



NCDIT Enterprise Project Management Office Phoenix Project Management System

Document Type	Instruction
Title	Corrective Action
Revision	1.0
Effective Date	10/19/26

1.0 SCOPE

This instruction document describes how to complete a Corrective Action Plan (CAP). It is meant as a guide to assist with the draft of a comprehensive CAP that the Project Manager (PM) may use to correct project deficiencies and to inform both the agency and EPMO of intended actions. The submitted plan may be qualified by EPMO if determined insufficient in its restorative response.

A CAP, aside from what is entered into Phoenix, is not required of the PM; however, your Project Management Advisor (PMA) may prescribe one if the information entered on the Weekly Status screen is lacking. Further, a CAP may be needed for complex situations where the Weekly Status screen functions as a summary for a larger, more fully fleshed out plan.

The purpose of applied corrective action is to help get the project back to a 'Green' assessed status.

2.0 AUTHORITY

- [N.C.G.S. §143B-1321](#).(a).(7) and (17)
- [N.C.G.S. §143B-1322](#).(c).(15)
- [N.C.G.S. §143B-1341](#).(a), (b), and (d)

3.0 ASSOCIATED DOCUMENTS

- Corrective Action Form
- EPMO Process Documents & Forms
- Phoenix Screen Aid – Weekly Status

4.0 PROCEDURE

4.1 Draft the Corrective Action Plan

A CAP is a structured set of activities designed to identify, address, and resolve the root causes behind a problem, risk, or negative performance outcome that triggers a project to be assessed at a 'Yellow' or 'Red' status. It ensures the issue is not only fixed in the short term but prevented from recurring in the future.

A templated approach has been made available to assist with compiling this information. The plan should not be a lengthy burdensome document; rather, it should concisely explain and list information necessary to ensure the applied remedial measures are sound, reasonable, and able to be realized.

The plan length should not exceed two to four pages.

A strong corrective action plan typically includes:

4.1.1 Problem Identification

A clear description of what is causing the deviation (scope, cost, schedule, resource, requirements, vendor, stakeholder, etc.). This should include measurable evidence that the issue exists and the method used to identify it. By including measured evidence, false positives are removed and proof may be established that additional resources or time are potentially needed to correct the issue.

4.1.2 Root Cause Analysis

Determine the underlying reasons the problem occurred – *not just the symptoms*. Common techniques include 5-Whys, fishbone analysis, workflow review, dependency mapping, etc. Employ any technique either adopted by the agency or as may be used based on available skillsets.



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4.1.3 Corrective Actions

Identify and list specific activities that will resolve the identified root cause(s). Each should be clearly defined with enough information that a team member or assigned individual would understand the nature of the corrective action needed and how to complete it to a “fixed” or “done” state. These actions should be:

- Detailed;
- Time-bound, to include explicit awareness of start, accommodating for any dependencies that may exist, and finish;
- Assigned to owners; and,
- Aligned with required processes or governance standards.

4.1.4 Mitigation Activities

List any short-term steps adopted to alleviate pressure and prevent further damage while corrective actions are implemented. Examples include reallocating resources, adjusting milestones, temporarily increasing oversight, utilizing pre-approved (non-change request) management reserves, etc.

4.1.5 Implementation Plan

Define *who* will do *what* by *when*, to include required coordination and dependencies, communication paths, and approvals, etc. For brevity’s sake and to keep it simple, this may best be accomplished with a role-based matrix that aligns with the stated Success or Acceptance Criteria.

4.1.6 Success or Acceptance Criteria

This is best accomplished with a type of rubric aligned to the Implementation Plan. It defines what “fixed” or “done” looks like, such as:

- Minimally returning to ‘Yellow’ status, and ideally to ‘Green.’
- How stakeholders approve meeting the revised milestones.
- What Business Owner and Sponsor input is needed to agree to and stabilize scope.
- What stakeholder management techniques are being applied to resolve conflict.
- What actions are being initiated to either improve vendor performance or apply sound contract management principles.
- How costs are monitored, controlled, and reported within tolerance.

Each established Success or Acceptance Criteria should minimally support one *what* item in the Implementation Plan.

4.1.7 Monitoring & Reporting

Establish what routine progress checks will be made until the corrective action is complete, including updates to Phoenix, governance bodies, or agency oversight committees.

4.1.8 Preventive Measures



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Establish what changes to agency-based process, documentation, training, or oversight may be needed to ensure the issue does not recur. Recurrence is an indicator that the originally planned corrective action may have been insufficient.

4.2 Review

Contact your PMA and schedule a review period. Your PMA may advise adjustments based on a statewide observation of how multiple projects successfully apply corrective action. Work with your PMA to seek the best course of action to seek approvals, which may need a DocuSign or Adobe Sign. The .pdf output from the selected approval method will be uploaded to your project's Document repository. Ink signature and email approvals are discouraged.

4.3 Submission

Submit the approved Corrective Action Plan to the Documents screen in Phoenix after securing any required agency-level approvals.

4.4 Execution

Execute the plan, as documented and outlined, with regular feedback provided through the Weekly Status screen in Phoenix. Based on execution outcomes and PMA feedback, the plan may be qualified to ensure optimal outcomes.

5.0 CONTACT EPMO

- EPMO@nc.gov
- [Feedback](#)
- [NCDIT EPMO Project Governance & Oversight](#)