



# Procedures for the Development and Coordination of American National Standards and Other PMI Standards

Business Unit: Standards Level: # 3 Tier-1

Effective Date: May 2010 Responsibility of: Standards Team

Document Identifier: PGM.STD.L3.ProceduresfortheDevelopmentandCoordinationof AmericanNationalStandardsandotherPMIStandards.May2010

## Table of Contents

I.	Purpose/ Procedure Overview .....	3
II.	Scope / Areas of Responsibility.....	3
III.	Procedure Details:.....	3
	1.0 Organization (Project Management Institute).....	3
	2.0 PMI Due Process Requirements.....	3
	2.1 Openness .....	4
	2.2 Lack of dominance .....	4
	2.3 Balance .....	5
	2.4 Coordination and harmonization.....	5
	2.5 Notification of standards development .....	5
	3.0 Responsibilities .....	7
	4.0 Membership.....	9
	5.0 Meetings .....	11
	6.0 Voting by the PMI Standards Program Consensus Body and by the PMI Standards Program Member Advisory Group .....	12
	7.0 Submission of Standard.....	17
	8.0 Reaffirmation of a PMI Standard.....	17
	9.0 Decision to withdraw PMI as an ANSI Accredited Standards Developer.....	17
	10.0 Communications.....	18
	11.0 Other Policies Applicable to PMI Standards.....	19
	12.0 Appeals.....	20
	13.0 Parliamentary Procedures.....	22
IV.	Related Documents.....	22
V.	Revision History .....	23

VI. Glossary ..... 27

## **I. Purpose/ Procedure Overview**

The purpose of this procedure is to describe the development of Project Management Institute (PMI®) standards. PMI is an American National Standards Institute (ANSI) Accredited Standards Developer. These procedures describe the PMI standards program organization and its governing procedures.

## **II. Scope / Areas of Responsibility**

The Project Management Institute Standards Program was established by the PMI Executive Director with the advice and counsel of the PMI Board of Directors, and was commissioned to improve the understanding and competency of experienced and new project management practitioners and customers worldwide. The role of the Standards Program is to identify, define, document, and champion generally accepted project management approaches and a common project management lexicon. PMI was accredited by the American National Standards Institute (ANSI) as a Standards Developer under the accredited organization method on October 14, 1998 and has successfully completed periodic audits since that time.

## **III. Procedure Details:**

### **1.0 Organization (Project Management Institute)**

The Project Management Institute is a nonprofit individual member professional association dedicated to advancing the state-of-the-art practice of project management. PMI Board of Directors assigns overall responsibilities for developing, implementing and conducting on-going of organizational activities including standards development to the PMI Chief Executive Officer. The PMI Standards Manager, who reports to the PMI Chief Executive Officer via the Director of Organization Products, directs and coordinates the efforts of the standards development project teams through individual Standards Project Managers. The Project Management Institute Standards Program Member Advisory Group was established by the PMI Chief Executive Officer with the advice and counsel of the PMI Board of Directors and was commissioned to assist and advise the Standards Manager and the project managers of standards projects in developing and publishing standards documents which describe generally accepted practices of project management. The PMI Standards Program Consensus Body for PMI includes the Standards Program Member Advisory Group and other interested parties.

### **2.0 PMI Due Process Requirements**

Due process means that any person (organization, company, government agency, individual, etc.) with a direct and material interest has a right to participate by: a) expressing a position and its basis, b) having that position considered, and c) having the right to appeal. Due process allows for equity and fair play. The following constitute the minimum acceptable due process requirements for the development of consensus at PMI.

### **2.1 Openness**

PMI's standard development process shall be open to all persons who are directly and materially affected by the activity in question. There shall be no undue financial barriers to participation. Voting membership on the consensus body shall not be conditional upon membership in any organization, nor unreasonably restricted on the basis of technical qualifications or other such requirements (ANSI Essential Requirements 1.1).

PMI shall provide timely and adequate notice of any action to create, revise, reaffirm, or withdraw a standard, and the establishment of a new consensus body to all known directly and materially affected interests. PMI shall provide a clear and meaningful description of the purpose of the proposed activity and shall identify a readily available source for further information. In addition, the member's name (or if membership is by organization, the name of the organization with a point of contact), affiliation and interest category of each member of the consensus body shall be made available to interested parties upon request (ANSI Essential Requirements 2.1).

### **2.2 Lack of dominance**

PMI's standards development process shall not be dominated by any single interest category, individual or organization. Dominance means a position or exercise of dominant authority, leadership, or influence by reason of superior leverage, strength, or representation to the exclusion of fair and equitable consideration of other viewpoints (ANSI Essential Requirements 1.2).

Unless it is claimed in writing (including electronic communications) by a directly and materially affected party that a single interest category, individual or organization dominated the standards development process, no test for dominance is required (ANSI Essential Requirements 2.2).

### **2.3 Balance**

The standards development process at PMI shall have a balance of interests. Participants from diverse interest categories shall be sought with the objective of achieving balance (ANSI Essential Requirements 1.3).

The criteria for balance are that a) no single interest category constitutes more than one-third of the membership of a consensus body dealing with safety-related standards or b) no single interest category constitutes a majority of the membership of a consensus body dealing with other than safety-related standards (ANSI Essential Requirements 2.3). See section 4.8 for PMI interest categories.

### **2.4 Coordination and harmonization**

Good faith efforts shall be made to resolve potential conflicts between and among existing American National Standards and candidate American National Standards (ANSI Essential Requirements 2.4).

#### **2.4.1 Definition of Conflict**

Conflict within the American National Standard (ANS) process refers to a situation where, viewed from the perspective of a future implementer, the terms of one standard are inconsistent or incompatible with the terms of the other standard such that implementation of one standard under terms allowable under that standard would preclude proper implementation of the other standard in accordance with its terms.

#### **2.4.2 Coordination/Harmonization**

PMI shall make a good-faith effort to resolve potential conflicts and to coordinate standardization activities intended to result in harmonized American National Standards. A "good faith" effort shall require substantial, thorough and comprehensive efforts to harmonize a candidate ANS and existing ANSs. Such efforts shall include, at minimum, compliance with all relevant sections of these procedures. PMI shall retain evidence of such efforts in order to demonstrate compliance with this requirement to the satisfaction of the appropriate ANSI body.

### **2.5 Notification of standards development**

Notification of standards activity shall be announced in suitable media as

appropriate to demonstrate the opportunity for participation by all directly and materially affected persons (ANSI Essential Requirements 2.5).

At the initiation of a project to develop or revise an American National Standard, notification shall be transmitted to ANSI using the Project Initiation Notification System (PINS) form, or its equivalent, for announcement in *Standards Action*. A statement shall be submitted and published as part of the PINS announcement that should include:

- (a) an explanation of the need for the project; and including, if it is the case, a statement of intent to submit the standard for consideration as an ISO or ISO/IEC JTC-1 standard; and
- (b) identification of the stakeholders (e.g., telecom, consumer, medical, environmental, etc.) likely to be directly impacted by the standard.

PMI will consult any relevant international or regional guides that may impact the proposed standard and shall advise the relevant ANSI-Accredited U.S. TAG(s) if the standard is intended to be submitted for consideration as an ISO or ISO/IEC JTC-1 standard. If the response to sub-section (b) changes substantively as the standard is developed, a revised PINS form shall be submitted and published. A PINS form may be submitted, but is not required, at the initiation of a project to reaffirm or withdraw an American National Standard. Comments received in connection with a PINS announcement shall be handled in accordance with these procedures.

If PMI receives written comments within 30 days from the publication date of a PINS announcement in *Standards Action*, and said comments assert that a proposed standard duplicates or conflicts with an existing ANS or a candidate ANS that has been announced previously in *Standards Action*, a mandatory deliberation of representatives from the relevant stakeholder groups shall be held within 90 days from the comment deadline. Such a deliberation shall be organized by PMI and the commenter and shall be concluded before PMI may submit a draft standard for public review. If the deliberation does not take place within the 90-day period and PMI can demonstrate that it has made a good faith effort to schedule and otherwise organize it, then PMI will be excused from compliance with this requirement. The purpose of the deliberation is to provide the relevant stakeholders with an opportunity to discuss whether there is a compelling need for the proposed standards project. The outcome of such a deliberation shall be conveyed in writing by PMI and commenter (ideally as a joint submission) to the ANSI Board of Standards Review (BSR) for consideration should PMI ultimately submit the related candidate standard to ANSI for approval. In the case of ANSI Audited Designators, the Audited Designator shall

review the results of the deliberation prior to designating a standard as an ANS. While the outcome is not binding, participants are encouraged to develop a consensus on whether and how the standards development project should proceed.

In addition, proposals for new American National Standards and proposals to revise, reaffirm, or withdraw approval of existing American National Standards shall be transmitted to ANSI using the BSR-8 form, or its equivalent, for listing in *Standards Action* in order to provide an opportunity for public comment. The comment period shall be one of the following:

- A minimum of thirty days if the full text of the revision(s) can be published in *Standards Action*;
- A minimum of forty-five days if the document is available in an electronic format, deliverable within one day of a request, and the source (e.g., URL or an E-mail address) from which it can be obtained by the public is provided to ANSI for announcement in *Standards Action*; or
- A minimum of sixty days, if neither of the aforementioned options is applicable.

Such listing may be requested at any stage in the development of the proposal, at the option of PMI, and may be concurrent with final balloting. However, any substantive change subsequently made in a proposed American National Standard requires listing of the change in *Standards Action*.

### **3.0 Responsibilities**

The roles of PMI Standards Manager, PMI Standards Program Staff, PMI Standards Program Member Advisory Group and PMI Standards Consensus Body are stated below:

- 3.1 PMI Standards Manager and PMI Standards Program Staff are responsible for the following:
  - 3.1.1 applying for and maintaining accreditation in accordance with ANSI requirements for an accredited organization, including submission of the PMI Standards Program Consensus Body roster;
  - 3.1.2 choosing and appointing individuals to serve on the PMI Standards Program Member Advisory Group;
  - 3.1.3 organizing the PMI Standards Program Consensus Body;

- 3.1.4 overseeing the PMI Standards Program Consensus Body compliance with these procedures and other applicable ANSI procedures;
  - 3.1.5 maintaining a roster of the PMI Standards Program Consensus Body and a list of standards for which the PMI Standards Program Consensus Body is responsible;
  - 3.1.6 providing administrative support, including secretarial services; meeting notices and arrangements; preparation and distribution of meeting agendas, minutes, ballots, and draft standards; and maintenance of adequate records;
  - 3.1.7 submitting candidate standards recommended by the PMI Standards Program Consensus Body, with supporting documentation, for ANSI review and approval as American National Standards;
  - 3.1.8 publishing or arranging with ANSI for publication of its standards, revisions and addenda.
- 3.2 PMI Standards Program Member Advisory Group
- 3.2.3 assisting and advising the PMI Standards Manager in the development of proposed PMI Standards including American National Standards within the scope of these procedures;
  - 3.2.4 developing and recommending PMI Standards Program Member Advisory Group procedures and revisions thereof;
  - 3.2.5 assisting the PMI Standards Manager in the review and recommendation of PMI developed standards for adoption as PMI Standards by the PMI Standards Program Consensus Body.
  - 3.2.6 adopting a policy and procedure for interpreting the standards developed by the PMI Standards Program;
  - 3.2.7 supporting the Standards Manager in responding to requests for interpretation of the standards developed by the PMI Standards Program;
  - 3.2.8 providing input into the activation of specific programs and projects;
  - 3.2.9 assisting in the recruitment of volunteers for projects;
  - 3.2.10 assisting the PMI Standards Manager in the communications about the program, the monitoring of the program and projects, and the guidance of the volunteer project managers and associated volunteer participants;
  - 3.2.11 assisting the PMI Standards Manager in the review and recommendation of standards from other organizations for adoption as PMI Standards by the PMI Standards Program Consensus Body.
- 3.3 PMI Standards Program Consensus Body
- 3.3.1 voting on approval of proposed American National Standards within the scope of PMI

- 3.3.2 other matters requiring PMI Standards Program Consensus Body action as provided in these procedures
- 3.3.3 voting on approval of proposed standards for designation as PMI Standards

#### **4.0 Membership**

- 4.1 The PMI Standards Manager reports to the Chief Executive Officer of PMI Headquarters via PMI Director of Organization Products.  
The PMI Standards Program staff, hired by the PMI Standards Manager, is part of the PMI Staff, and provides administrative support to the project teams, Standards Program Member Advisory Group, and the PMI Standards Program Consensus Body
- 4.2 PMI Standards Program Member Advisory Group - Members of the PMI Standards Program Member Advisory Group shall consist of individuals having a direct and material interest in the activities of the PMI Standards Program. The advisory group shall be composed of people with geographic, employment and professional distribution and strong interest in project management standards. The addition or termination of members shall be subject to approval of the Standards Manager. The person has the right to appeal the decision to the PMI Chief Executive Officer.
- 4.3 PMI Standards Program Consensus Body
  - 4.3.1 Members of the PMI Standards Program Consensus Body shall consist of individuals having a direct and material interest in the activities of the PMI Standards Program.
  - 4.3.2 The PMI Standards Program Member Advisory Group, Committee Chairs and Vice Chairs leading PMI Standards projects will be members of the PMI Standards Program Consensus Body.
  - 4.3.3 The selection and addition of members (other than the members of the Standards Program Member Advisory Group, Committee Chairs and Vice Chairs), along with their interest category, shall be subject to approval by a majority vote of the PMI Standards Program Consensus Body (after the application has been processed in accordance with 4.4).
  - 4.3.4 PMI will actively recruit individuals to join the PMI Standards Program Consensus Body to maintain a membership of at least 20. PMI will not actively recruit individuals if membership of the PMI Standards Program Consensus Body is above 30.

#### 4.4 Application for PMI Standards Program Consensus Body membership

An applicant shall address a request for membership to the PMI Standards Manager. The individual shall indicate the direct and material interest in the PMI Standards Program Consensus Body work and the qualifications and willingness to participate actively. In addition, if the applicant is an organization, company, or government agency, the organization shall identify a representative (and an alternate, if desired).

#### 4.5 Recommendation for PMI Standards Program Consensus Body membership

In recommending appropriate action to the PMI Standards Program Consensus Body on applications for membership, the PMI Standards Program personnel shall consider the need for active participation by each interest category, potential for dominance by a single interest category, extent of interest expressed by the applicant and their willingness to participate actively, as well as the representative identified by the applicant organization, company, or government agency.

#### 4.6 Diverse Interests of the PMI Standards Program Consensus Body

If distinct divisions of an organization can demonstrate independent interests and authority to make independent decisions as concerns the specific area of the activity of the PMI Standards Program Consensus Body, each distinct division may apply for membership.

#### 4.7 Review of membership of the PMI Standards Program Consensus Body

PMI Standards Program Staff shall review the membership list annually with respect to the criteria of Section 2.3. Members are expected to fulfill their obligation for active participation. Where a member is found in habitual default of these obligations, the PMI Standards Program personnel shall direct the matter to the PMI Standards Program Consensus Body for appropriate action, which may include termination of membership.

#### 4.8 Interest Categories of the PMI Standards Program Consensus Body

All appropriate interests that are directly and materially affected by the standards activity of the PMI Standards Program Consensus Body shall have the opportunity for fair and equitable participation without dominance by any single interest category. Each member shall propose its own interest category as appropriate and in accordance with clause 2.3 of the *ANSI Essential Requirements: Due Process requirements for American*

*National Standards.* PMI developed the following modifications to the interest categories for use in these procedures.

<i><b>Interest Category</b></i>	<i><b>Interest Category</b></i>
Producer – Industry	User – Production and Construction
Producer – Academic	User – Engineering
User – Consulting	User – Service provider
User – Education and Training	General Interest

#### 4.9 Membership Roster of the PMI Standards Program Consensus Body

PMI shall maintain a current and accurate Consensus Body roster and shall distribute it to the members at least annually and otherwise on request. The roster shall include the following:

- 4.9.1 Title of the group and its designation
- 4.9.2 Scope
- 4.9.3 Members (or organization name if membership is by organization)
- 4.9.4 Affiliation (entity that consensus body member represents as applicable)
- 4.9.5 Contact information
- 4.9.6 Classification of each member consistent with the categories described in Section 4.8
- 4.9.7 Tally of classifications consistent with categories described in Section 4.8

### **5.0 Meetings**

PMI Standards Program Member Advisory Group meetings shall be held, as decided upon by the PMI Standards Program Member Advisory Group and the PMI Standards Manager or by petition of the members, to conduct business, such as making assignments, receiving reports of work, discussing draft standards, and considering views and objections.

Meetings of the PMI Standards Program Consensus Body are not planned. Necessary training on appropriate PMI and ANSI procedures will be provided to all new members. Training will be conducted via teleconference; Web enabled conferences and other suitable media. All Consensus Body members are required to attend one (1) PMI Consensus Body training session every two years in order to remain an active Consensus Body member. PMI will make a reasonable effort to accommodate members that

are unable to attend scheduled training sessions. Voting is addressed in Section 6.

## 5.1 Open Meetings

Meetings of the PMI Standards Program Member Advisory Group shall be open to all individuals having a direct and material interest. At least four weeks notice of regularly scheduled meetings shall be given. The notice shall describe the purpose of the meeting. An agenda shall be available and shall be distributed in advance of the meeting to members and to others expressing interest. Individuals desiring to attend a meeting must advise the Standards Manager at least two weeks in advance to allow for modification of space requirements. Individuals (other than invited guests) are responsible for their own meeting costs including but not limited to transportation, lodging, and meals. Although meetings of the PMI Standards Program Consensus Body are not planned, should one be scheduled, procedures for such a meeting will be identical to the PMI Standards Program Member Advisory Group procedures.

## 5.2 Quorum

The majority of at least two-thirds of the members of the PMI Standards Program Member Advisory Group and the Standards Manager shall constitute a quorum for conducting business at a PMI Standards Program Member Advisory Group meeting. If a quorum is not present, actions may be taken subject to confirmation by letter ballot or e-mail ballot. Although meetings of the PMI Standards Program Consensus Body are not planned, should one be scheduled, quorum requirements for such a meeting will be identical to the PMI Standards Program Member Advisory Group procedures.

## **6.0 Voting by the PMI Standards Program Consensus Body and by the PMI Standards Program Member Advisory Group**

Consensus is demonstrated, in part, by a vote of the Consensus Body. Such a vote shall be conducted and reported in accordance with the rules set forth herein. Votes for the approval of a document or portion thereof as a candidate ANS may be obtained by letter, fax, recorded votes at a meeting or electronic means. A minimum of twenty Consensus Body members are required to constitute a valid consensus group. Two-thirds of a consensus group must vote to constitute a valid ballot. For a ballot to be considered accepted through consensus, two-thirds of the participants must vote in the affirmative

or affirmative with/comment.

Except in regard to votes on membership and officer-related issues, each member shall vote one of the following positions:

- a) Affirmative;
- b) Affirmative, with comment;
- c) Negative, with reasons (the reasons for a negative vote shall be given and if possible should include specific wording or actions that would resolve the objection);
- d) Abstain, with reasons.

No representative shall have more than one vote.

Voting Period:

The start and end date of the voting period for letter ballots (distributed and returned via e-mail) will be clearly indicated on each ballot. An extension may be granted prior to the end date at the Standards Manager's discretion, when warranted. A follow-up e-mail letter requesting the immediate return of ballots shall be sent, as appropriate, to members whose votes have not been received prior to the close of the balloting period.

#### 6.1 Authorization of Letter Ballots

A letter ballot may be authorized by any of the following:

- 6.1.1 majority vote of those present at Standards Program Member Advisory Group meeting;
- 6.1.2 the Standards Program Manager;
- 6.1.3 the Chief Executive Officer of PMI;
- 6.1.4 petition of a majority of the PMI Standards Program Consensus Body.

#### 6.2 Voting by the PMI Standards Program Consensus Body

All members of the Consensus Body shall have the opportunity to vote. Meetings of the PMI Standards Program Consensus Body are not planned. Should a meeting of the PMI Standards Program Consensus Body be held, and recorded votes are taken, members who are absent shall be given the opportunity to vote before (provided there has been an opportunity for virtual discussion of voting issues prior to the meeting) or

after the meeting using a letter ballot as agreed to by the PMI Standards Program Consensus Body and provided by PMI Standards Project Staff.

The following actions require approval by a majority of the membership of the PMI Standards Program Consensus Body either at a meeting or by letter ballot:

- 6.2.1 approval of new standards submitted for vote by the PMI Standards Manager;
  - 6.2.2 maintenance, reaffirmation or withdrawal of - an existing standard as recommended by the PMI Standards Manager;
  - 6.2.3 dis-establishment of PMI as an accredited standards developer (requires two thirds vote).
- 6.3 The following actions, by the PMI Standards Program Member Advisory Group conducting a vote during a meeting, require approval by a majority of the members present: approval of minutes, and authorization of a letter ballot.

Actions Requiring Approval by Two-thirds of the PMI Standards Program Member Advisory Group.

The following actions require a letter ballot or an equivalent formal recorded vote with approval by at least a majority of the membership and at least two-thirds of those voting, excluding abstentions:

- 6.3.1 adoption of PMI Standards Program Member Advisory Group procedures, interest categories, or revisions thereof;
- 6.3.2 recommendation of a new standard or reaffirmation of an existing one for action by the PMI Standards Program Consensus Body;
- 6.3.3 recommendation of revision or addendum to part or all of a standard for action by the PMI Standards Program Consensus Body;
- 6.3.4 recommendations to change the scope of the PMI Standards Program Member Advisory Group to the PMI Chief Executive Officer.

#### 6.4 Other Review

Proposals for new American National Standards or reaffirmation, revision, or withdrawal of existing American National Standards shall be transmitted to ANSI for listing in *Standards Action* for comment as described in Section 2.1. PMI shall determine whether listing of proposed standards actions shall be concurrent with the final PMI Standards Program Consensus Body letter

ballot and whether announcement in other suitable media is appropriate.

## 6.5 Disposition of Views and Objections

When the balloting has been closed, PMI Standards Program Staff shall forward the ballot tally to the PMI Standards Manager. The Standards Manager shall determine whether the expressed views and objections shall be considered by correspondence or at a meeting.

Prompt consideration shall be given to the expressed views and objections of all participants, including those commenting on the PINS announcement or public comment listing in *Standards Action*. An effort to resolve all expressed objections shall be made, and each objector shall be advised in writing of the disposition of the objection and the reasons thereof. In addition, each objector shall be informed in writing that an appeals process exists within procedures used by the Standards Program. Furthermore, each objection resulting from public review or submitted by a member of the consensus body, and which is not resolved must be reported to the ANSI BSR.

Substantive changes required to resolve objections, unresolved objections, and attempts at resolution shall be reported in writing to the PMI Standards Program Consensus Body members in order to afford all members an opportunity to respond to them or to reaffirm or change their votes within four weeks. Additionally, substantive changes shall be subjected to public review, either as part of initial public review or during a second public review period.

When the above process is completed, in accordance with procedures of the Standards Program Member Advisory Group, the Standards Program Member Advisory Group may consider any comments received subsequent to the closing of the public review and comment period, or shall consider them at the next review and the submitter of the comments shall be so notified.

PMI shall not change a vote unless instructed to do so by the voter. If the change of vote was not submitted in writing by the voter, then written confirmation of such a vote change shall be provided to the voter by PMI. All negative votes that are not changed at the request of the voter shall be recorded and reported to ANSI BSR as unresolved negatives.

PMI shall record and consider all negative votes accompanied by any comments that are related to the proposal under consideration. This includes

negative votes accompanied by comments concerning potential conflict or duplication of the draft standard with an existing American National Standard and negative votes accompanied by comments of a procedural or philosophical nature. These types of comments shall not be dismissed due to the fact that they do not necessarily provide alternative language or a specific remedy to the negative vote.

PMI is not required to consider negative votes accompanied by comments not related to the proposal under consideration, or negative votes without comments. PMI shall indicate conspicuously on the letter ballot that negative votes must be accompanied by comments related to the proposal and that votes unaccompanied by such comments will be recorded as “negative without comments” without further notice to the voter. If comments not related to the proposal are submitted with a negative vote, the comments shall be documented and considered in the same manner as submittal of a new proposal. If clear instruction is provided on the ballot, and a negative vote unaccompanied by comments related to the proposal is received notwithstanding, the vote may be counted as a “negative without comment” for the purposes of establishing a quorum and reporting to ANSI. However, such votes (i.e., negative vote without comment or negative vote accompanied by comments not related to the proposal) shall not be factored into the numerical requirements for consensus).

PMI will report the “no” vote as a “negative without comment” when making the final submittal to the BSR. PMI shall maintain records of evidence regarding any change of an original vote.

For votes on membership and officer-related issues, the affirmative/negative/abstain method of voting shall be followed. Votes with regard to these issues need not be accompanied by reasons and need not be resolved or circulated to the consensus body (ANSI Essential Requirements 2.7).

## 6.6 Report of Final Result

The final result of the voting shall be reported, by interest categories, to the Standards Program Member Advisory Group.

## **7.0 Submission of Standard**

### **7.1 Submission Process**

Upon completion of the procedures for voting, disposition of views and objections, and appeals, the proposed ANS standard shall be submitted to ANSI by PMI. If PMI does not submit the proposed ANS standard to ANSI within a reasonable period of time, any member(s) of the PMI Standards Program Member Advisory Group may make the submission.

7.2 The information supplied to ANSI shall include all relevant information as described in the currently applicable ANSI Essential Requirements.

## **8.0 Reaffirmation of a PMI Standard**

The due process and consensus requirements defined herein apply to reaffirmations as they do to all approval actions related to PMI Standards. Reaffirmations shall provide an opportunity for public comment. Reaffirmations shall be accomplished without any substantive change to the main text of the standard. All non-substantive changes in the main text of the standard shall be explained, or noted, in a foreword. A standard undergoing an update of references to standards necessary to implement the American National Standard shall be processed as a revision unless the updated reference is only a reaffirmation of the referenced standard. Any substantive changes in such references require processing as a revision. PMI shall clearly indicate on its cover or title page that it is a reaffirmation (ANSI Essential Requirements – Clause 4.2.1.2).

## **9.0 Decision to withdraw PMI as an ANSI Accredited Standards Developer**

A decision to withdraw PMI as an ANSI accredited standards developer may be made by a directly and materially affected interest. The proposal shall be submitted in writing to PMI and to ANSI and shall include at least the following: reasons why PMI should be withdrawn, and the names of the organization(s) that will assume responsibility for maintenance of any existing American National Standard(s) that are the responsibility of PMI.

If it appears, after review by ANSI and discussion among the proponent of the action, PMI, and the ANSI Executive Standards Council, or its designee, that

the desired objectives can best be reached by withdrawal, the proposal and supporting documentation shall be submitted to the PMI Standards Program Consensus Body (two-thirds vote required to withdraw) with a letter ballot to withdraw PMI as an ANSI accredited standards developer and transfer responsibility, as appropriate, for the affected standards. Concurrently, the proposal shall be announced for comment in *Standards Action*.

## **10.0 Communications**

Correspondence of Standards Manager should be on PMI letterhead or by electronic means.

### 10.1 Formal Internal Communication

If correspondence between/within project teams/committees involves issues or decisions affecting other project teams, copies shall be sent to all affected committee chairs, PMI Standards Manager, and the PMI Standards Program Member Advisory Group.

### 10.2 External Communication

Inquiries relating to the PMI Standard Program Member Advisory Group or PMI Standards Program Consensus Body should be directed to PMI Standards Program Manager. All replies to said inquiries shall be made through PMI Standards Manager.

### 10.3 Requests for Interpretation of Standards

Inquiries about a standard should be made in writing and directed to the PMI Central office and sent to the attention of the PMI Standards Manager. To facilitate timely response to inquiries, the PMI Standards Manager will respond in writing to inquiries whenever possible and will consult with the PMI Standards Program Member Advisory Group when assistance is required. If an inquiry is a request for an interpretation, the following applies:

Interpretations: A clarifying commentary on the standard that does not introduce either a technical change or a change in what it means to conform to the standard.

Responsibility:

The PMI Standards Program Member Advisory Group and the PMI Standards Manager shall render interpretations on procedural matters.

When the PMI Standards Program Member Advisory Group and the PMI Standards Manager develop an interpretation of a standard, the interpretation will be forwarded to the Consensus Body for a Letter Ballot. When the Consensus Body votes for approval of the interpretation, the requester of the interpretations shall be advised of this action and the interpretation is published by PMI as an Interpretation.

The Standards Manager shall make provisions for rapid promulgation of interpretations and for inclusion of the interpretations with the sale of the pertinent standard after the interpretation is rendered.

## **11.0 Other Policies Applicable to PMI Standards**

### 11.1 Patent Policy

The PMI policy is to not include patented material in PMI standards. Project teams will be notified of this policy during their formation. Should a project team believe it is necessary to include a patented item in a PMI Standard it will make that recommendation to the PMI Standards Manager for discussion (with appropriate input from PMI Legal Department) and approval with the PMI Standards Program Member Advisory Group. Should the PMI Standards Manager and PMI Standards Program Member Advisory Group agree to the inclusion of a patented item in a PMI Standard, before the Standard is published even in as exposure draft, PMI will comply with the additional procedures of the current ANSI patent policy as set forth in the current version of the *ANSI Essential Requirements: Due process requirements for American National Standards*.

### 11.2 Commercial terms and conditions

PMI agrees with and uses the ANSI policy on Commercial terms and conditions as described in the current version of the *ANSI Essential Requirements: Due process requirements for American National Standards*.

### 11.3 Evidence of Compliance

PMI shall retain records to demonstrate compliance with the current version of the *ANSI Essential Requirements: Due process requirements for American National Standards*. Such records will be available for audit as directed by the ANSI Executive Standards Council (ExSC).

The PMI Standards Secretariat in conjunction with the PMI Standards Manager shall establish and maintain the standards program record archives for new, revised, or reaffirmed American National Standards maintained under the periodic maintenance option shall be retained for one complete standards cycle, or until the standard is revised, or until the records are subject to an ANSI audit, whichever is longer. Records concerning withdrawals of all American National Standards shall be retained for at least five years from the date of withdrawal.

#### 11.4 Metric Policy

The PMI policy is to use the International System of Units (SI) as the preferred units of measures in PMI standards.

The PMI Standards Manager and PMI Standards Program Member Advisory Group shall note in Project Team Charters the PMI policy to use the SI as the preferred units of measures in PMI standards. Where applicable, equivalent customary measures may be noted following the SI unit of measure.

## **12.0 Appeals**

Persons who have directly and materially affected interests and who have been or will be adversely affected by a standard within the PMI Standards Program Consensus Body jurisdiction, or by the lack thereof, shall have a right to appeal substantive or procedural actions or inactions of the PMI Standards Manager, the PMI Standards Program Consensus Body or PMI. Appeals procedures are stipulated here.

### 12.1 Complaint

The appellant shall file a written complaint with PMI within thirty days after the date of notification of action or at any time with respect to inaction. The complaint shall state the nature of the objection(s) including any adverse effects, the clause(s) of these procedures or the standard(s) that

are at issue, action(s) or inaction(s) that are at issue, and the specific remedial action(s) that would satisfy the appellant's concerns. Previous efforts to resolve the objection(s) and the outcome of each shall be noted.

## 12.2 Response

Within thirty days after receipt of the complaint, the PMI Standards Program Manager or PMI representative shall respond in writing to the appellant, specifically addressing each allegation of fact in the complaint to the extent of the respondent's knowledge.

## 12.3 Hearing

If the appellant and the respondent are unable to resolve the written complaint informally in a manner consistent with these procedures, PMI shall schedule a hearing with an appeals panel on a date agreeable to all participants, giving at least ten working days notice.

## 12.4 Appeals Panel

The appeals panel shall consist of five individuals who have not been directly involved in the matter in dispute, and who will not be materially or directly affected by any decision made or to be made in the dispute. At least two members shall be acceptable to the appellant and at least two shall be acceptable to the respondent. Where the parties to the appeal cannot agree on an appeals panel within a reasonable amount of time, the matter shall be referred to the PMI Standards Manager who shall appoint members of the appeals panel.

## 12.5 Conduct of the Hearing

The appellant has the burden of demonstrating adverse effects, improper actions or inactions, and the efficacy of the requested remedial action. The respondent has the burden of demonstrating that the PMI Standards Program Consensus Body and PMI took all actions in compliance with these procedures and that the requested remedial action would be ineffective or detrimental. Each party may adduce other pertinent arguments, and members of the appeals panel may address questions to individuals. Robert's Rules of Order (latest edition) shall apply to questions of parliamentary procedure for the hearing not covered herein.

## 12.6 Decision

The appeals panel shall render its decision in writing within thirty days, stating findings of fact and conclusions, with reasons thereof, based on a preponderance of the evidence. Consideration may be given to the following positions in formulating the decision:

- 12.6.1 finding for the appellant, remanding the action to the committee or PMI with a specific statement of the issues and facts in regard to which fair and equitable action was not taken;
- 12.6.2 finding for the respondent, with a specific statement of the facts that demonstrate fair and equitable treatment of the appellant and the appellant's objections;
- 12.6.3 finding that new, substantive evidence has been introduced, and remanding the entire action to the committee or PMI for appropriate reconsideration.

#### 12.7 Further Appeal

If the appellant gives notice that further appeal to ANSI is intended, a full record of the complaint, response, hearing, and decision shall be submitted by PMI to ANSI.

### **13.0 Parliamentary Procedures**

On questions of parliamentary procedure not covered in these procedures, Robert's Rules of Order (latest edition) may be used to expedite due process.

## **IV. Related Documents**

Document Name	Document Type (Policy, Form, User Guide, etc.)
Development of PMI Standards	Level 3 – Tier 2

## V. Revision History

Action (Creation, Revision, Review)	Effective Date	Changes/Approvals
Creation	10/14/1998	PMI became an ANSI accredited standards developer with associated procedure for such development. Recordkeeping for changes made to this procedure in order to stay current with ANSI Essential Requirements were not kept up, therefore, this document was created to help meet this need.
Revision 1	3/13/2006	Revised procedure to include date, revision number and changed incorrect "as of" date. This document was developed to keep track of revision changes
Revision 2	5/2/2006	Added header/footer to document and changed document format. Included PMI's document management series code. Added electronic version of document is to be considered the most current/paper copies are good for 24 hrs. from the time and date printed/dispose of properly when not in use.
Revision 3	5/23/2006	The following were revised per ANSI suggestions; Section 5.2.3 - inclusion of reaffirmation, Section 5.5 – inclusion of "in writing" twice in paragraph 2, revised wording in Section 6.2 in order to remove Sections 6.2.1 through 6.2.10, Section 8.3 – inclusion of "in writing" twice in paragraph 1.

Action (Creation, Revision, Review)	Effective Date	Changes/Approvals
Revision 4	10/18/06	<p>Section 5.0 through 5.6 was renumbered during a previous revision because the numbering scheme skipped from 5.4 to 5.6 leaving out 5.5. This revision was inadvertently forgotten to be placed on the revision history page. In paragraph 3 of section 5.5 the inclusion of “Additionally, substantive changes shall be subjected to public review, either as part of initial public review or during a second public review period” was added to address ANSI’s recommendation to comply with clause 2.5 of the ANSI Essential Requirements. In paragraph 3, first sentence of Section 5.5 the inclusion of “in writing” was added after the words “shall be reported”. The language was revised in the last sentence of the voting period paragraph of Section 5.0 to include the words “prior to the close of the balloting period”.</p>
Revision 5	03/01/2010	<p>Reformat the whole document using new PMI template and PMI naming convention. Add Table of Contents. Change section I Purpose to Purpose/Procedure Overview. Change section II Scope to Scope/Areas of Responsibility. Change section III Procedure to Procedure Details.</p> <p>Section 1.0 – Remove Director of Knowledge Delivery and replaced with Director of Organization Products</p> <p>Insert new sections: 2.0, 2.1,2.2, 2.3, and 2.4 to clarify due process requirements as per 2010 ANSI Essential Requirements</p> <p>Old section 2.1 is now section 2.5.</p> <p>When possible, the reference to ANSI Essential Requirements Clauses is noted.</p>

Action (Creation, Revision, Review)	Effective Date	Changes/Approvals
		<p>Section 2.5a – Insert “including, if it is the case, a statement of intent, to submit the standard for consideration as an ISO....standard; and”</p> <p>Section 2.5 – Paragraph4- 1<sup>st</sup> sentence –add “and shall advise the relevant ANSI-Accredited U.S. TAG....standard.”</p> <p>Old sections 2.2, 2.3, and 2.4 are now part of section 3.0</p> <p>Section 3.0 (previously 2.2) – Remove the term PMI Standards Program Secretariat since this term is rarely used at PMI. This is done throughout sub clauses of section 3.0 and section 4.0 and other parts of the document.</p> <p>Section 3.1.2 – replace “recommending” with “appointing.” Remove “who are approved by the PMI Chief Executive Officer”</p> <p>Section 4.1 (previously 3.1.1) – Remove “hired by the PMI director , Knowledge Delivery” and simplify statement.</p> <p>Section 4.2 – replace “recommendation” with “approval.” Delete “and the approval of the PMI Chief Executive Officer, after the application has been processed.”</p> <p>Section 4.3.2 and 4.3.3 – Replace the terms Project Managers, and Deputy Chair Managers with the terms Committee Chairs and Vice Chairs</p> <p>Section 4.4 (previously 3.4)- Sentence 2 – Replace “it” with “the individual” and in the last sentence, “it” is replaced with the “organization”</p> <p>Section 4.7 – Indicate that PMI Standards</p>

Action (Creation, Revision, Review)	Effective Date	Changes/Approvals
		<p>Program Staff shall review the membership list annually with respect to the criteria of Section 2.3 and not Section 3.0</p> <p>Section 4.9 (previously 3.9) – Remove secretariat and officers from the roster. Add explanation to Members and Affiliation</p> <p>Section 5.0 (previously 4.0) – Clarified that training is provided to all new members. Remove four training sessions per calendar year.</p> <p>Section 6.0 (previously 5.0) Paragraph 1 – Remove 80% affirmative vote and replace with two-thirds affirmative vote to be consistent with ANSI</p> <p>Section 6.0 (previously 5.0) Paragraph 2 – Add “Except in regard to votes on membership and officer-related issues” at the beginning of sentence</p> <p>Section 6.0 – part c – add “the reasons for a negative vote shall be given and if possible should include specific wording or actions that would resolve the objection.”</p> <p>Section 6.6 (previously 5.5) – 2<sup>nd</sup> Paragraph – 1<sup>st</sup> Sentence - Add “on the PINS announcement or public commenting” and for the last sentence – Add “Furthermore, each objection resulting from public review or submitted by a member of the consensus body, and which is not resolved must be reported to the ANSI BSR.”</p> <p>Section 6.6 – 4<sup>th</sup> Paragraph – at the end, add “and the submitter of the comments shall be so notified.”</p> <p>Add 5<sup>th</sup>, 6<sup>th</sup>, 7<sup>th</sup>, 8<sup>th</sup> and 9<sup>th</sup> paragraph to</p>

Action (Creation, Revision, Review)	Effective Date	Changes/Approvals
		<p>comply with ANSI Clause 2.7</p> <p>Section 7.0 – Add “ANS” in between “proposed” and “standard” in both sentences.</p> <p>Add Section 8.0 Reaffirmation of a PMI Standard to comply with ANSI Clause 4.2.1.2</p> <p>Section 10.2 – Add the word “committees” in the first sentence. Change “project managers” to “committee chairs” and remove “of the project teams”.</p> <p>Section 12.2 – remove parentheses</p> <p>Add section IV – Related Documents</p> <p>Add section VI - Glossary</p>
Revision 6	May2010	<p>Correct Header Section – Capitalized “Other” and update document identifier.</p> <p>Section 6.5 – Made the following change to the first sentence of paragraph 3 – “Substantive changes required to resolve objections, <del>and</del> unresolved objections, <u>and attempts at resolution</u>, shall be reported...” as recommended by ANSI during 2010 document accreditation review.</p> <p>Section 12.4 – Correct typos-should be five individual instead of three and it should be PMI Standards Manager who appoints members of the appeal panel not the PMI Managing Director.</p>

## VI. Glossary

This procedure uses the following specific terms, acronyms, and abbreviations:

Term	Definition
ANSI	American National Standards Institute
ANS	American National Standard

Procedures for the Development and Coordination of  
American National Standards and Other PMI Standards

Level: # 3 Tier-1

Effective Date:

May2010

Responsibility of:

Standards Team

Term	Definition
ISO	International Organization for Standardization
IEC	International Electrotechnical Commission
JTC	Joint Technical Committee
PINS	Project Initiation Notification System
TAG	Technical Advisory Group
BSR	Board of Standards Review
PMI	Project Management Institute
ExSC	Executive Standards Council