



BSI Standards Publication

Information technology — Process assessment — Process assessment model for system life cycle processes

National foreword

This Published Document is the UK implementation of ISO/IEC TS 33060:2025. It supersedes PD ISO/IEC TS 33060:2020, which is withdrawn.

The UK participation in its preparation was entrusted to Technical Committee IST/15, Software and systems engineering.

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ISO/IEC TS 33060

Information technology — Process assessment — Process assessment model for system life cycle processes

*Technologies de l'information — Évaluation du processus —
Modèle d'évaluation du processus pour les processus du cycle de
vie du système*

**Second edition
2025-04**



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CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

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Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives or www.iec.ch/members_experts/refdocs).

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This document was prepared by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 7, *Software and systems engineering*.

This second edition cancels and replaces the first edition (ISO/IEC TS 33060:2020), which has been technically revised.

The main changes are as follows:

- processes, process purposes, and process outcomes are revised to reflect the ISO/IEC/IEEE 15288:2023 processes;
- base practices are revised to reflect the ISO/IEC/IEEE 15288:2023 activities and tasks;
- process outputs and their descriptions are revised;
- this process assessment model includes a process quality attribute of process performance and can be used with other models of process quality, for instance capability as described in ISO/IEC 33020.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html and www.iec.ch/national-committees.

Introduction

The set of International Standards ISO/IEC 33001 to ISO/IEC 33099 defines the requirements and resources needed for process assessment. The overall architecture and content of the series is described in ISO/IEC 33001.

This document defines a process assessment model for system life cycle processes, conformant with the requirements of ISO/IEC 33004, for use in performing a conformant assessment in accordance with the requirements of ISO/IEC 33002.

A process assessment model is related to one or more process reference models. The process reference model defined in ISO/IEC/IEEE 15288 is used as the basis for the process assessment model in this document.

A process assessment model incorporates a process measurement framework conformant with the requirements of ISO/IEC 33003 and is expressed as a process quality characteristic with a defined set of process attributes.

A process assessment model includes a set of assessment indicators. Process performance indicators address the process purpose and outcomes of each process in the process assessment model. Process quality indicators demonstrate the achievement of the process attributes in the process measurement framework. These indicators may also provide a reference source of practices when implementing a process improvement program.

The assessment indicators are used as a basis for collecting objective evidence to support an assessor's judgement in assigning ratings of the performance and quality of an implemented process. The set of indicators defined in this document is not intended to be an all-inclusive set and applicable in its entirety. Subsets appropriate to the context and scope of the assessment should be selected, and potentially augmented with additional indicators.

A process assessment is conducted according to a documented assessment process. A documented assessment process identifies the rating method to be used in rating process attributes and identifies or defines the aggregation method to be used in determining ratings.

ISO/IEC 33020 provides a process measurement framework for the assessment of process capability which may be incorporated as a process measurement framework in this document. ISO/IEC 33020:2019, Annex B includes a set of process quality indicators for each process attribute in the process measurement framework.

Information technology — Process assessment — Process assessment model for system life cycle processes

1 Scope

This document defines a process assessment model for system life cycle processes, conformant with the requirements of ISO/IEC 33004, for use in performing a conformant assessment in accordance with the requirements of ISO/IEC 33002.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO/IEC/IEEE 15288:2023, *Systems and software engineering — System life cycle processes*

ISO/IEC 33001, *Information technology — Process assessment — Concepts and terminology*

ISO/IEC 33003, *Information technology — Process assessment — Requirements for process measurement frameworks*

ISO/IEC 33004, *Information technology — Process assessment — Requirements for process reference, process assessment and maturity models*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO/IEC 33001 and ISO/IEC/IEEE 15288 apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

4 The process assessment model

4.1 General

This document provides a basis for a process assessment model that is two-dimensional. In one dimension, the process dimension, the processes are defined and classified into process categories together with the set of assessment indicators of process performance. In the other dimension, the quality dimension, for each process attribute in the process measurement framework a set of process quality indicators is defined for the selected process quality characteristic.

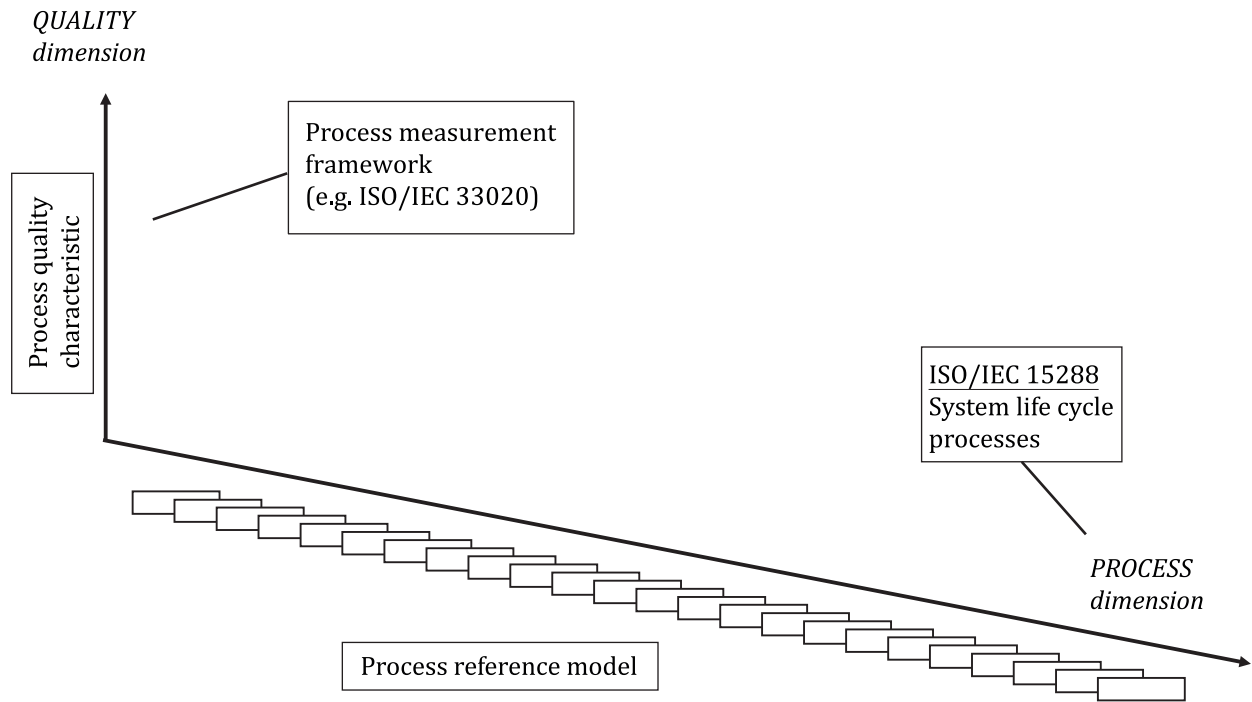


Figure 1 — Structure of the process assessment model

[Figure 1](#) shows the process assessment model as a two-dimensional model, the process dimension with its relationship to ISO/IEC/IEEE 15288 system life cycle processes, and the quality dimension in relationship to a process measurement framework.

Users of this document may freely reproduce the detailed descriptions contained in the assessment model as part of any tool or other material to support the performance of process assessments, so that it can be used for its intended purpose.

4.2 Structure of the process assessment model

4.2.1 General

This clause describes the detailed structure of the process assessment model and its key components.

The process dimension comprises the set of processes defined with the process purpose and process outcomes together with a set of assessment indicators of process performance.

In accordance with ISO/IEC 33004, a process shall be described in terms of its purpose and process outcomes, and the set of process outcomes shall be necessary and sufficient to achieve the purpose of the process (ISO/IEC 33004:2015, 5.4).

The processes in this document are derived directly from ISO/IEC/IEEE 15288 and meet the ISO/IEC 33004 requirements for process descriptions, process purposes and outcomes.

The quality dimension comprising a set of process attributes for a selected process quality characteristic is incorporated as a process measurement framework together with a set of process quality indicators.

NOTE ISO/IEC 33020 provides a process measurement framework for the assessment of process capability which can be incorporated into this document. ISO/IEC 33020 also includes a set of process quality indicators for each process attribute in the process measurement framework.

4.2.2 Processes

The process assessment model is based upon the system life cycle processes defined in ISO/IEC/IEEE 15288. The process reference model drawn from ISO/IEC/IEEE 15288 consists of the process purpose and outcomes defined in that standard. The purpose and outcomes are a statement of the goals of the performance of each process.

In this document, ISO/IEC/IEEE 15288 serves as the process reference model for process assessments. [Figure 2](#) lists the processes from ISO/IEC/IEEE 15288 that are included in the process dimension of the process assessment model and shows their classification into process groups.

The process groups and their associated processes are described in [Clause 5](#). The description of each process group includes a characterization of the processes it contains. In this process assessment model, each process belonging to a group is identified with a process identifier (ID) consisting of the group abbreviated name and the sequential number of the process in that group.

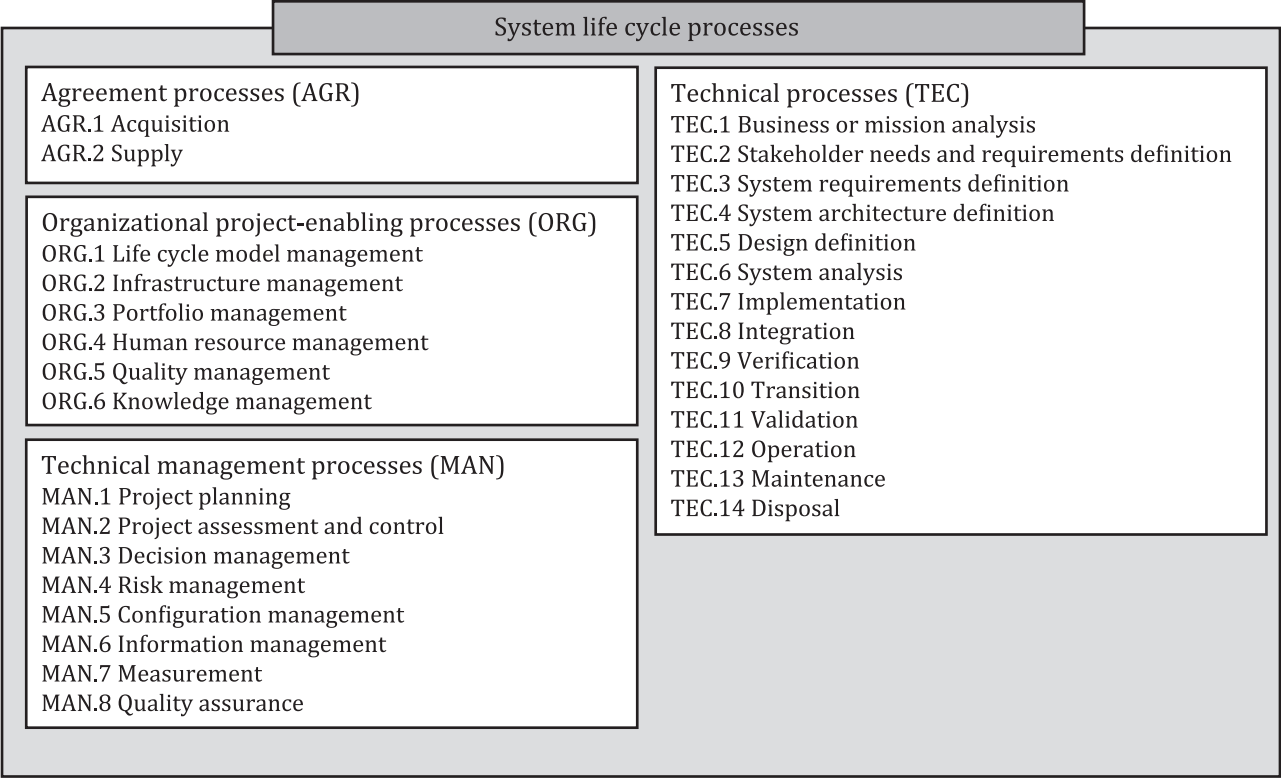


Figure 2 — Process groups

4.2.3 Process dimension

Each process has a process identifier (ID) consisting of the process group abbreviated name and the sequential number of the process in that group. Each process is described by its name, purpose, outcomes, base practices, and process outputs.

Each process is described in terms of a purpose statement. These statements contain the unique functional objectives of the process when performed in a particular environment. A list of specific process outcomes is associated with each of the process purpose statements, as a list of expected positive results of the process performance.

4.2.4 Quality dimension

For the quality dimension, the minimum requirement is that the process is performed, i.e. the implemented process achieves its process purpose and the expected outcomes are observable.

Process attributes are features of a process that can be evaluated on a scale of achievement, providing a measure of the quality of the process and are applicable to all processes.

4.3 Assessment indicators

A process assessment model is based on the principle that the quality of a process can be assessed by demonstrating the achievement of process attributes on the basis of evidences related to assessment indicators.

There are two types of assessment indicators: process performance indicators and process quality indicators. Process performance indicators address the process purpose and outcomes of each process in the process dimension. Process quality indicators demonstrate the achievement of the process attributes in the quality dimension.

The process performance indicators are:

- base practice (BP);
- process output (PO).

The performance of base practices (BPs) provides an indication of the extent of achievement of the process purpose and process outcomes. The base practices correspond to ISO/IEC/IEEE 15288 activities and tasks. Process outputs (POs) are either used or produced (or both), when performing the process. Process outputs that are the key outputs of the process, are primarily used as performance indicators.

[Annex A](#) provides the list of process outputs associated with the processes in [Clause 5](#). The process outputs are identified by categories. The process outputs are indicated by the process IDs.

Process quality indicators depend on the process quality characteristic of interest. ISO/IEC 33003 states that at least one of the process attributes shall comprise the achievement of the defined process purpose and process outcomes for the process; this is termed the process performance attribute (ISO/IEC 33003:2015, 4.2.1). Other process quality attributes can be defined as needed.

The process performance and process quality indicators represent types of objective evidence that might be found in an instantiation of a process and therefore could be used to judge achievement of quality. [Figure 3](#) shows how the assessment indicators are related to process performance and process quality.

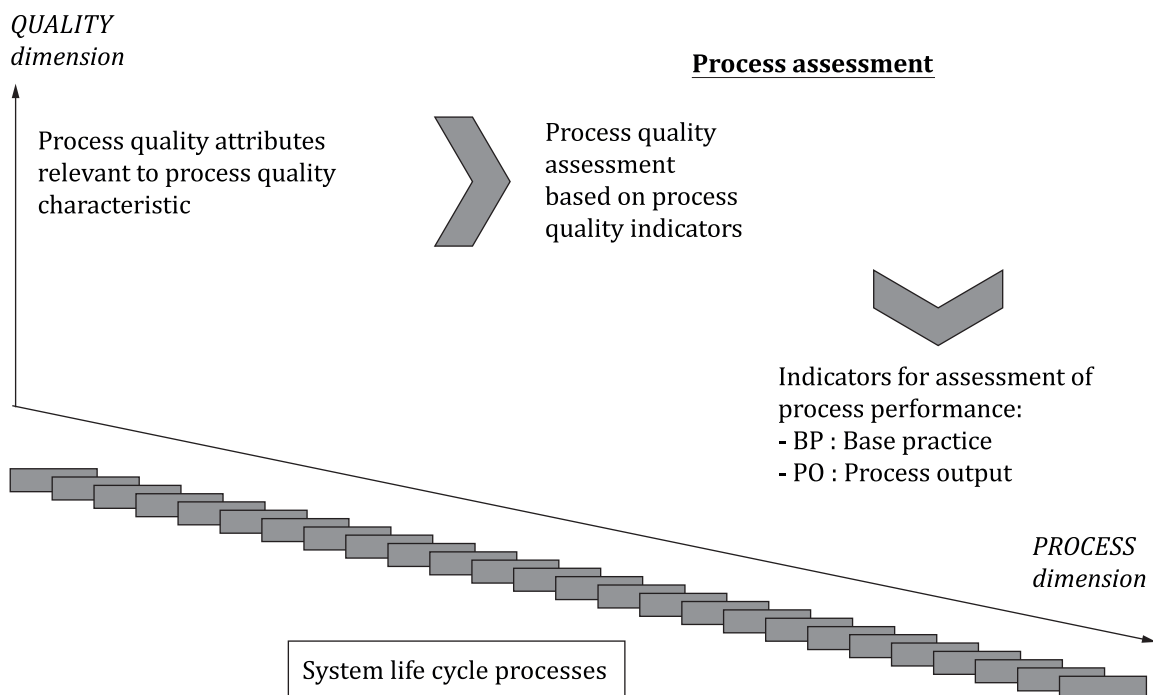


Figure 3 — Assessment indicators

5 The process dimension

5.1 General

The process dimension comprises the set of processes defined with process purpose and process outcomes together with a set of assessment indicators of process performance.

The individual processes each have a process identifier (ID) consisting of the process group abbreviated name and the sequential number of the process in that group and are described in terms of process name, process purpose, and process outcomes as defined in ISO/IEC/IEEE 15288.

In addition, the process dimension of the process assessment model provides information in the form of a set of:

- a) base practices for the process providing a definition of the tasks and activities needed to accomplish the process purpose and fulfil the process outcomes; each base practice is associated to one or more process outcomes; and
- b) process outputs that are related to one or more process outcomes (see NOTE 2).

ISO/IEC 33004 states that a process assessment model shall be based on a set of assessment indicators that explicitly address the purpose and process outcomes, as defined in the selected process reference model, of each of the processes within the scope of the process assessment model (ISO/IEC 33004:2015, 6.3.8).

The process purposes, outcomes, base practices and process outputs associated with the processes are included in this clause. The base practices and process outputs constitute the set of indicators of process performance.

NOTE 1 This document uses in [5.2](#) to [5.5](#) extracts of text from ISO/IEC/IEEE 15288:2023, Clause 5 and 6 to ensure uniform interpretation of the process purposes and outcomes and to support the use of ISO/IEC/IEEE 15288. The process group descriptions refer to ISO/IEC/IEEE 15288:2023, 5.7 and the individual process descriptions refer to ISO/IEC/IEEE 15288:2023, Clause 6.

NOTE 2 ISO/IEC/IEEE 24774:2021, 5.4.6 defines process outputs: Process outputs are of two main types: artefacts and information items. Artefacts include prototypes, models, system components and elements, as well as finished products and services. A work product is an artefact associated with the execution of a process. There are four generic work product categories: services (e.g. operation); software (e.g. computer program, documents, information, contents); hardware (e.g. computer, device); and processed materials.

A documented assessment process and assessor judgment is needed to ensure that process context (application domain, business purpose, development methodology, size of the organization, etc.) is explicitly considered when using this information.

5.2 Agreement processes (AGR)

5.2.1 General

Organizations are producers and users of systems. One organization (acting as an acquirer) can task another (acting as a supplier) for products or services. This is achieved using agreements. Agreements allow both acquirers and suppliers to realise value and support strategies for their organizations.

Generally, organizations act simultaneously or successively as both acquirers and suppliers of systems. The agreement processes can be used with less formality when the acquirer and the supplier are in the same organization. Similarly, they can be used within the organization to agree on the respective responsibilities of organization, project and technical functions.

5.2.2 Acquisition process

Process ID	AGR.1
Process name	Acquisition process
Process purpose	The purpose of the acquisition process is to obtain a product or service in accordance with the acquirer's requirements.
Process outcomes	As a result of the successful performance of the acquisition process: a) a request for supply is prepared; b) one or more suppliers are selected; c) an agreement is established between the acquirer and supplier; d) a product or service complying with the agreement is accepted; e) acquirer obligations defined in the agreement are satisfied. f) responsibility for the acquired product or service is transferred, as directed by the agreement.
Base practices	AGR.1.BP1: Prepare for the acquisition. [Outcome: a] 1) Define a strategy for how the acquisition will be conducted. 2) Prepare a request for the supply of a product or service that includes the requirements. AGR.1.BP2: Advertise the acquisition and select the supplier. [Outcome: b] 1) Communicate the request for the supply of a product or service to potential suppliers. 2) Select one or more suppliers. AGR.1.BP3: Establish and maintain an agreement. [Outcome: c] 1) Develop and approve an agreement with the supplier that includes acceptance criteria. 2) Identify necessary changes to the agreement. 3) Evaluate impact of changes on the agreement. 4) Update the agreement with the supplier, as necessary. AGR.1.BP4: Monitor the agreement. [Outcome: e] 1) Assess the execution of the agreement. 2) Provide data needed by the supplier and resolve issues in a timely manner.

	AGR.1.BP5: Accept the product or service. [Outcome: d, e, f] 1) Confirm that the delivered product or service complies with the agreement. 2) Provide payment or other agreed consideration. 3) Accept the product or service from the supplier, or other party, as directed by the agreement. 4) Close the agreement.
Process outputs	Acquisition approach [Outcome: all] Request for supply [Outcome: a] Acquisition agreement [Outcome: b, c] Acquisition agreement change request [Outcome: b, c] Accepted system or system element [Outcome: d, f] Acquisition report [Outcome: all] Acquisition payment [Outcome: e, f] Acquisition records [Outcome: all]

5.2.3 Supply process

Process ID	AGR.2
Process name	Supply process
Process purpose	The purpose of the supply process is to provide an acquirer with a product or service that meets agreed requirements.
Process outcomes	As a result of the successful performance of the supply process: a) an acquirer for a product or service is identified; b) a response to the acquirer's request is produced; c) an agreement is established between the acquirer and supplier; d) a product or service is provided; e) supplier obligations defined in the agreement are satisfied; f) responsibility for the acquired product or service, as directed by the agreement, is transferred.
Base practices	AGR.2.BP1: Prepare for the supply. [Outcome: a] 1) Determine the existence and identity of an acquirer who has a need for a product or service. 2) Define a supply strategy. AGR.2.BP2: Respond to a request for supply of products or services. [Outcome: b] 1) Evaluate a request for the supply of a product or service to determine feasibility and how to respond. 2) Prepare a response that satisfies the solicitation. AGR.2.BP3: Establish and maintain an agreement. [Outcome: c]

	1) Negotiate and approve an agreement with the acquirer that includes acceptance criteria. 2) Identify necessary changes to the agreement. 3) Evaluate impact of changes on the agreement. 4) Update the agreement with the acquirer, as necessary. AGR.2.BP4: Execute the agreement. [Outcome: d, e] 1) Execute the agreement according to the established project plans. 2) Assess the execution of the agreement. AGR.2.BP5: Deliver and support the product or service. [Outcome: d, e, f] 1) Deliver the product or service in accordance with the agreement criteria. 2) Provide assistance to the acquirer in support of the delivered product or service, per the agreement. 3) Accept and acknowledge payment or other agreed consideration. 4) Transfer the product or service to the acquirer, or other party, as directed by the agreement. 5) Close the agreement.
Process outputs	Supply approach [Outcome: all] Supply response [Outcome: b] Supply agreement [Outcome: c] Supply agreement change request [Outcome: c] Supplied system or system element [Outcome: d] Supply report [Outcome: all] Supply records [Outcome: all]

5.3 Organizational project-enabling processes (ORG)

5.3.1 General

The organizational project-enabling processes are concerned with providing the resources needed to enable the project to meet the needs and expectations of the organization's stakeholders. The organizational project-enabling processes are typically concerned at a strategic level with the management and improvement of the organization's undertaking, with the provision and deployment of resources and assets, and with its management of risks in competitive or uncertain situations.

The organizational project-enabling processes establish the environment in which projects are conducted. The organization establishes the processes and life cycle models to be used by projects; establishes, redirects, or cancels projects; provides resources required, including human and financial; and sets and monitors the quality measures for systems and other deliverables that are developed by projects to satisfy internal and external customers.

The organizational project-enabling processes do not necessarily imply commercial or profit-making motives. Organizational project-enabling processes are equally relevant to non-profit organizations, since they are also accountable to stakeholders, are responsible for resources and encounter risk in their undertakings. This document can be applied to non-profit organizations as well as to profit-making organizations. In addition, organizational project-enabling processes are not intended to be a comprehensive set of organizational processes that enable strategic management of the organization.

5.3.2 Life cycle model management process

Process ID	ORG.1
Process name	Life cycle model management process
Process purpose	The purpose of the life cycle model management process is to define, maintain, and help ensure availability of policies, life cycle processes, life cycle models, and procedures for use by the organization with respect to the scope of this document. This process provides policies, life cycle processes, life cycle models, and procedures that are consistent with the organization's objectives. These life cycle assets are defined, adapted, improved, and maintained to support individual project needs in a way that they are capable of being applied using effective, proven methods and tools.
Process outcomes	As a result of the successful performance of the life cycle model management process: a) organizational policies and procedures for the management and deployment of life cycle models and processes are established; b) roles, responsibility, accountability, and authority within life cycle policies, processes, models, and procedures are defined; c) policies, life cycle processes, life cycle models, and procedures for use by the organization are selected; d) policies, life cycle processes, life cycle models, and procedures for use by the organization are assessed; e) prioritised process, model, and procedure improvements are implemented.
Base practices	ORG.1.BP1: Establish the life cycle processes. [Outcome: a, b, c] 1) Establish policies and life cycle procedures for process management and deployment that are consistent with organizational strategies. 2) Establish the life cycle processes that implement the requirements of this document and that are consistent with organizational strategies. 3) Define the roles, responsibilities, accountabilities, and authorities to facilitate implementation of life cycle processes and the strategic management of life cycles. 4) Define criteria that control progression through the life cycle. 5) Establish standard life cycle models for the organization that are comprised of stages, and define the purpose and outcomes for each stage. ORG.1.BP2: Assess the life cycle processes. [Outcome: d] 1) Monitor process execution across the organization. 2) Conduct periodic reviews of the life cycle models used by the projects. 3) Identify improvement opportunities from assessment results.

	ORG.1.BP3: Improve the process. [Outcome: e] 1) Prioritise and plan improvement opportunities. 2) Implement improvement opportunities and inform relevant stakeholders.
Process outputs	Life cycle model management strategy [Outcome: all] Life cycle policies and procedures [Outcome: all] Life cycle models and processes [Outcome: all] Organizational measurement needs [Outcome: d, e] Organizational measurement data [Outcome: d, e] Life cycle model management report [Outcome: all] Life cycle model management records [Outcome: all]

5.3.3 Infrastructure management process

Process ID	ORG.2
Process name	Infrastructure management process
Process purpose	The purpose of the infrastructure management process is to provide the infrastructure and services to projects to support organization and project objectives throughout the life cycle. This process defines, provides and maintains the facilities, tools, and communications and information technology assets needed for the organization with respect to the scope of this document.
Process outcomes	As a result of the successful performance of the infrastructure management process: a) the needs for infrastructure are defined; b) the infrastructure elements are specified; c) infrastructure elements are obtained; d) the infrastructure is available; e) prioritised infrastructure improvements are implemented.
Base practices	ORG.2.BP1: Establish the infrastructure. [Outcome: a, b, c, d] 1) Define project infrastructure needs. 2) Identify, obtain, and provide infrastructure resources and services that are needed to implement and support projects. ORG.2.BP2: Maintain the infrastructure. [Outcome: a, b, c, d, e] 1) Evaluate the degree to which delivered infrastructure resources satisfy project needs. 2) Identify and provide improvements or changes to the infrastructure resources as needed.
Process outputs	Infrastructure management strategy [Outcome: all] Infrastructure requirements [Outcome: a, b] Infrastructure elements [Outcome: c, d, e] Infrastructure change requests [Outcome: e] Infrastructure management report [Outcome: all] Infrastructure management records [Outcome: all]

5.3.4 Portfolio management process

Process ID	ORG.3
Process name	Portfolio management process
	The purpose of the portfolio management process is to initiate and sustain necessary, sufficient, and suitable projects to meet the strategic objectives of the organization. This process commits the investment of adequate organization funding and resources, and sanctions the authorities needed to establish selected projects. It performs continued assessment of projects to confirm they justify, or can be redirected to justify, continued investment.
Process outcomes	As a result of the successful performance of the portfolio management process: a) strategic venture opportunities, investments, or necessities are prioritised; b) projects are identified; c) resources and budgets for each project are allocated; d) project management responsibilities, accountability, and authorities are defined; e) projects meeting agreements and stakeholder requirements are sustained; f) projects not meeting agreements or satisfying stakeholder requirements are redirected or terminated; g) projects that have completed agreements and satisfied stakeholder requirements are closed.
Base practices	ORG.3.BP1: Define and authorise projects. [Outcome: a, b, c, d] 1) Identify potential new or modified capabilities or missions. 2) Prioritise, select, and establish new strategic opportunities, ventures, or undertakings. 3) Define projects, accountabilities, and authorities. 4) Identify the expected goals, objectives, and outcomes of each project. 5) Identify and allocate resources for the achievement of project goals and objectives. 6) Identify any multi-project interfaces and dependencies to be managed or supported by each project. 7) Specify the project reporting requirements and review milestones that govern the execution of each project. 8) Authorise each project to commence execution of project plans. ORG.3.BP2: Evaluate the portfolio of projects. [Outcome: e, f] 1) Evaluate projects to confirm ongoing viability. 2) Act to continue projects that are satisfactorily progressing. 3) Act to redirect projects that can be expected to progress satisfactorily with appropriate redirection.

	ORG.3.BP3: Terminate projects. [Outcome: f, g] 1) Where agreements permit, act to cancel or suspend projects whose disadvantages or risks to the organization outweigh the benefits of continued investments. 2) After completion of the agreement for products and services, act to close the projects.
Process outputs	Portfolio management strategy [Outcome: all] Project portfolio [Outcome: a, b] Project authorisation [Outcome: c, d] Project direction [Outcome: e, f, g] Organization lessons learned [Outcome: all] Portfolio management report [Outcome: all] Portfolio management records [Outcome: all]

5.3.5 Human resource management process

Process ID	ORG.4
Process name	Human resource management process
Process purpose	The purpose of the human resource management process is to provide the organization with necessary human resources and to maintain their competencies, consistent with strategic needs. This process provides a supply of skilled and experienced personnel qualified to perform life cycle processes to achieve organization, project, and stakeholder objectives.
Process outcomes	As a result of the successful performance of the human resource management process: a) skills required by projects are identified; b) necessary human resources are provided to projects; c) skills of personnel are developed, maintained or enhanced; d) personnel conflicts are resolved.
Base practices	ORG.4.BP1: Identify skills. [Outcome: a, c] 1) Identify skill needs based on current and expected projects. 2) Identify and record skills of personnel. ORG.4.BP2: Develop skills. [Outcome: a, c] 1) Establish skills development strategy. 2) Obtain or develop training, education, or mentoring resources. 3) Provide planned skill development. 4) Maintain records of skill development.

	ORG.4.BP3: Acquire and provide skills. [Outcome: b, c, d] 1) Obtain qualified personnel when skill deficits are identified. 2) Maintain and manage the pool of skilled personnel necessary to staff ongoing projects. 3) Make project assignments based on project and staff-development needs. 4) Motivate personnel, e.g., through career development and reward mechanisms. 5) Resolve personnel conflicts across or within projects.
Process outputs	Human resource management strategy [Outcome: all] Human resource requirements [Outcome: a] Qualified personnel [Outcome: b, c, d] Human resource management report [Outcome: all] Human resource management records [Outcome: all]

5.3.6 Quality management process

Process ID	ORG.5
Process name	Quality management process
Process purpose	The purpose of the quality management process is to assure that products, services, and implementations of the quality management process meet organizational and project quality objectives and achieve customer satisfaction.
Process outcomes	As a result of the successful performance of the quality management process: a) organizational quality management policies, objectives, and procedures are implemented; b) quality evaluation criteria and methods are established; c) resources and information are provided to projects to support the operation and monitoring of project quality assurance activities; d) quality assurance evaluation results are analysed; e) quality management policies and procedures are improved based upon project and organizational results.
Base practices	ORG.5.BP1: Plan quality management. [Outcome: a, b, c] 1) Establish quality management policies, objectives, and procedures. 2) Define responsibilities and authority for implementation of quality management. 3) Define quality evaluation criteria and methods. 4) Provide resources and information for quality management. ORG.5.BP2: Assess quality management. [Outcome: d] 1) Gather and analyse quality assurance evaluation results, in accordance with the defined criteria. 2) Assess customer satisfaction. 3) Conduct periodic reviews of project quality assurance activities for compliance with the quality management policies, objectives, and procedures. 4) Monitor the status of quality improvements on processes, products, and services.

	ORG.5.BP3: Perform quality management corrective and preventive action. [Outcome: d, e] 1) Plan corrective actions when quality management objectives are not achieved. 2) Plan preventive actions when there is a sufficient risk that quality management objectives will not be achieved. 3) Monitor corrective and preventive actions to completion and inform relevant stakeholders.
Process outputs	Quality management strategy [Outcome: all] Quality management criteria and methods [Outcome: b] Quality management system [Outcome: all] Quality management corrective action [Outcome: c, e] Quality management report [Outcome: d, e] Quality management evaluation report [Outcome: all] Quality management records [Outcome: all]

5.3.7 Knowledge management process

Process ID	ORG.6
Process name	Knowledge management process
Process purpose	The purpose of the knowledge management process is to create the capability and assets that enable the organization to exploit opportunities to re-apply existing knowledge. This encompasses knowledge, skills, and knowledge assets, including system elements.
Process outcomes	As a result of the successful performance of the knowledge management process: a) a taxonomy for the application of knowledge assets is identified; b) the organizational knowledge, skills, and knowledge assets are organized; c) the organizational knowledge, skills, and knowledge assets are available; d) the organizational knowledge, skills, and knowledge assets are communicated across the organization; e) knowledge management usage data is analysed.
Base practices	ORG.6.BP1: Plan knowledge management. [Outcome: a, b] 1) Define the knowledge management strategy. 2) Identify the knowledge, skills, and knowledge assets to be managed. 3) Identify projects that can benefit from the application of the knowledge, skills, and knowledge assets. ORG.6.BP2: Share knowledge and skills throughout the organization. [Outcome: b, c, d] 1) Establish and maintain a classification for capturing and sharing knowledge and skills across the organization. 2) Capture or acquire knowledge and skills. 3) Make knowledge and skills accessible to the organization. ORG.6.BP3: Share knowledge assets throughout the organization. [Outcome: b, c, d]

	1) Establish a taxonomy to organize knowledge assets. 2) Develop or acquire knowledge assets. 3) Make knowledge assets accessible to the organization. ORG.6.BP4: Manage knowledge, skills, and knowledge assets. [Outcome: b, c, e] 1) Maintain knowledge, skills, and knowledge assets. 2) Monitor and record the use of knowledge, skills, and knowledge assets. 3) Periodically reassess the currency of technology and market needs of the knowledge assets.
Process outputs	Knowledge management strategy [Outcome: all] Knowledge management system [Outcome: a, b, c] Knowledge asset [Outcome: c, d] Reused system or system element [Outcome: c, d] Knowledge management report [Outcome: all] Knowledge management records [Outcome: all]

5.4 Technical management processes (MAN)

5.4.1 General

The technical management processes are concerned with managing the resources and assets allocated by organization management and with applying them to fulfil the agreements into which the organization or organizations enter. The technical management processes relate to the technical effort of projects, in particular to planning in terms of cost, timescales, and achievements; to the checking of actions to help ensure that they comply with plans and performance criteria; and to the identification and selection of corrective actions that recover shortfalls in progress and achievement. These processes are used to establish and perform technical plans for the project, manage information across the technical team, assess technical progress against the plans for the system products or services, control technical tasks through to completion, and aid in the decision-making process. Individual technical management processes may be invoked at any time in the life cycle and at any level in a hierarchy of projects, as required by plans or unforeseen events. The technical management processes are applied with a level of rigor and formality that depends on the agreements as well as risk and complexity of the project.

Typically, several projects co-exist in any one organization. The technical management processes can be employed at a corporate level to meet internal needs. The technical management processes can be applied to manage the technical activities through the life cycles of systems, including products or services.