PDP 3.0 Improvement #11: Project Status and Condition Change Procedure & Flowchart

Setting the Status and Condition of a project is determined by collaboration of group leadership and staff. This practice should occur at least once a month and in preparation for the GNSO Council monthly meeting where At-Risk or In-Trouble projects are subject to review by GNSO Council leadership and in some instances may be deliberated by the full GNSO Council.

An escalation procedure defines specific conditions that trigger the execution of a repeatable mitigation plan which contains a set of tasks that can return the project to an acceptable state ultimately achieving its planned outcome or is terminated if a positive return can no longer be realized or when it is clear that no consensus can be achieved. Considering the triple constraints of any project (time, scope, cost), often a singular view and status indicators of that view are not adequate enough to effectively manage or mitigate risks before they impact the delivery schedule. GNSO initiated projects will adopt a binary view for reporting managing position of a project:

> **Status** – The Status of the project revolves mostly around the scheduling attributes and resource availability. Maintaining an on-time schedule is one of the most challenging components of project management, especially in the policy development arena. Establishing adequate task duration often offers more flexibility to adjust and make up time, especially when appropriate slack is configured into the schedule. Note, that status can also be influenced by external factors such as competing demands for community resources for other in-flight projects. The GNSO will use the following Status codes:

STATUS: ■ Planned ● On-schedule ◆ Revised schedule △ Behind schedule ◆ Target will be missed ▨ On-hold

> **Condition** – The Condition is an overall performance classification of milestone achievement as compared to the original plan. There are other issues separate from schedule or resource constraint that may impact a project and consequently jeopardize the delivery of the full project on-time or on-budget. Thus, the Condition in most cases carries a heavier weighting or greater influence than the Status when changes from Green to Yellow, or Yellow to Red occur. Note though, if the Status of a project remains behind schedule for extended duration or it is identified that the target delivery date will be missed, the Status code change can influence a change on the Condition. Should a project encounter a situation where both the Status and Condition require a change, the Condition must be considered first.

CONDITION: ■ On-Target □ At-Risk ■ In-Trouble

The next page contains a detailed process flow to navigate Status or Condition paths when project disruptions are encountered and force a Status or Condition indicator change from Green-Yellow-Red. Each

path within the escalation procedure prescribes a set of actions[89] to assist the leadership team(s) in restoring the state of the project as to accomplish its charter. At a minimum, this process flow should occur monthly, but more frequently when curative actions are in deployment by the project team under a Yellow or Red state. In simplified form and without being specific to Status or Condition, the table to the right instructs the leadership team based on G-Y-R[90].

No specific actions to correct the project. However, the project team should continuously review the Project Plan, Work Plan, Action Items, and risks to ensure the project is being delivered on-time and on-budget.

Should the project team determine a change to a yellow indicator, in general, the GNSO Council leadership should be notified of the potential impact and the notification should include a mitigation strategy. In some cases, a PCR should be used to document the disruption. While the indictor remains in Yellow, the project team will implement the mitigation plan to return the project back to Green. Typically, no direct GNSO Council intervention is required, but duration or other issues may require a more direct intervention to prevent the project turning Red. This evaluation cycle repeats until the situation is resolved.

Should the project team determine a change to a Red indicator, the GNSO Council leadership is notified immediately of the impact and the notification should include a rationale for the disruption. A PCR will document the disruption and require approval before implementation. While the indictor remains in Red, the project team will work the mitigation plan until the project returns to normal or is terminated. In most cases, full GNSO Council intervention is required with direct collaboration. Project leadership will be required to present the rationale and seek input for the appropriate mitigation plan.
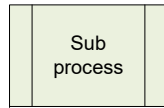
---

[89] Specific actions and roles will require definition as the procedure evolves.

[90] The Escalation Procedure should be reviewed in its early stages to adjust to the appropriate level of actions required for Yellow or Red indicators as appropriate for Status and Condition. "Tighten or loosen the screws" so to speak.

Process Legend
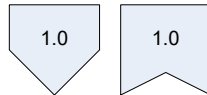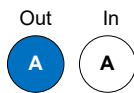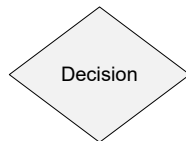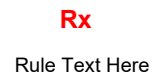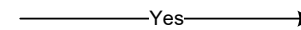
Symbol	Label	Symbol	Label
Activity	**Process Step**	START	**Begin of Process**
Sub process	**Sub-Process Step**	——Yes——▶	**Process Flow**
Request	**Process Input**	- - - - - - ▶	**Diversion to External Process**
1.0 1.0	**Off Page Reference**	═══════	**Parallel Process**
Out In A A	**On Page Reference**	END	**Terminator of Process**
Decision	**Decision**	———	**External Process not Active**
Rx Rule Text Here	**Process Rule**	Optional Process Step	**Optional Process Step**
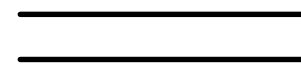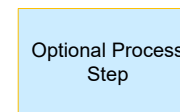
Status & Condition Escalation Procedure

START

At a minimum, this procedure resets and executes monthly for each project

In — A → **Project Closed?** — Yes → **END**

No

Project Remain On-Hold? ← Yes — **Project On-Hold?**

Yes → Out — A

No → Change Status to "On-schedule" → Review project Status & Condition

No

STATUS: ◼ Planned ● On-schedule ● Revised schedule ▲ Behind schedule ◆ Target will be missed ▨ On-hold

CONDITION: ◼ On-Target ◼ At-Risk ◼ In-Trouble

Out — A

No

Council leadership Notification Required? ← Yellow — **Yellow or Red?** ← Status — **Status or Condition downgrade?** — Condition → **Yellow or Red?** — Yellow → Change Status to "At-Risk" → **Council leadership Notification Required?**

↑ Change Status to "Behind schedule"

▲ (Behind schedule)

Both → B Out

Yes

Notify Council leadership + mitigation strategy

Red → Change Status to "Target will be missed" ◆

Red → Change Status to "In-Trouble" ◼

Yes

Notify Council leadership + mitigation strategy

Implement mitigation

▨ On-Hold → **Target Miss or On-Hold?**

Immediate & Urgent Notification to Council leadership + due diligence

Submit Medium Severity Project Change Request

Schedule delay mitigated? — No → **Status downgrade?**

Upgrade Status to "On-hold" ← No — **Condition downgrade?** ← On-Hold —

Target Miss

Document rationale for Condition change

Implement mitigation

Yes

Yes

Out — A

Document rationale and artifacts for schedule miss

Execute consultation procedures w/ Council leaderhsip

Condition mitigated? — No → Downgrade Status → A Out

Schedule PCR Completed before? — No → Return Status to "On schedule" ●

Change Status to "Target will be missed" ◆

Council leadership approval to Implement swift mitigation

Prepare Medium Severity Project Change Request

Prepare High Severity Project Change Request

Yes

Upgrade Condition to "On-Target" ◼

Yes

Yes → Upgrade Status to "Revised schedule" ●

Condition downgrade? — No → Prepare Low Severity Project Change Request

Host Full Council Consultation & PCR

A Out

A Out

Yes → Downgrade Condition

Yes

Condition mitigated? — No → **Terminate Project?** — No (up to Execute consultation procedures)

B Out

Yes

Yes

Upgrade Condition to "At-Risk" ◼

A Out

B Out