

# Government Extension to the PMBOK® Guide

What makes Government projects  
unique?



# Government extension to the PMBOK® Guide

## ◆ 26 Member team

- 6 National government employees

- 8 State government employees

- 4 Local government employees

- 8 Consultants or Contractors

# Government extension to the PMBOK® Guide

◆ Brazil	1
◆ Canada	1
◆ Japan	2
◆ Mexico	1
◆ South Africa	2
◆ United Kingdom	1
◆ USA	18

# Government extension to the PMBOK® Guide

## Home States of US Participants

- ◆ California
- ◆ Hawaii
- ◆ Idaho
- ◆ Louisiana
- ◆ Nebraska
- ◆ New Mexico
- ◆ North Carolina
- ◆ Pennsylvania
- ◆ Tennessee
- ◆ Texas
- ◆ Washington DC

# Government extension to the PMBOK® Guide

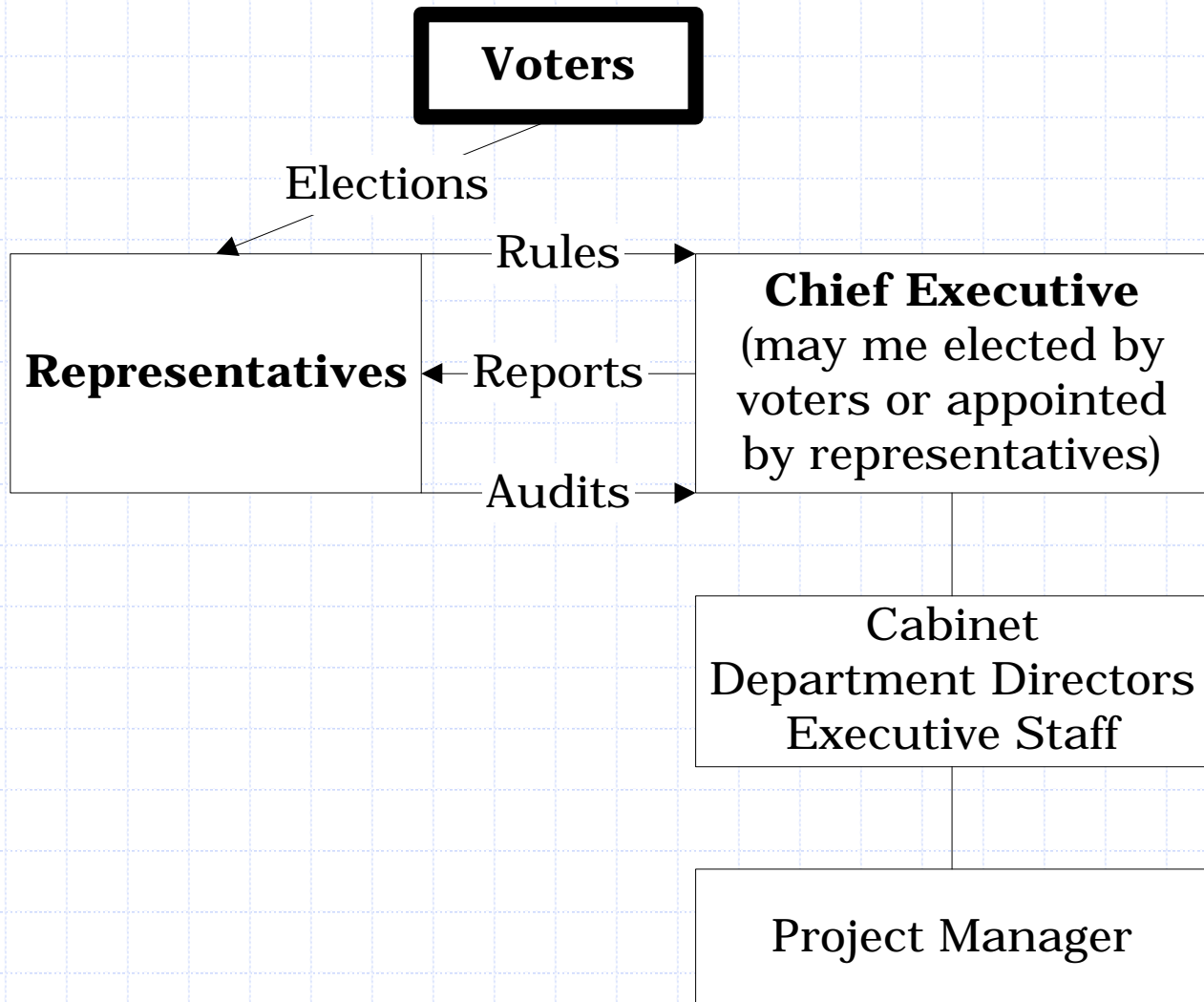
## Selected Reviewers:

◆ Australia	1
◆ Brazil	1
◆ Canada	1
◆ South Africa	1
◆ USA	4

# What makes Government Projects unique?

- ◆ Controlled by elected bodies
  - Requires a separation of powers between legislature and executive
- ◆ Funded by mandatory taxes and fees
  - People pay whether they use a service or not

# Separation of powers



# Programs of Projects

- ◆ “A program is a group of projects managed in a coordinated way to obtain benefits not available from managing them individually.” (PMBOK® Guide)
- ◆ Particularly true in large government. Legislatures vote funds for programs rather than individual projects.

# U.S. surface transportation programs

- ◆ Surface Transportation Program
- ◆ Congestion Mitigation and Air Quality
- ◆ Transportation Enhancement Activities
- ◆ High Priority Projects
- ◆ Corridors and Borders
- ◆ Minimum Guarantee

# Uniqueness of Government Project Cost and Schedule Management

- ◆ Annual budget “use it or lose it.”
- ◆ Split funding by Fiscal Year: problem of forecasting needs 15 - 27 months before needed
- ◆ Split funding my program: need to keep track of each program separately
- ◆ Obligations: A tool to cross fiscal years
- ◆ Matching Funds

# Uniqueness of Government Project Quality Management

- ◆ Quality policy is “the overall intentions and direction of the organization” (PMBOK® Guide)
- ◆ Quality policy is set by the constitution and by laws
- ◆ Seldom changes

# Uniqueness of Government Project Human Resource Management

- ◆ Civil Service System
- ◆ Preferences and Restrictions
- ◆ Key Tool: Collocation. Have the team sit together when working on the project

# Uniqueness of Government Project Communication Management

- ◆ Freedom of Information

# Uniqueness of Government Project Risk Management

- ◆ Key risks are social, environmental and political, rather than financial
- ◆ Need to recognize and help project opponents. Conduct a logical debate rather than a debate based on emotions. The goal is to inform decision makers so that they can do what is right for the people.

# Uniqueness of Government Procurement Management

- ◆ Very high risk, both financial and political
- ◆ Open competitive process. Must be seen to be fair.
- ◆ Social goals: disadvantaged business preferences; regional and ethnic preferences; prevailing wage; etc.

# Discussion

