics		583,588	614,590
590	12.5.3	Define / establish data collection vehicles or tools		589	591,613
591	12.5.4	define reporting mechanisms (e.g., dashboards)		590	592
592	12.5.5	Implement metric collection		578,582,584,585,586,591	593
593	12.5.6	Refine data and baseline results		592	594,595
594	12.5.7	Maintain effective measurements		593	
595	12.5.8	Evaluate and measure business performance improvement		593	
596	12.6	Implement OMM Program Improvements			
597	12.6.1	Determine progress expectations			598,599,600
598	12.6.2	Determine tracking parameters		597	601
599	12.6.3	Determine tracking points		597	601
600	12.6.4	Determine tracking frequency		597	601
601	12.6.5	Determine report formats		598,599,600	602
602	12.6.6	Collect status		601	603
603	12.6.7	Analyze variance		602	604
604	12.6.8	Identify needed improvements		603	605
605	12.6.9	Plan for improvements		604	606
606	12.6.10	Make the improvements (adjustments)		605	607
607	12.6.11	Produce progress reports		606	608,610
608	12.6.12	Report OMM implementation status		607	
609	12.6.13	Integrate validation cycle results into status reporting system			
610	12.6.14	Conduct follow-up management meetings		607	
611	12.6.15	Set goal for next level of PMMA maturity			621,635,637,638,581
612	12.6.16	Create OMM success story			
613	12.7	O: Tools Requirements List	I	590	545
614	12.8	O: Business Solution Metrics	Q	589	2,384,615
615	12.9	O: OMM Success Story	PP	614	491
616					
617	13	Transition to Operations			
618	13.1	I: Something from each element to indicate when operations will move forward		68,105,108,153,154,190,	
619	13.2	Define Operations			
620	13.2.1	Develop open enrollment schedule		623	
621	13.2.2	Define the operational standards for each element		611	622
622	13.2.3	Define operational path		273,621	623
623	13.2.4	Validate operational plan with senior management		622	620,624,625,626

ID	WBS	Task Name	Input / Output	Predecessors	Successors
624	13.2.5	Determine ongoing support requirements		623	
625	13.2.6	Identify operational communication plan		623	
626	13.2.7	Establish process for custom support and workshop support		623	
627	13.3	Determine Operational Readiness			
628	13.3.1	Audit operational transition activities for Custom Support		635	
629	13.3.2	Audit operational transition activities for Portfolio Management		635	
630	13.3.3	Audit operational transition activities for the Center of Excellence		635	
631	13.3.4	Audit operational transition activities for Organizational Development		635	
632	13.3.5	Audit operational transition activities for Workshops		635	
633	13.3.6	Audit operational transition activities for Tools		635	
634	13.4	Transition to Operations			
635	13.4.1	Develop detailed plan for Transition to Operations		611	628,629,630,631,632,633
636	13.4.2	Create Project Management Operations advisory group (this may be Ce		146,147	
637	13.4.3	Close-out meeting between project management contractor and Projec		611	640,641,642
638	13.4.4	Perform transition to operations activities		611	
639	13.5	Measure the Operational Impact			
640	13.5.1	Establish the mechanism for ongoing assessment of progress		637	
641	13.5.2	Create lessons learned activity and database		637	
642	13.5.3	Use third-party support for tools implementation plan		637	
643					
644	14	Immediate Response Tactics			
645	14.1	I: Where We Are Document		71	665,646
646	14.2	Identify Immediate Response Areas		645	647,657
647	14.3	Validate Immediate Response Areas with senior management		646	649
648	14.4	Immediate Response Training			
649	14.4.1	Identify Immediate Response training requirements		647	650
650	14.4.2	Contract for training		649	651
651	14.4.3	Schedule training		650	652SS
652	14.4.4	Conduct training		651SS	653SS
653	14.4.5	Evaluate training feedback		652SS	654SS
654	14.4.6	Identify customization opportunities		653SS	671,655
655	14.4.7	Transition to training project team		654	280
656	14.5	Immediate Response Workshops			
657	14.5.1	Identify Immediate Response Workshop requirements		646	658
658	14.5.2	Contract for workshops		657	659
659	14.5.3	Schedule workshops		658	660SS
660	14.5.4	Conduct workshpos		659SS	661SS
661	14.5.5	Evaluate workshop feedback		660SS	662SS
662	14.5.6	Identify customization opportunities		661SS	672,663

ID	WBS	Task Name	Input / Output	Predecessors	Successors
663	14.5.7	Transition to Workshop Project team		662	455
664	14.6	Immediate Response Custom Support			
665	14.6.1	Identify immediate response Custom Support needs		645	666
666	14.6.2	Define Custom Support intervention		665	667
667	14.6.3	Contract for Custom Support		666	668
668	14.6.4	Establish Custom Support Team		667	669
669	14.6.5	Provide Custom Support (workshop / coaching / PM / etc.)		668	670
670	14.6.6	Transition to project management contractor account team		669	121
671	14.7	O: Training Customization Opportunities	YY	654	
672	14.8	O: Workshop Customization Opportunities	ZZ	662	451