



Global Alliance for the
Project Professions

Review of GAPPS Tools for Assessing Relative Complexity of Projects and Programs

Dear Colleagues

In the recent public review of the GAPPS Program Manager Framework, it was noted that there is a heavy reliance on the ACDC tool for measuring the relative complexity of programs, and that this tool should be reviewed for currency and relevance to program management practice today.

In addition to the ACDC which is specifically applicable to programs, GAPPS offers the CIFTER which has been widely used for assessing relative complexity of projects both in industry and in research.

Particular complexities that have become more pervasive since the initial development of both of these complexity assessment tools include

- increasing need for digital literacy and maturity;
- IP attribution and data provision in boundary spanning delivery teams;
- use of predictive, hybrid, and/or adaptive (agile) delivery approaches on different projects/work packages;
- supply chain issues
- remote working and other workplace related issues

Some of the above may not be "omissions" from the current version of the CIFTER which is pitched at a relatively high level as they may be inferred in the wording of some existing complexity factors. The ACDC however is far more detailed and while, for example, digital literacy could be inferred in "Program management structures...how information is shared among the program's stakeholders" such broad treatment of the above points would stand in contrast to the specificity of other factors, such as "Number of active locations requiring overnight stay for meetings."

We therefore invite you to provide feedback for review of both the CIFTER (for projects) and the ACDC (for programs) to ensure they remain relevant and useful in meeting current and future needs of research and practice.

Below are links to the current CIFTER and ACDC and to surveys where you can provide your views and suggestions.

Click here for the [CIFTER](#) and [ACDC](#) documents.

Click on the link below to provide feedback on the CIFTER and ACDC tools.

[FEEDBACK SURVEY](#)

Please respond by 18th October 2023 as we will be reviewing feedback at our Thought Leadership Forum #58 on 21st and 22nd October 2023 in Cape Town.

Thank you in advance for your time and consideration.

Kindest regards

Global Alliance for the Project Professions