

Complexity Dimensions	Project Profile		
	Independent	Moderately Complex	Highly Complex
<b>Time/Cost</b>	< 3 months < \$250K	3–6 months \$250–750K	> 6 months > \$750K
<b>Team Size</b>	3–4 team members	5–10 team members	> 10 team members
<b>Team Composition and Performance</b>	<ul style="list-style-type: none"> <li>Strong project leadership</li> <li>Team staffed internally, has worked together in the past, and has a track record of reliable estimates</li> <li>Formal, proven PM, BA, and <b>SE</b> methodology with QA and QC processes defined and operational</li> </ul>	<ul style="list-style-type: none"> <li>Competent project leadership</li> <li>Team staffed with internal and external resources; internal staff has worked together in past, has track record of reliable estimates</li> <li>Contract for external resources is straightforward; contractor performance known</li> <li>Semi-formal methodology with QA/QC processes defined</li> </ul>	<ul style="list-style-type: none"> <li>Project manager inexperienced in leading complex projects</li> <li>Complex team structure of varying competencies (e.g., contractor, virtual, culturally diverse, outsourced teams)</li> <li>Complex contracts; contractor performance unknown</li> <li>Diverse methodologies</li> </ul>
<b>Urgency and Flexibility of Cost, Time, and Scope</b>	<ul style="list-style-type: none"> <li>Minimized scope</li> <li>Small milestones</li> <li>Flexible schedule, budget, and scope</li> </ul>	<ul style="list-style-type: none"> <li>Schedule, budget, and scope can undergo minor variations, but deadlines are firm</li> <li>Achievable scope and milestones</li> </ul>	<ul style="list-style-type: none"> <li>Over-ambitious schedule and scope</li> <li>Deadline is aggressive, fixed, and cannot be changed</li> <li>Budget, scope, and quality have no room for flexibility</li> </ul>
<b>Clarity of Problem, Opportunity, and Solution</b>	<ul style="list-style-type: none"> <li>Clear business objectives</li> <li>Easily understood problem, opportunity, or solution</li> </ul>	<ul style="list-style-type: none"> <li>Defined business objectives</li> <li>Problem or opportunity is partially defined</li> <li>Solution is partially defined</li> </ul>	<ul style="list-style-type: none"> <li>Unclear business objectives</li> <li>Problem or opportunity is ambiguous and undefined</li> <li>Solution is difficult to define</li> </ul>
<b>Requirements Volatility and Risk</b>	<ul style="list-style-type: none"> <li>Strong customer/user support</li> <li>Basic requirements are understood, straightforward, and stable</li> </ul>	<ul style="list-style-type: none"> <li>Adequate customer/user support</li> <li>Basic requirements are understood, but are expected to change</li> <li>Moderately complex functionality</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate customer/user support</li> <li>Requirements are poorly understood, volatile, and largely undefined</li> <li>Highly complex functionality</li> </ul>
<b>Strategic Importance, Political Implications, Multiple Stakeholders</b>	<ul style="list-style-type: none"> <li>Strong executive support</li> <li>No political implications</li> <li>Straightforward communications</li> </ul>	<ul style="list-style-type: none"> <li>Adequate executive support</li> <li>Some direct impact on mission</li> <li>Minor political implications</li> <li>2–3 stakeholder groups</li> <li>Challenging communication and coordination effort</li> </ul>	<ul style="list-style-type: none"> <li>Mixed/inadequate executive support</li> <li>Impact on core mission</li> <li>Major political implications</li> <li>Visible at highest levels of the organization</li> <li>Multiple stakeholder groups with conflicting expectations</li> </ul>
<b>Level of Organizational Change</b>	<ul style="list-style-type: none"> <li>Impacts a single business unit, one familiar business process, and one IT system</li> </ul>	<ul style="list-style-type: none"> <li>Impacts 2–3 somewhat familiar business units, processes, and IT systems</li> </ul>	<ul style="list-style-type: none"> <li>Large-scale organizational change that impacts the enterprise</li> <li>Spans functional groups or agencies</li> <li>Shifts or transforms the organization</li> <li>Impacts many business processes and IT systems</li> </ul>
<b>Level of Commercial Change</b>	<ul style="list-style-type: none"> <li>Minor changes to existing commercial practices</li> </ul>	<ul style="list-style-type: none"> <li>Enhancements to existing commercial practices</li> </ul>	<ul style="list-style-type: none"> <li>Ground-breaking commercial practices</li> </ul>
<b>Risks, Dependencies, and External Constraints</b>	<ul style="list-style-type: none"> <li>Considered low risk</li> <li>Some external influences</li> <li>No challenging integration issues</li> <li>No new or unfamiliar regulatory requirements</li> <li>No punitive exposure</li> </ul>	<ul style="list-style-type: none"> <li>Considered moderate risk</li> <li>Some project objectives are dependent on external factors</li> <li>Challenging integration effort</li> <li>Some new regulatory requirements</li> <li>Acceptable exposure</li> </ul>	<ul style="list-style-type: none"> <li>Considered high risk</li> <li>Overall project success depends largely on external factors</li> <li>Significant integration required</li> <li>Highly regulated or novel sector</li> <li>Significant exposure</li> </ul>
<b>Level of IT Complexity</b>	<ul style="list-style-type: none"> <li>Solution is readily achievable using existing, well-understood technologies</li> <li>IT complexity is low</li> </ul>	<ul style="list-style-type: none"> <li>Solution is difficult to achieve or the technology is proven but new to the organization</li> <li>IT complexity and legacy integration are moderate</li> </ul>	<ul style="list-style-type: none"> <li>Solution requires groundbreaking innovation</li> <li>Solution is likely to use immature, unproven, or complex technologies provided by outside vendors</li> <li>IT complexity and legacy integration are high</li> </ul>