



Policy for the Development and Coordination of American National Standards

Policy Level:	3	Responsible:
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		Accountable:
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1. Purpose

The purpose of this policy is to ensure the PMI American National Standards are developed in accordance with American National Standards Institute (ANSI) *Essential Requirements: Due Process Requirements for American National Standards*.

2. Policy Statement

These Policies govern the development of the PMI voluntary consensus American National Standards. These Policies meet the requirements of due process and incorporate all procedural requirements as defined in the American National Standards Institute (ANSI) *Essential Requirements: Due Process Requirements for American National Standards*.¹

With respect to American National Standards, these procedures are intended to be consistent with the *ANSI Essential Requirements: Due process requirements for American National Standards*. Where this PMI Standard Development Procedure document is silent on an issue, the *ANSI Essential Requirements: Due Process Requirements for American National Standards* document referenced above shall serve as the governing document.

2.1 Consensus

Substantial agreement has been reached by directly and materially affected interest categories. This signifies the concurrence of more than a simple majority, but not necessarily unanimity. Consensus requires that all views and objections be considered, and that an effort be made toward their resolution.

2.2 Responsibilities

2.2.1 Standards Consensus Committee

The Standards Consensus Committee shall be responsible for:

- voting on approval of proposed American National Standards;
- voting on approval of reaffirmation of American National Standards; and
- other matters requiring Standards Consensus Committee action as provided in these procedures

2.2.2 Standards Program Team

Under the leadership of the Learning: Vice President the members of the PMI Standards Program Team shall be collectively responsible for:

- overseeing compliance with these procedures and applicable PMI policies and procedures;

¹ American National Standards Institute, 25 West 43rd Street, New York, NY 10036 (<http://www.ansi.org>)

- administration of Standards Consensus Committee activities including maintaining a roster of the Standards Consensus Committee membership,
- submitting documentation to ANSI, when required; and
- publishing or arranging with ANSI for publication of its standards, revisions and addenda.

2.2.3 Manager, Professional Standards

The PMI Manager, Professional Standards shall be responsible for

- Ensuring adherence of the PMI standards program to applicable policies
- Selecting and maintaining Standards Consensus Committee membership
- Participating in appeals process as defined in 2.5;
- Performing other functions as required by these policies.

2.2.4 Standards Development Project Team

Standards Development Project Teams shall be formed to develop or revise Standards. Standards Development Project Team shall be responsible for providing recommendations of the proposed draft Standard to the Standards Consensus Committee.

Standards Development Project Team membership applications shall be open to directly and materially interested parties.

2.2.5 Oversight Function

The PMI Vice President, Learning, Manager, Professional Standards, the Standards & Compliance Lead and PMI Standards Oversight Committee volunteers shall monitor and review all standard actions performed by the Standards Consensus Committee prior to final publication of an American National Standard.

2.2.6 Standards Standing Appeal Committee

PMI Standards Standing Appeal Committee volunteers shall be responsible for addressing procedural action appeals or procedural inaction appeals against the Standards Consensus Committee or PMI. The Standards Standing Appeal Committee decision is final.

2.3 Standards Consensus Committee

2.3.1 Membership

2.3.1.1 Application

Any directly and materially interested person may apply for Standards Consensus Committee membership by completing an electronic application using the PMI online volunteer application system or submitting the application to the Manager, Professional Standards.

Membership on the Standards Consensus Committee shall not be conditional upon membership in any organization, nor unreasonably restricted on the basis of technical qualifications or other such requirements.

An applicant shall define their direct and material interest in PMI standards or in the activities of the PMI Standards Program, their qualifications and willingness to participate actively, and should indicate the Interest Category that best characterizes and reflects the principal professional activities of the applicant. If the applicant inaccurately represents their interests, the interest category may be revised on the invitation.

2.3.1.2 Selection/recommendation

The Standards Consensus Committee membership shall reflect a balance of interests. Membership in the Standards Consensus Committee shall not be dominated by any single Interest Category, individual or organization. Members from diverse Interest Categories shall be sought with the objective of balance (see 2.3.1.4).

In reviewing applications, the Manager, Professional Standards shall consider the following:

- need to achieve balance and active participation by each Interest Category; and
- size of Standards Consensus Committee

Applicants not accepted may have their application maintained on file for later consideration when openings occur.

2.3.1.3 Membership

Members of the Standards Consensus Committee shall be appointed by the Manager, Professional Standards.

Membership term shall be for three years. When a member completes a term or resigns, applications on file in the applicable interest category shall be considered by the Manager, Professional Standards for filling the available position. If insufficient applications are available from which to select a new member, the standards team may engage in proactive recruitment activities.

2.3.1.4 Interest categories

The criteria for balance is that no single interest category constitutes a majority of the membership of the Standards Consensus Committee dealing with other than safety-related standards.

Membership shall be defined by the interest categories below.

<i>Interest Category</i>
Academic/Training
Consultant
Organization/Professional

2.3.1.4.1 Academic/Training: A member who is employed by, is a representative of or retired from an organization that engages in developing new knowledge at a research level and/or delivering project management education and/or training to individuals.

2.3.1.4.2 Consultant: A member who represents his/her own interest and who is knowledgeable in project management disciplines and earns income by providing project management products/processes/services for use externally for a customer organization. This category does not include a consultant who is acting as an agent for another person or entity.

2.3.1.4.3 Organization/Professional: A member who is employed by, is a representative of or retired from an organization that develops, produces, and utilizes project management products/processes/services for use internally to an organization. Government and organizational producers are included in this interest category.

2.3.1.5 Membership Review

2.3.1.5.1 Voting records shall be reviewed on a continual basis by the Standards & Compliance Lead responsible for the Standards Consensus Committee. A member shall be removed for the following if he/she has:

- completed a three-year term,
- voted on less than seventy-five percent (75%) of the ballots,
- abstained on three of the last four ballots,
- failed to vote on three consecutive ballots,
- has a conflict of interest (see 2.3.1.5.4), or
- whose change in employment affects the members interest category or organizational balance within the membership of the Standards Consensus Committee.

Interest category changes shall be documented by PMI after written request from the member.

2.3.1.5.2 At the end of a membership term, the member may reapply for membership for one additional three-year term. If not selected, he/she shall be removed from the Standards Consensus Committee roster.

2.3.1.5.3 A Standards Consensus Committee member may resign at any time.

2.3.1.5.4 Any conflict of interest by any member of the Standards Consensus Committee shall be brought to the attention of the Manager, Professional Standards, who shall discuss and attempt to resolve the issue with the Standards Consensus Committee member. If the issue cannot be resolved the Manager, Professional Standards may remove the member from the Standards Consensus Committee roster.

2.3.1.6 Membership Roster

The Standards & Compliance Lead shall maintain a current Standards Consensus Committee membership roster containing pertinent member contact information, affiliations, and Interest Categories. The membership roster shall be visible to Standards Consensus Committee members via the online collaboration tool. A list of Standards Consensus Committee member names, affiliations and Interest Categories are available to the general public upon request.

2.3.2 Operations

2.3.2.1 General

All Standards Consensus Committee decisions shall be conducted via electronic ballot.

All Standards Consensus Committee members on the roster at the time a ballot opens are eligible to vote on that ballot.

2.3.2.2 Ballot Period

Members should be given at least twenty-one (21) calendar days to return ballots, although the Manager, Professional Standards may request a ballot return in fewer than twenty-one (21) calendar days. In all cases, members shall be given a minimum of fourteen (14) calendar days to return ballots. Fourteen-day (14) ballot periods may be employed for adjudication and recirculation ballots.

A follow-up e-mail requesting immediate return of the ballot shall be sent to all members whose votes have not been received before the ballot closes.

2.3.2.3 Ballot options

Each member shall vote one of the following positions:

- Affirmative; with optional comment
- Negative, with required comments giving the reasons for a negative vote,. A negative ballot not accompanied by a written explanation shall be recorded as such and no further action shall be required;

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- Abstain, with required comment for why the member cannot vote either affirmatively or negatively.

2.3.2.4 Ballot approval - Evidence of consensus

Ballots shall be received from a majority of the Standards Consensus Committee (counting abstentions) and at least two-thirds of those voting shall submit an affirmative ballot (not counting abstentions) prior to a proposed standard, revision, or reaffirmation being adopted.

2.3.3 Disposition of views and objections

2.3.3.1 The Standards & Compliance Lead shall forward the ballot tally and comments to the Manager, Professional Standards.

2.3.3.2 Prompt consideration shall be given to the expressed views and objections of all directly and materially interested parties. 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. If PMI's written response to an ANSI public review commenter explicitly states that their objection shall be considered resolved if no further continuing objection is received within ten (10) working days of the receipt of PMI's response, then PMI may consider the objection resolved if the deadline has passed without notice of continuing objection.

2.3.3.3 Only comments related to the proposal shall be considered. The submitter shall be notified that unrelated comments and comment received subsequent to closing of the ANSI public review and comment period shall be treated as a new proposal.

2.3.3.4 Each unresolved objection and attempt at resolution, and any substantive change made in a proposed American National Standard shall be reported to the Standards Consensus Committee in order to afford all members of the Standards Consensus Committee an opportunity to respond, reaffirm, or change their vote. If requirements of 2.3.2.4 are attained at the completion of the review, all objections shall be considered adjudicated.

2.3.3.5 Each unresolved objector shall be informed in writing that an appeals process exists within these procedures.

2.4 Public Review - Notification of Standards Development

2.4.1 Project Initiation Notification (PINS)

At the initiation of a project to develop, revise or reaffirm an American National Standard (ANS), notification shall be transmitted to ANSI using the Project Initiation Notification (PINS) form for listing in ANSI *Standards Action*.

Written comments received within 30 days of the PINS announcements shall be addressed according to clause 2.5 of ANSI's *Essential Requirements: Due Process Requirements for American National Standards*.

2.4.2 Discontinuance of a standards project or proposal

PMI may decide to abandon the processing of a proposed new or revised ANS or portion thereof, after submission of the PINS, at its own discretion and without a vote of the Standards Consensus Committee. PMI shall notify ANSI immediately of such actions for announcement in ANSI *Standards Action*.

2.4.3 Withdrawal of an American National Standard

PMI may decide to withdraw an ANS at its own discretion and without a vote of the Standards Consensus Committee. PMI shall notify ANSI immediately of such actions and the standard shall be withdrawn as an ANS for announcement in ANSI *Standards Action*.

2.4.4 ANSI Board of Standards Review (BSR) Notifications

2.4.4.1 Board of Standards Review (BSR-8)

Proposals for new ANS and proposals to revise, or reaffirm, an existing ANS shall be submitted to ANSI using the BSR-8 form for listing in ANSI *Standards Action* in order to provide an opportunity for public comment and specifying a source for additional information.

Submission of the BSR-8 form may be concurrent with Standards Consensus Committee balloting.

Public review comments shall be entered directly into the PMI Public Comment Tool, downloaded and submitted to the contact listed in ANSI *Standards Action*.

If substantive changes are made to the proposed standard, a new BSR 8 to ANSI for an additional public review and comment period shall be submitted.

2.4.4.2 Board of Standards Review (BSR-9)

The BSR-9 shall be filed with ANSI upon completion of PMI's procedural requirements for the ANSI Board of Standards Review consideration of a proposed new, revised or reaffirmed PMI standard as an ANS. Notice of final action is published by ANSI in *Standards Action*.

2.5 Appeals

All unresolved ANSI public review commenters and unresolved negative Standards Consensus Committee voters shall be notified of their right to appeal in writing. The notification of the right to appeal shall notify the unresolved ANSI public review commenters and unresolved negative voters that they have the right to file procedural appeals with PMI.

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2.5.1 Persons who have directly and materially interested and who have been or will be adversely affected related to the PMI standards activity shall have a right to appeal any procedural actions or inactions of the Standards Consensus Committee or PMI. Appeals shall only be considered when due process provided in these Policies has been exhausted.

2.5.2 The appellant shall file a written complaint with PMI within ten (10) working days after the date of notification of action. Appeals of inactions shall be submitted within a reasonable time after becoming aware of the inaction and within the current standard development cycle. 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. Appeals received after 3:00 pm ET shall be processed the next working day.

Appeals and the required USD \$500 filing fee shall be directed to the secretary of the Standards Standing Appeals Committee on or before midnight Eastern time of the due date. The filing fee may be waived or reduced only upon sufficient evidence of hardship.

NOTE 1 – Global Headquarters of PMI is located in Newtown Square, Pennsylvania. Working days and times are Monday – Friday 9:00 am – 5:00 pm ET. All timeframes exclude US Holidays and PMI office closures.

NOTE 2 – After review of the filed written complaint, the Standing Appeal Committee Secretary may consult the Standards Standing Appeal Committee Chair regarding the nature of the complaint. The Standards Standing Appeal Committee Chair shall render a decision informing the appellant as to whether the written complaint submitted has fulfilled filing requirements. If the Standards Standing Appeal Committee Chair determines the written complaint has not fulfilled filing requirements, the written complaint shall be filed for record keeping and the submitter will be notified that the complaint does not meet the criteria for a procedural appeal.

2.5.3 Within ten (10) working days after receipt of the complaint, the Manager, Professional Standards shall respond in writing to the appellant, specifically addressing each allegation of fact in the complaint to the extent of the respondent's knowledge.

2.5.4 If the appellant is unsatisfied with the response, the appellant may request a hearing within ten (10) working days to address the issues. If the appellant does not request a hearing within ten (10) working days, a hearing will not be scheduled and no further action on the appeal will be taken.

A hearing date for an appeal shall be set by the Standards Standing Appeal Committee Secretary after consultation with the Standards Standing Appeal Committee Chair. All participants shall be given at least ten (10) working days' notice in advance of the meeting.

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The hearing shall be held within twenty-five (25) working days of the hearing request. If following the hearing date request, ten (10) working days elapse and all parties cannot reach an agreeable date for a hearing, a written record appeal shall be conducted.

2.5.5 The Standards Standing Appeal Committee Secretary shall establish a panel consisting of a minimum of three (3) Standards Standing Appeal Committee members to hear the appeal or review the written record of the appeal, subject to applicable conflict of interest procedures (see 2.5.5.1). The Chair or the designee of the Standards Standing Appeal Committee may appoint one (1) additional panel member who shall be a person knowledgeable and experienced with the *Policy for the Development and Coordination of American National Standards* (PMI Policy) and the standards development process if the minimum of three Standards Standing Appeal Committee members are not available to serve on the panel. Such appointment(s) of one non-Standards Standing Appeal Committee member shall be with the concurrence of all parties to the appeal. A majority of the members shall be members of the Standards Standing Appeal Committee.

Standards Standing Appeal Committee members shall receive copies of the appeals record at least ten (10) working days prior to the date of the appeals hearing.

2.5.5.1 Standing Appeals Committee – Conflict of Interest

In addition to complying with PMI’s Conflict of Interest Policy, Standards Standing Appeals Committee members shall act at all times in a manner that promotes confidence in the integrity and impartiality of PMI’s standards development processes and procedures and should avoid a conflict of interest or the appearance of a conflict of interest in connection with all PMI standard activities.

Potential conflict of interest may arise when a Standards Standing Appeals Committee member:

- Directly participated in the PMI Standards activity under consideration by the Standards Standing Appeal Committee;
- Is employed by PMI, members of PMI Board of Directors, Board Standing committees, Board Support Committee, Standards Insight Team, Ethics Insight Team, Academic Insight Team, Standards Consensus Committee, Development Project Team, Review Team and other committees;
- Any relationship between the Standards Standing Appeals Committee member and the appellant to an action before the Standards Standing Appeals Committee, whether past or present, that reasonably raises a question of a Standing Appeals Committee member’s impartiality;
- Any conflict that would prevent the Standards Standing Appeal Committee member from performing their role.

Similarly, a conflict of interest usually does not exist by virtue of the fact that a Standards Standing Appeals Committee member participated in the development of other standards by PMI or is a PMI member.

If the appellant asserts that a Standards Standing Appeal Committee member has a conflict of interest, the appellant is required to state the reason(s) for their belief. The information shall then be forwarded to the Standards Standing Appeal Committee member identified as having a possible conflict for that person's response. If that committee member disagrees with the assertion, then the Standards Standing Appeal Committee Chair or Designee shall make a final determination as to whether a conflict of interest exists.

Standards Standing Appeal Committee members who are disqualified from a particular discussion shall not participate in the deliberations or decisions.

2.5.5.2 The Standards Standing Appeals panel shall be charged with determining whether the appellant received due process and that the procedures outlined in the *Policy for the Development and Coordination of American National Standards* were followed in addressing the appellant's objections.

2.5.6 The appellant has the burden of demonstrating improper actions or inactions, adverse effects, and the efficacy of the requested remedial action. The respondent has the burden of demonstrating that participants in the PMI standards activity took all actions in compliance with these procedures.

2.5.6.1 In a hearing, each party may cite other pertinent arguments, and members of the appeals panel may address questions to individuals. *The Standard Code of Parliamentary Procedure* (latest edition) shall apply to questions of parliamentary procedure for the hearing not covered herein.

2.5.6.2 In a written record appeal, the Standards Standing Appeal panel may pose questions in writing to the appellant and respondent with a maximum of a five (5) working day response time. Responses shall support answers to the questions posed and may include documentation. Responses and documentation exceeding the scope of answering the questions shall not be considered by the Standards Standing Appeal panel.

2.5.7 The decision of the Standards Standing Appeals panel shall require a majority vote of the panel.

The decision shall represent the decision of the Standards Standing Appeal Committee and shall be provided to all Standards Standing Appeal Committee members for their information.

The appellant and respondent will receive a written copy of the decision.

The decision shall specify the outcome of the appeal and shall be accompanied by an explanation of the reasons for such outcome stating findings of fact and conclusions, with

reasons thereof, based on a preponderance of the evidence, and the specific relief granted, if any. Consideration may be given to the following positions in formulating the decision:

2.5.7.1 finding for the appellant, remanding the action to the Manager, Professional Standards for appropriate action, which may include delegation to other appropriate team members or volunteer bodies for resolution; or

2.5.7.2 finding for the respondent; or

2.5.7.3 finding that new substantive evidence has been introduced, and remanding the entire action to the Manager, Professional Standards for appropriate reconsideration; or

2.5.7.4 finding the appellant does not have standing or the written complaint does not meet filing requirements.

2.6 National adoption of ISO or IEC standards as American National Standard

If PMI wishes to adopt an ISO or IEC standard as an American National Standard, it shall comply with the requirements set forth in the *Procedures for the National Adoption of ISO or IEC Standards as American National Standards*, the current edition of ANSI's *Essential Requirements: Due process requirements for American National Standards*, and these policies (procedures).

2.7 Patents

PMI shall comply with the current version of the *ANSI Essential Requirements: Due process requirements for American National Standards*, ANSI patent policy – Inclusion of Patents in American National Standards.

2.8 Antitrust Policy

ANS Standards shall be developed in accordance with applicable antitrust and competition laws, and meetings amongst competitors to develop ANS Standards are to be conducted in accordance with these laws.

2.9 Commercial terms and conditions

PMI shall comply with the current version of the *ANSI Essential Requirements: Due process requirements for American National Standards*, Commercial terms and conditions.

2.10 Interpretations

PMI does not provide interpretations of its standards. Any inquiries related to interpretation of any part of a PMI standard will be deferred to a later revision of the standard.

2.11 Evidence of Compliance – Record keeping

Records related to the development of a standard shall be retained for one complete standards cycle, i.e., until the standard is revised, reaffirmed or withdrawn, or until the

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records are subject to an ANSI audit, whichever is longer. Records concerning withdrawals of ANS shall be retained for at least five years from the date of withdrawal or until the next ANSI audit, whichever is longer.

2.12 Metric Policy

The International System of Units (SI) shall be used as the preferred units of measures in PMI standards.

3. Monitoring

The Policy for the Development and Coordination of American National Standards and PMI Standards is reviewed annually and updated when required.

4. Policy Distribution

Internal: Any PMI Team Member responsible for facilitating the development or revision of PMI Standards

External Stakeholders: Standard Program Volunteers

5. Related Documents

Related procedures, forms, and other support documents enforce, maintain, and verify policy compliance. These procedures and forms support this policy:

Document Name	Document Type (Procedure, Form, Template, Manual, User Guide, Guidelines, Governing Document, etc.)
Development of PMI Standards	Procedure
<i>ANSI Essential Requirements: Due Process Requirements for American National Standards</i>	Policy
Standards Consensus Committee Procedure	Procedure
Standards Oversight Committee Procedure	Procedure
Standards Standing Appeals Committee Procedure	Procedure

6. Revision History

Changes to this policy are made as necessary under the direction of the preparers and approvers. The change log describes new topics and other changes.

Action (Creation, Revision, Review)	Action Date	Changes Made (Detail any changes that may have been made)
Creation	February 2016	
Approval	May 2016	Approve by President & CEO
Revision	February 2017	Updated department to Brand Management
Revision	March 2018	Updated per ANSI audit 2017 recommendations
Revision	August 2020	Updated titles and names to be consistent with transformation. Oversight function added Term limits modified to 3 years Balloting recommended period modified to 21 days Appeals updated to be Standards Consensus Committee
Revision	March 2021	PMI Standard will be developed differently than ANSI Standards Clarified Oversight Committee members Appeals procedure updated Panel Definition added

Action (Creation, Revision, Review)	Action Date	Changes Made (Detail any changes that may have been made)
Revision	February 2022	Editorial updates: Throughout the document, additional edits reflect a consistent use of "parties", "directly and materially interested parties" and with respect to appeals and withdrawal-for-cause requests, "directly and materially interested parties who have been or will be adversely affected" by the ANS at issue. Such limited editorial updates alone do not require formal reaccreditation, but ASDs are asked to submit the updated version of your accredited procedures to ANSI in a timely manner.
Revision	January 2024	Product Manager, Standards Changed to Director, Standards Interest Categories Updated: Academic/Training, Consultant, Organization/Professional Interest Category deleted: General Interest Negative ballot response language updated to no longer require specific changes to the document. Text added for submission of comments during BSR8 process.
Revision	May 2025	Updated PMI Team member titles: Director, Standards to Manager, Professional Standards and Standards Compliance Specialist to Standards & Compliance Lead Updated language with submission of BSR8 comments Updated references

7. Glossary

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

Term	Definition
BSR	Board of Standards Review
ISO	International Organization for Standardization
IEC	International Electrotechnical Commission
PINS	Project Initiation Notification System
PMI	Project Management Institute
Continuous Maintenance	Continuous maintenance is defined as the maintenance of a standard by consideration of recommended changes to any part of it according to a documented schedule for consideration and action by the consensus body.
Panel	A subgroup of the committee to hear or review the procedural appeal and render a decision.
Periodic Maintenance	Periodic maintenance is defined as the maintenance of a standard by review of the entire document and action to revise or reaffirm it on a schedule not to exceed five years from the date of its approval as an American National Standard.
Stabilized Maintenance	A standard that is maintained under the stabilized maintenance option shall satisfy the following eligibility criteria: <ul style="list-style-type: none"> a) the standard addresses mature technology or practices, and as a result, is not likely to require revision; and b) the standard is other than safety or health related; and c) the standard currently holds the status of American National Standard and has been reaffirmed at least once; and d) at least ten years have passed since the approval or last revision of the standard as an ANS; and e) the standard is required for use in connection with existing implementations or for reference purposes.

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Policy for the Development and Coordination of American National Standards	October 2025	Policy Level: # 3
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Term	Definition
Withdrawal	The term withdrawal refers to the removal of the ANS status and as such, the withdrawal process applies only to those PMI standards with ANS status. Note: Withdrawal is different from discontinuation. Discontinuation refers to the removal of a standard from the marketplace.

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