

## SECTION 270 – PROGRAM AND PROJECT MANAGEMENT

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## Summary of Changes

Reorganizes, consolidates, and streamlines guidance.

### 270.1 What is the Program Management Improvement Accountability Act (PMIAA) and what is its relationship to the Federal Performance framework?

The Program Management Improvement Accountability Act (PMIAA), [Pub. L. No. 114-264](#), requires government-wide standards and policies for program management and established an interagency body, the Program Management Policy Council (PMPC), to improve management practices among agencies. The Act established the role of the Program Management Improvement Officer (PMIO), who is responsible for implementing program management policies established at the agency and developing strategies to enhance the role of program management and managers. The Act requires that agencies conduct annual portfolio reviews of programs in coordination with the Office of Management and Budget (OMB) to ensure major programs are being managed effectively, and that OMB conduct reviews of areas identified by the Government Accountability Office (GAO) as "high risk." Implementation of the Act complements the broader Federal Performance Framework which is designed to improve agency performance.

### 270.2 What government-wide standards and principles for program and project management have been developed and how should they be applied?

As required by the PMIAA, OMB in conjunction with agencies and stakeholders, has developed a set of common, principle-based program management standards that may be updated or refined over time in consultation with the PMPC, private industry, and other stakeholders with expertise in program management.

Areas	Standard / Principle
Change Management	Development of methods for recording changes to established baselines and requirements within a program lifecycle on a procedural, operational or organizational level, and communications plan for disseminating identified changes to increase awareness and cooperation to facilitate execution.

Areas	Standard / Principle
<b>Communications Planning, Stakeholder Engagement, and Coalition Building</b>	Building coalitions internally and with other Federal agencies, State and local governments, or nonprofit and private sector organizations to achieve program goals. Includes aspects of: <ul style="list-style-type: none"> <li>• Partnering and Team Building – developing networks, building teams and alliances, and collaborating across boundaries to build strategic relationships to achieve program goals.</li> <li>• Understanding the Human Factor – Identifying internal and external relationships that may impact the program.</li> <li>• Influencing / Negotiating – Persuading others, building consensus, and gaining cooperation to achieve program goals.</li> </ul>
<b>Contracting and Acquisition Management</b>	Development of statements of objectives, statements of work, concept of operations, cost, schedule, scope, earned value management, and supporting documents to best plan and track the procurement of program requirements and projects.
<b>Customer Experience</b>	Delivering customer satisfaction by employing effective time management skills, clear communication, product/service knowledge and goal-oriented focus in program implementation.
<b>Evaluation</b>	Systematically assessing how well an entire program, or a specific strategy or an aspect of a program, is working to achieve intended result or outcomes.
<b>Financial Management</b>	Applying budget, accounting, financial controls and audit principles to ensure the stewardship of taxpayer resources throughout program execution.
<b>Human Capital Management</b>	Building and managing the program's workforce requirements based on organizational and program goals, budget considerations, and staffing needs. Includes strategies and actions for ensuring employees are appropriately recruited, selected, appraised, and rewarded, and action taken to address performance problems.
<b>Information Management</b>	Activities related to the planning, budgeting, manipulating, and controlling of information throughout the program's life cycle, encompassing both information itself and the related resources, such as personnel, equipment, funds, and information technology that support the program.
<b>Performance Management</b>	Use of goals, measurement, evaluation, analysis, and data-driven reviews to improve program results.
<b>Portfolio Management</b>	Defining a set of programs, projects, contracts and other work that support strategic goals.
<b>Process Improvement</b>	Employing a systematic application of disciplined problem-solving techniques to impact the operations of systems or programs. Uses Continuous Process Improvement (CPI) models to leverage strategy and performance management data to identify and eliminate waste, reduce variation, and satisfy the needs of customers.
<b>Project Management</b>	Applying general and specialized knowledge, skills, expertise, and practices to a temporary endeavor with a defined scope, cost and completion date. A project may be part of a larger program or portfolio.

Areas	Standard / Principle
<b>Requirements Development and Management</b>	Identifying program needs and matching identified needs to the organization's mission and goals. Developing preliminary and subsequent capital planning, budget formulation, cost/ benefit analysis, and investment decision document for evaluation and justification of program costs.
<b>Risk Management</b>	Coordinated activities to direct and control challenges or threats to achieving a program's goals and objectives, and includes developing risk mitigation plans to overcome potential barriers to program performance.
<b>Strategic Planning</b>	Planning activity to present the long-term objectives the program hopes to accomplish, what actions the agency will take to realize those goals, and how the agency will deal with the challenges likely to arise as barriers to achieving the desired outcomes.

Adoption and application of these principles should be incorporated or aligned with existing agency-specific program management policies and practices, and tailored to reflect the size, scope, structure, organizational placement, and characteristics that affect delivery of the program.

### 270.3 Can agencies use alternative or agency-specified policies, standards, and principles for program management?

Yes. Federal agencies may continue to use established policies, procedures, and standards for managing programs that reflect the specific organizational and programmatic characteristics of the agency as long as they are generally aligned to the standards set out in this section. Agencies may also use program management standards that have been developed and endorsed by external voluntary consensus standards bodies. The agency PMIO should discuss with OMB instances in which agency-specific program management policies do not align to the management principles in this section or where the agency is using a framework developed by an external consensus standards body.

### 270.4 What reviews are required by the PMIAA?

The PMIAA requires two types of program reviews to be conducted to assess the effectiveness of an agency program's management of performance and risk:

1. **Program Portfolio Reviews.** Through annual strategic reviews, CFO Act agencies and OMB will regularly review portfolios of programs to identify opportunities for improvement. These reviews should be conducted in coordination with and support of the agency's data-driven strategic review, with findings and analyses shared with OMB as applicable.
2. **GAO High Risk Areas.** Since 1990, GAO has released a biennial report (in alignment with the start of each Congress) on Federal programs and operations deemed "high risk" due to their vulnerabilities to waste, fraud, abuse, and mismanagement, or their need for transformative change to address economic, efficiency, or effectiveness challenges. OMB will convene—at a senior-leadership level—portfolio review engagements of high risk areas with the agency(ies) impacted in order to identify solutions and drive progress on GAO-highlighted issues.