

Policy Level: 3

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Accountable:
President and CEO

Responsible: Global Experience &
Solutions, Standards Program
Position Responsible for
Executing/Maintaining: Standards Compliance
Specialist

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1. Purpose

The purpose of this policy is to ensure the PMI American National Standard and PMI 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 It is understood when a PMI Standard is developed with the intent for the Standard not be an American National Standard, those procedures specifically related to the ANSI process may not be applicable.

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

2.2.2 Standards Program Staff

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

Under the direction of the Product Manager, Standards the members of the PMI Standards Program Staff shall be collectively responsible for:

- overseeing compliance with these procedures and applicable PMI policies and procedures;
- 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 Product Manager, Standards

The PMI Product Manager, 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 2.6;
- 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 affected individuals.

2.2.5 Oversight Function

The PMI Director and Portfolio Lead, Standards and Publication, Product Manager, Standards and the Standard Compliance Specialist shall monitor and review all standard actions performed by the Standards Consensus Committee prior to final publication of an American National Standard.

2.3 Standards Consensus Committee

2.3.1 Membership

2.3.1.1 Application

Any directly and materially affected 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 Product Manager, 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 Standard 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 Product Manager, Standards shall consider the following:

- need to achieve balance and active participation by each Interest Category; and
- size of consensus body

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 Product Manager, 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 Product Manager, Standards for filling the available position. If insufficient applications are available from which to select a new member, the standards staff 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>	
Consultant	Academic/Training
Organization/Professional	General Interests

2.3.1.4.1 Academic/Training: A member who is employed by or is a representative of 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.

2.3.1.4.3 General Interest: An individual or a representative of an organization who does not fit in any of the other categories

2.3.1.4.4 Organization/Professional: A member who is employed by or is a representative of 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 staff 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 three of the last four ballots,
- abstained on three of the last four ballots,
- who fails to vote on two consecutive ballots,
- who abstains on three of the last four 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 Product Manager, Standards, who shall discuss and attempt to resolve the issue with the Standards Consensus Committee member. If the issue cannot be resolved the Product Manager, Standards may remove the member from the Standards Consensus Committee roster.

2.3.1.6 Membership Roster

The Standards Compliance Specialist 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 on-line 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 Product Manager, 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.

Three follow-up e-mails requesting immediate return of the ballot should 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, and specific wording changes to the document or other actions that would resolve the objection. A negative ballot not accompanied by a written explanation shall be recorded as such and no further action shall be required;
- 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 Specialist shall forward the ballot tally and comments to the Product Manager, Standards.

2.3.3.2 Prompt consideration shall be given to the expressed views and objections of all directly and materially affected individuals. 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 a public 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 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 Standard 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, reaffirm, or withdraw approval of 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.

All comments from public review shall be sent to the Product Manager, Standards, who will resolve them according to 2.3.3. 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's of Standards Review consideration of a proposed new, revised or reaffirmed PMI standard as an ANS

2.5 Appeals

2.5.1 Persons who have directly and materially affected interests and who have been or may 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 thirty (30) calendar 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.

2.5.3 Within thirty days after receipt of the complaint, the Product Manager, 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, he or she may request a hearing to address the issues. The Product Manager, Standards shall schedule a hearing with an appeals panel on a date agreeable to all participants, giving the appellant at least ten (10) working days' notice in advance of the meeting.

2.5.5 The appeals panel shall consist of five individuals nominated by the Product Manager, Standards and who have not been directly involved in the matter in dispute, and will not be materially or directly affected by any decision made or to be made in the dispute. At least three members of the panel shall be acceptable to the appellant. If PMI and the appellant cannot agree on the composition of the appeals panel within fourteen (14) calendar days, the panel shall be appointed by Director and Portfolio Leader, Standards and Publications. Appeals panel members shall select a Chair and Secretariat from their membership.

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 and/or 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.

2.5.7 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:

2.5.7.1 finding for the appellant, remanding the action to the Product Manager, Standards with a specific statement of the issues and facts in regard to which fair and equitable action was not taken;

2.5.7.2 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; or

2.5.7.3 finding that new evidence has been introduced, and remanding the entire

action to the Product Manager, Standards for appropriate reconsideration.

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 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 staff 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

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

Action (Creation, Revision, Review)	Action Date	Changes Made (Detail any changes that may have been made)
Revision	August 2020	<p>Updated titles and names to be consistent with transformation.</p> <p>Oversight function added</p> <p>Term limits modified to 3 years</p> <p>Balloting recommended period modified to 21 days</p> <p>Appeals updated to be Standards Consensus Committee</p>

7. Glossary

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

Term	Definition
ISO	International Organization for Standardization
IEC	International Electrotechnical Commission
PINS	Project Initiation Notification System
BSR	Board of Standards Review
PMI	Project Management Institute
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.
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.

Term	Definition
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	<p>A standard that is maintained under the stabilized maintenance option shall satisfy the following eligibility criteria:</p> <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.