

SECTION 270 – PROGRAM AND PROJECT MANAGEMENT

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Summary of Changes

This section provides strategies and guidance for strengthening program and project management across the Federal Government in implementing the Program Management Improvement Accountability Act (PMIAA). Updates clarify the relationship of PMIOs to new positions established by the Foundations for Evidence-Based Policymaking Act of 2018, and coordination of PMIAA portfolio reviews as part of the agency's annual strategic review process(es).

270.1 To which agencies does this section apply?

Section [270](#) is applicable to the 24 Federal agencies covered by the Chief Financial Officers (CFO) Act of 1990 (31 U.S.C. 901(b)) unless otherwise specified. The PMIAA exempts the Department of Defense

(DOD) where program management guidance would significantly overlap or duplicate (1) the provisions of chapter 87 of title 10, or (2) policy, guidance, or instruction of the Department related to program management. Non-CFO Act agencies are encouraged but not required to adopt and work towards implementing the strategies for improving Program and Project Management (P/PM at their agencies outlined in this section.

270.2 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 (the Act, or the PMIAA), [Pub. L. No. 114-264](#), was signed into law in December, 2016. The Act aims to improve P/PM practices within the Federal Government, requires government-wide standards and policies for program management, and establishes a new interagency council to improve P/PM practices among agencies. The Act also establishes a new role, the Program Management Improvement Officer (PMIO) responsible for implementing program management policies established by their respective agency and develop strategies to enhance the role of program management and managers within their departments. Finally, it 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 implementation efforts of the broader Federal Performance framework, which is designed to improve agency performance in ensuring taxpayer dollars are providing critical Federal services to citizens and delivering on the mission of Federal agencies efficiently and cost-effectively. Over time, implementation will strengthen the ability of agencies to achieve mission outcomes by improving the management of programs that are aligned to and support the achievement of agency goals and objectives.

270.3 What strategies have been developed for improving P/PM at Federal agencies?

Federal program and project managers have an important obligation to ensure programs and projects deliver critical services to the American public efficiently and effectively. To accomplish this, OMB and Federal agencies will leverage three key strategies as part of a 5-year strategic plan for implementing the PMIAA. Outlined below, these strategies focus on clarifying key roles and responsibilities, identifying principle-based standards, holding managers accountable for results, and building a capable program management workforce.

- **Coordinated Governance.** Leverage a coordinated approach and governance structure that clarifies key roles and responsibilities for senior leader engagement in strengthening P/PM, and establishes broadly applicable program management principles and standards. Improving program management will require leadership from each agency COO and agency PMIO, with close collaboration across all agency mission and mission-support functions.
 - **Agency COOs** will provide organizational leadership to improve program performance by ensuring organizational and staff expertise across a range of management skills and disciplines, including but not limited to P/PM.
 - **Agency PMIOs**, reporting directly to the COO (or other equivalent senior agency official responsible for agency program performance), will lead efforts to enhance the role and practice of program management.

- **The Program Management Policy Council (the Council or PMPC)**, comprised of OMB and CFO-Act agency officials, will oversee implementation of the Act’s major provisions and strengthen agency program management by developing capacity, facilitating cross-agency learning, improving cooperation, and sharing best-practices identified by agencies and the private sector.

The PMIAA also requires the establishment of government-wide P/PM standards, policies, and guidelines for P/PM for agencies. A set of common, principle-based government-wide program management standards provide foundational resources that agencies can leverage to ensure they produce their desired outcomes and effectively contribute towards the achievement of agency mission and strategic goals and objectives.

- **Regular OMB/Agency Engagement and Reviews.** Hold managers accountable for results through annual program portfolio reviews. These reviews will assess performance and identify opportunities for improvement as well as point out barriers to achieving program outcomes. These portfolio reviews will be conducted in coordination with the agency internal review processes supporting the analyses generated for the agency’s annual Strategic Review meeting with OMB (See section [270](#)). Portfolio Reviews will incorporate a set of broadly applicable program management principles, practices and standards associated with successful program outcomes, in addition to more specific standards based on the type of program being reviewed. Agency managers will be held accountable for addressing areas identified for improvement during the review. OMB will also coordinate reviews of programs identified by GAO as most “at risk” for fraud, waste, abuse, and mismanagement, or most in need of transformation to address economic, efficiency, or effectiveness challenges.
- **Strengthening Program Management Capacity to Build a Capable PM Workforce.** Utilize a new or updated job series, or a job identifier, to better track the P/PM workforce, and investment in building program management capacity and capability over time through increased training opportunities, career pathways, and mentorship opportunities. Improving the management of government programs will require agencies to professionalize this critical workforce on an increasing basis, encouraging the application of education, training, and experience to inform critical thinking and expert analysis that will support decision-making and overcome challenges to program implementation and execution. Agencies will develop program and project managers via a career path that provides experience and mentorship opportunities designed to teach these skillsets.

The complexity and diversity of Federal programs will require sustained and long-term focus to improve P/PM. As such, implementation across these three strategies will proceed in a phased approach, with learning from the initial years of implementation informing future phases.

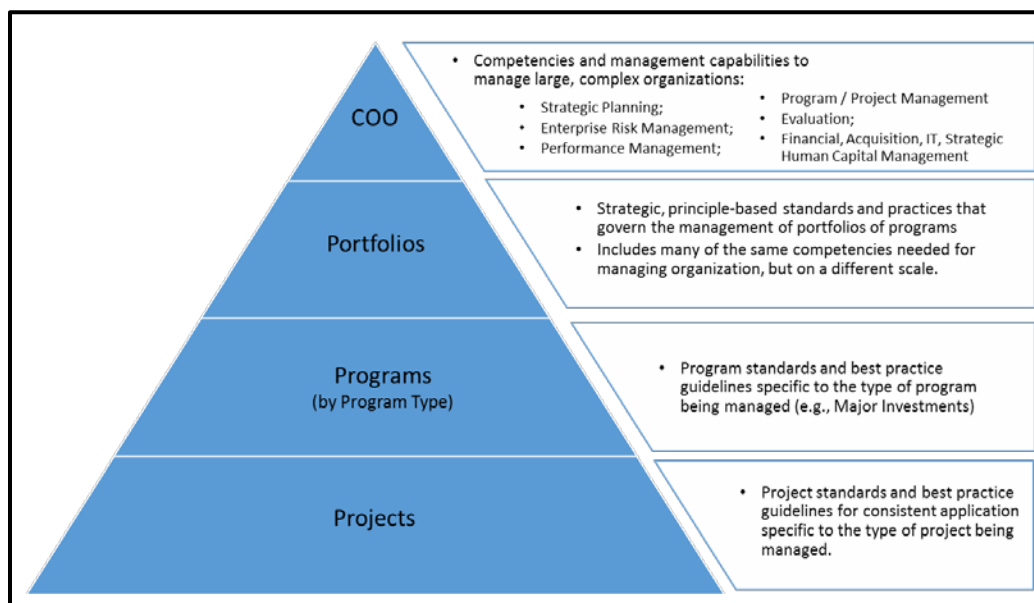
270.4 How is the role of the COO impacted by implementation of the strategies for strengthening P/PM?

As outlined in section [200.10](#), the GPRA Modernization Act of 2010 created the position of COO and is responsible for providing overall organization management to improve and achieve the mission and goals of the agency. By creating the position of Program Management Improvement Officers (PMIOs) at agencies, the PMIAA introduces a focus at agencies for advancing the practice of P/PM across the Federal Government, with agency COOs integrating P/PM as a component of the agencies’ broader organizational management functions and capabilities.

COOs provide organizational leadership to improve performance of both mission and management functions. They bring together other leaders and staff within the agency, including component managers, program and project managers, Evaluation Officers and research and evaluation experts, and other leaders of key management functions such as the Chief Information Officer (CIO), the Chief Financial Officer (CFO), the Chief Human Capital Officer (CHCO), the Chief Acquisition Officer (CAO), the Performance Improvement Officer (PIO), and the Chief Data Officer (CDO). With leadership from the COO, these and other agency leaders collectively solve problems and pursue opportunities that help the agency operate more effectively and efficiently. COOs empower these senior accountable officials to lead within their area of expertise, drive results, and ensure these officials have the tools and authority needed to manage both within and across organizational boundaries to improve results. COOs also ensure that senior officials and supporting staff offices are organized to leverage agency expertise in a range of management activities and functions, and develop these skills where needed within various levels of the organization.

To achieve success, COOs require organizational expertise across a range of management skills and fields, including P/PM, and should ensure these skills are leveraged effectively to support agency needs at various levels of organizational complexity (e.g., departmental headquarters, bureau or component level, implementation of a program at the field office level). COOs must ensure that agency officials work collaboratively to provide analysis that informs the decision-making of senior leaders, and aids in identifying improvements to achieve greater efficiencies or effectiveness in the delivery of agency programs and services.

An overview of the relationship of management competencies across various levels of the organization is provided below.



270.5 What is the role of the Program Management Improvement Officer (PMIO), and how does the agency designate and notify OMB of the designation?

The heads of each CFO Act agency shall designate a senior executive of the agency to serve as the agency's PMIO. The names of the agency PMIO, to include updates as applicable, shall be provided to OMB's Office of Performance and Personnel Management via email at Performance@omb.eop.gov.

PMIOs will focus on professionalizing agency program and project managers and enhancing the utilization of P/PM practices to build greater capability at agencies over time. PMIOs will be designated based on the agency's organizational structure and management processes, and will report directly to the agency COO, Deputy Secretary, or other equivalent senior agency official responsible for agency performance and management. When designating the PMIO, agency heads should consider lines of accountability and coordination needed to ensure the PMIO is aligned and partnered with supporting management offices and CXO functions such as the CFO, CHCO, CAO, and CIO to effectively perform their roles and responsibilities. Agency heads should also ensure that the PMIO has program management expertise. Agencies may either establish the PMIO as a separate position, or assign the responsibilities to a senior official already performing related functions (e.g., the PIO, CAO, etc.) where the agency has determined the designation to be effective in carrying out PMIO responsibilities. The Act gives specific direction to the designation of the PMIO at the Department of Defense.

Improvements in program management should lead to improved program performance and effectiveness that advance progress towards the achievement of agency strategic goals and objectives. In order to enhance and coordinate the practice and application of program management at agencies, the PMIOs are expected to support the head of the agency and COO functions by performing the following roles within their agencies:

- *Coordinate development* of agency-specific program management policies and processes, which are aligned to the Government-wide standards and principles for managing programs provided in section [270.8](#), and refine to reflect best practices as needed over time.
- *Oversee and ensure implementation* of program management policies established by the agency.
- *Coordinate reviews of agency programs and portfolios* with agency PIOs as an activity that is integrated into the agency's annual Strategic Review process.
- *Collaborate and partner with other management functions, bureaus, component program offices, and goal leaders* to oversee and improve the execution of program management policies and processes that improve the effectiveness and efficiency of programs where needed.
- *Collaborate with and support CIOs* to ensure IT programs and projects have trained and qualified program and project managers with the appropriate qualifications per the approved Federal IT PM Guidance Matrix and to enforce FITARA, OMB Memorandum M-04-19, and OMB Memorandum M-10-27 policy for IT programs.
- *Collaborate and partner with OPM, CHCOs, and Chief Learning Officers* to:
 - Identify the key skills and competencies related to P/PM that helps inform the establishment of a new series, or update to and improvement of existing occupational series for program and project management by OPM, as applicable.
 - Develop, refine, or tailor training programs that enhance the practice of program management within the agency.
 - Develop a talent management plan that is appropriately integrated into agency strategic, performance, and human capital and acquisition human capital plans to ensure the agency has an effectively trained and equipped program management workforce.

- *Serve on the PMPC* and share agency best practices and lessons learned for the benefit of broader community of Federal program and project managers and staff.
- *Instill and reinforce a culture of professionalism and excellence within agencies for performance and program management to:*
 - Empower program and project managers to develop strategies to successfully manage their projects and programs.
 - Hold program and project managers accountable for achieving results, such as action plans, to improve program effectiveness to overcome barriers to program performance.
- *Encourage program and project managers to apply* their education, training and experience through critical thinking and expert analysis that supports decision-making to solve problems and challenges in implementing and executing programs.

270.6 What is the role of the Program Management Policy Council (PMPC)?

Established by the PMIAA, the PMPC serves as the principal interagency forum for improving agency practices related to P/PM across the Federal Government. OMB's Deputy Director for Management, or their designee, will hold the title of Chairperson and chair the Council. The Chairperson will be responsible for presiding at meetings, determining the agenda of the Council, and directing its work to enhance program management within the Federal Government. In addition to the Chairperson, the Council is comprised of:

- OMB's Administrator of the Office of E-Government and Information Technology
- OMB's Administrator of Federal Procurement Policy
- OMB's Controller of the Office of Federal Financial Management
- OMB's Associate Director of the Office of Performance and Personnel Management
- Rotating Program Associate Director from an OMB Resource Management Office
- PMIOs from the 24 CFO Act agencies
- Chair of the Federal Program and Project Management Community of Practice

The Council will oversee implementation of the Act and adoption of P/PM practices among agencies to drive improvements in program performance and efficiency. The Council will at a minimum convene at least twice annually and focus on sharing best practices and lessons learned across the Federal Government. Additionally, joint Council meetings may also be held with other interagency groups that share a similar focus on driving shared solutions to government-wide management improvement initiatives (e.g., the President's Management Council, the Chief Acquisition Officers Council, etc.), and where policy areas overlap. The Council will also engage the Federal Program and Project Management Community of Practice (FedPM CoP), in addition to other stakeholder groups as appropriate, to work collaboratively and leverage their ability to connect Federal employees to a wide array of resources and networking opportunities.

As the primary interagency forum for improving agency practices related to P/PM, the Council will:

- *Oversee agency adoption and provide a central, coordinating body for implementation of the Act's major provisions.*

- *Share program management best practices and lessons learned* (case studies, templates, agency-specific guidelines, technology resources, etc.) for the benefit of Council members, and encourage their adoption where applicable within agencies.
- *Discuss areas of focus* and emphasis related to the training and competency of program and project managers.
- *Identify barriers and challenges to P/PM* within agencies to foster cross-agency dialogue and shared solutions to common problems.
- *Identify, develop, and refine core P/PM* capabilities and expertise associated with successful program outcomes, as needed.
- *Develop tips, tools, training, and other capacity-building* mechanisms to strengthen agency P/PM.
- *Facilitate cross-agency learning and cooperation* by considering the program management experiences of entities both within and outside the Federal Government.
- *Review and advise* on the results of program reviews conducted by OMB, agencies, and GAO on programs identified by GAO as “high risk.”
- *Advise on the development and continued refinement* of general and program-specific government-wide standards, policies, guidelines, and principles for P/PM for executive agencies.

270.7 Who supports the work of the PMIO?

Agencies may create a dedicated PMIO staff and/or identify cross-agency teams from various supporting management offices and functions (such as the CFO, CHCO, CAO, CIO, PIO, CDO, Evaluation Officer, etc) to support the PMIO’s efforts to assist the COO in strengthening the P/PM practices and culture to improve program outcomes and cost-effectiveness.

PMIOs are also encouraged to leverage the resources provided by such groups as the Federal Program and Project Management Community of Practice ([FedPMCoP](#)) and Federal Acquisition Institute (FAI), in addition to others who have knowledge and expertise in this critical management field. For example, the FedPM CoP is a government-wide community of practice that combines the energy and expertise of thought leaders in the area of program and project management from all agencies across the Federal Government to help facilitate government-wide improvement of program and project management practices and execution. The FedPM CoP actively works to connect Federal employees to a wide array of program and project management resources which can assist PMIOs in institutionalizing this management function at their agencies. Agencies can access the resources of the FedPM CoP directly on their [MAX Community page](#).

270.8 What government-wide standards and principles for program and project management have been developed, and how should they be applied to programs by program and project managers at agencies?

OMB, in conjunction with agencies and stakeholders, has developed a set of common, principle-based government-wide program management standards that agencies can apply to programs to ensure they produce their desired outcomes and effectively contribute towards the achievement of agency mission and strategic goals and objectives, as required by the PMIAA. These principle-based standards have been

developed with consideration given to the variation among programs implemented by agencies. OMB's approach to these principle based standards is to continue to develop and refine them over time by the PMPC in collaboration with private industry and stakeholders with expertise in P/PM.

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.
Communications Planning, Stakeholder Engagement, and Coalition Building	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"> • Partnering and Team Building – developing networks, building teams and alliances, and collaborating across boundaries to build strategic relationships to achieve program goals. • Understanding the Human Factor – Identifying internal and external relationships that may impact the program. • Influencing / Negotiating – Persuading others, building consensus, and gaining cooperation to achieve program goals.
Contracting and Acquisition Management	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.
Customer Service	Delivering customer satisfaction by employing effective time management skills, clear communication, product/service knowledge and goal-oriented focus in program implementation.
Evaluation	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.
Financial Management	Applying budget, accounting, financial controls and audit principles to ensure the stewardship of taxpayer resources throughout program execution.
Human Capital Management	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.
Information Management	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.
Performance Management	Use of goals, measurement, evaluation, analysis, and data-driven reviews to improve program results.
Portfolio Management	Defining a set of programs, projects, contracts and other work that support strategic goals.
Process Improvement	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

Areas	Standard / Principle
	eliminate waste, reduce variation, and satisfy the needs of customers.
Project Management	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.
Requirements Development and Management	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.
Risk Management	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.
Strategic Planning	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.

Agency managers should apply these standards to internal management processes for planning, implementing, and reviewing the performance of programs and activities. Adoption of these principles and application of their practice 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.

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

Yes. Many Federal agencies have established policies, procedures, and standards for managing programs currently in place, which reflect the specific organizational and programmatic characteristics of the agency. Agencies may continue to utilize existing agency and program-specific policies, procedures, and standards for managing agency programs, but they must generally align and be equivalent to or encompassed by the management areas and standards outlined in section [270.8](#). Agencies may also use program management standards that have been developed and endorsed by external voluntary consensus standards bodies. Agency PMIOs will determine whether adopting the program management standards of external voluntary consensus standards bodies are most effective for managing agency specific programs and activities.

Instances in which agency-specific program management policies do not align to the management areas in section [270.8](#), or where an external consensus standards body's framework is being utilized will be identified by the PMIO for discussion with OMB. These discussions will help inform ongoing work by the PMPC to refine as needed the government-wide P/PM standards.

270.10 What reviews are required by the PMIAA?

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

1. **Program Portfolio Reviews.** CFO-Act agencies and OMB will regularly review portfolios of programs to identify opportunities for improvement. Beginning with the 2019 strategic review, these reviews will be conducted in coordination with the agency’s strategic review, which serves as the agency’s management process or set of processes to assess performance across the organizational enterprise and analyze progress on the agency’s strategic objectives towards mission accomplishment. Findings and analyses from the agency’s strategic review will be shared with OMB during Strategic Review meetings each Spring. Agencies will integrate to the extent practical program portfolio reviews required by the Act as part of their internal strategic review processes so that performance data and results generated by the portfolio reviews may be used to inform the assessment of strategic objective progress discussed with OMB during the Spring meeting. See section [260.13](#) for a discussion of OMB’s role in the Program Portfolio Reviews conducted under the PMIAA.
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 those most in need of transformative change to address economic, efficiency, or effectiveness challenges. Beginning in 2018, OMB will conduct portfolio reviews of the most at-risk agency programs designated as high risk by GAO in its February, 2017 report (see [GAO-17-317](#)), and follow an annual cadence for conducting future portfolio reviews. As revised “high risk list” reports are published by GAO, new areas may be added to the annual review process for engagement with OMB. Since the first GAO high risk report, more than one-third of the areas designated as high risk have successfully resolved concerns, and been subsequently removed from the list. However, many issues are long-standing; six of the areas identified in the original 1990 report remain on the high-risk list today. This and other factors will be taken into consideration as OMB reviews the high risk list and prioritizes areas for agency and GAO engagement to address these programmatic management challenges.

270.11 What is the relationship of the Federal Information Technology Acquisition Reform Act’s (FITARA) annual IT portfolio reviews to the portfolio reviews required by PMIAA?

Pursuant to 40 U.S.C. 11319, agency CIOs, in conjunction with COOs and Deputy Secretaries, are required to conduct an annual review of the IT portfolio of the covered agency with OMB. To the extent practical, the annual IT portfolio reviews required by FITARA will be coordinated with the portfolio review requirements of the PMIAA and integrated into the agency’s internal review processes in preparing materials for the annual Strategic Review meeting with OMB each spring.

270.12 What is OMB’s role in the GAO High Risk area reviews?

Portfolio reviews of GAO high-risk programs will focus on reducing each portfolio’s vulnerability to waste, fraud, abuse, and mismanagement. The focus of high risk program portfolio reviews by OMB and agencies will be aligned with the criteria used by GAO in evaluating each high-risk issue, examining progress, and proposing improvements in the following areas.

- Leadership Commitment – Demonstrated strong commitment and top leadership support.
- Capacity – Agency has the capacity (i.e., people and resources) to resolve the risk(s).
- Action Plan – A corrective action plan exists that defines the root cause, recommends solutions, and provides for substantially completing corrective measures, including steps necessary to implement recommended solutions.

- **Monitoring** – A program has been instituted to monitor and independently validate the effectiveness and sustainability of corrective measures.
- **Demonstrated Progress** – Ability to demonstrate progress in implementing corrective measures and resolving the high-risk area.

Each agency with an action identified on GAO's High Risk list will provide OMB with an update that addresses specific items related to the 'High Risk' area or segment of areas as part of the submission of strategic reviews findings and materials beginning with the 2018 strategic review. OMB will use the analysis provided by agencies to coordinate meetings focused on areas where additional management attention could be beneficial. GAO High Risk list reviews will be cross-cutting in nature and are anticipated to generally occur as tri-lateral engagements between senior management officials within OMB, applicable agencies, and GAO. OMB's Deputy Director for Management (DDM) will coordinate and lead engagements during the review process, and will convene GAO high-risk meetings to review status updates and provide direction to address identified risks and challenges.

270.13 How do the GAO High Risk reviews apply to IT programs?

Agencies will continue to conduct TechStats as outlined by FITARA implementation guidance for IT programs that are listed on the GAO High Risk list.

270.14 How should agencies implement the Program Management Improvement Accountability Act (PMIAA) program portfolio reviews as part of the strategic review?

The PMIAA's program portfolio reviews are designed to assess the effectiveness of an agency's overall management of programs and projects by regularly reviewing performance data in order to understand operational or programmatic risks to implementation, and make course corrections by changing execution strategies and actions accordingly. Because most Federal agencies will require a number of years to fully implement PMIAA, agencies and OMB are initially focusing on implementation of program portfolio reviews in the area of non-IT major acquisition programs, identifying approximately 1-2 projects for additional management review of cost and other performance information.

Beginning with the 2019 strategic review, the program portfolio reviews should be conducted in coordination with the agency's internal strategic review assessments in order to better integrate and streamline these management reviews. As part of the maturity path for the PMIAA, agencies should include – where possible – key cost and other performance data (e.g., schedule) with the submission of their Summary of Findings by Strategic Objective for the small subset (approximately 1-2) of non-IT major acquisition programs or projects the agency has previously identified, in consultation with OMB, for implementing the Act's program portfolio reviews. The submission of cost and other performance data for the 1-2 non-IT major acquisition programs or projects as part of the Summary of Findings analysis will help identify how these projects map to the agency's strategic goals and objectives framework, and serve as the core of the program portfolio reviews between OMB/agencies.

This approach recognizes that most Federal agencies will require a number of years to fully implement PMIAA. As such, initial focus by OMB and agencies remains on implementation of program portfolio reviews in the area of non-IT major acquisition programs. This focus is intended to facilitate continued learning to help determine how well agency program portfolios of major non-IT acquisition programs are performing throughout the investment's lifecycle using a set of standards and practices, as well as understand the process for effectively coordinating program portfolio reviews as a component of the OMB/agency Strategic Reviews required by the GPRAMA. As the integration and coordination of PMIAA portfolio reviews mature as a component of the agency's strategic review, agencies should make

refinements as applicable in order for PMIAA portfolio reviews to effectively inform assessments of progress being made towards the broader outcomes articulated by the agency's strategic goals and objectives through the strategic review. OMB Memorandum [M-18-19](#) provides a 5-year strategic approach outlining how the implementation of the Program Portfolio reviews will be expanded over time with an intent to cover additional programs and activities that incorporates lessons learned from previous reviews, such as a grants or loan programs. Detailed information and guidance for conducting program portfolio reviews in the area of non-IT major acquisition programs reviews is provided to agencies in OMB Memorandum [M-18-19](#), including program management standards and policies specific to major acquisitions program investments.

270.15 Improving program and project management will require agencies to focus on developing this management skillset. What actions should agencies take as part of PMIAA implementation related to program and project management workforce development and training?

Effective program management requires a trained and competent workforce equipped with program management experience, knowledge, and expertise, including the use of critical thinking that supports decision-making to solve program management challenges. OMB and agencies will take the following steps related to talent management and training to improve the competencies of their P/PM workforce across all areas, and identifying and tracking program managers throughout the agency to match their skillsets to better meet agency program management requirements.

- *Program Management Job Series / Identifier:* OPM, working in consultation with OMB and the PMPC, will identify the key skills and competencies needed for program and project managers in an agency, and establish a new series or update and improve an existing occupational series for program and project management. A list of these competencies can be found in an April, 2019 memorandum published by OPM titled [Program Management Improvement Accountability Act – Program and Project Management Competencies](#). As part of this work, OPM will also review its current policy guidance on program and project management work performed across established occupational series, to include a review of 0340, the existing Program Management Series. Following the completion of their review of the existing Program Management job series, OPM will review the appropriateness of a program management job identifier which, when combined with an existing occupational series, will identify and code Federal positions with program management functions. Utilization of the job identifier and job series will allow agency leadership to pinpoint these critical positions throughout the workforce.
- *Training and Development:* OPM will conduct a competency assessment of program and project managers throughout the government to identify competency gaps. Working in consultation with OMB, CHCOs, CLOs, and the PMPC, OPM will leverage these communities as well as the expertise of applicable government-wide Councils (e.g., CHCO Council, CAO Council, PIC, etc.) to lead a review of existing government-wide training and recommend training and development options to the PMIOs. PMIOs will review OPM recommendations and existing agency-specific training to determine gaps in the training and development of program and project managers. In collaboration with agency CHCOs and CLOs, PMIOs should identify strategies to close competency gaps, develop program managers to their fullest potential, and ensure agencies have personnel who can readily assume senior program management positions.
- *Career Paths:* Career paths are a critical success factor for establishing an effective job progression process, enabling capable and competent program managers to successfully manage Federal programs of all sizes and levels of complexity. In addition to improving performance, established

career paths also facilitate program manager recruitment and retention. OPM will build upon the model used during previous work with IT program managers to:

- Identify key skills and competencies.
 - Establish a career path to develop capable and competent program managers.
- *Mentoring Programs:* PMIOs will work with agency CHCOs to develop and implement a mentoring strategy for agency program and project managers, leveraging existing programs within the agency where applicable. Mentoring programs will pair program and project managers at various levels of experience to share institutional knowledge and allow senior leaders to offer junior and mid-level colleagues their insights and guidance. Agency mentoring strategies should be included as a component of the PMIAA implementation plan detailed above

270.16 Are there other actions agencies should take that apply to acquisition-specific program and project managers?

Yes. Agencies should refer to OMB Memorandum [M-18-19](#) for additional guidance on actions and strategies required that apply to acquisition-specific program and project management workforce development.

