

PM WORLD TODAY – EDITORIAL – JANUARY 2009

The Project Management Manifesto!

*By: David L. Pells
Managing Editor*

A major initiative has been launched in the United States in an effort to gain the attention of the new Obama Administration and to promote better project management (PM) on publicly funded programs and projects. The new effort, embodied in a "**Project Management Manifesto for America**", is being led by project management pioneer Russell Archibald and a group of senior project management experts and authorities who met at The George Washington University in Washington, DC on 19 December.

While there has been a recognized need for better PM on government projects and programs for decades, the issue has taken on new urgency for two main reasons: (1) the current economic recession, and (2) President-elect Obama's announced plans for an economic stimulus package of up to \$1 trillion investment by the US government into infrastructure and other projects across the country.

While the emphasis of the federal government's massive investment strategy will be job creation and economic stimulus, the invested funds should not be wasted through mismanagement or inefficiency. The economic stimulus package will also drastically increase the Federal Debt in the United States. The funds must be invested wisely and managed judiciously in order to achieve the objectives without fraud, waste or the need for additional funding. Clearly the best way to do this is by ensuring that appropriate and proven project management is applied to all programs and projects that receive federal funds.

This is the purpose for the PM Manifesto, to ensure that the massive federal funding of infrastructure and other projects is not wasted. This issue, however, is not confined to America. Governments around the world are planning similar investments to stimulate local economies and to address infrastructure and other social needs. Most of these governmental investments will be in the form of programs and projects. Therefore, this is also a tremendous opportunity to raise the issue of better PM in the government. **Better, more serious, and more comprehensive project management on publicly funded projects is, finally, another idea whose time has come!**

This editorial is a Call to Arms!

Support the Project Management Manifesto!

The Meeting in Washington

An Expert Project Management Forum was held on 19 December 2008 at The George Washington University (GW) in Washington, DC. Hosted by Professor Frank Anbari and staff at the Graduate Program in Project Management at GW, the occasion for the meeting was the visit to Washington of PMForum's PM advisory team of Russ Archibald, Miles Shepherd and myself. Along with Wayne Abba, who lives in the Washington area, we were in town for meetings on the Global Threat Reduction Initiative (GTRI) program for the National Nuclear Security Administration at the US Department of Energy.



With professor Anbari's assistance and support, a meeting of PM leaders and executives was organized at GW to provide an opportunity to discuss current "hot buttons", pressing issues related to project management. During the two hour meeting, participants were asked to propose important topics for discussion; as expected, better PM on government-funded projects was selected, primarily due to the widely announced and anticipated economic stimulus package.

Participants at the 19 December meeting included the following well known and respected project management experts, academic leaders and government executives:

- **Prof. Frank Anbari**, The George Washington University
- **Barbara Archibald**, Consultant, Archibald Associates
- **Russell Archibald**, Principal, Archibald Associates & PMForum
- **Antonello Bove**, Inter-American Investment Corporation
- **Valerie Carter**, Manager, Government Relations, Project Management Institute (PMI®)
- **John Cormier**, Independent Consultant & Director at Large, PMI® Washington DC Chapter
- **Daniel Daly**, The George Washington University
- **Prof. Young Hoon Kwak**, The George Washington University
- **Michael O'Brochta**, Independent Consultant, Zoser Inc.
- **David Pells**, Managing Editor, PMForum and *PM World Today*
- **Bob Rovinsky**, Director, IT Enterprise Services, Office of the CIO, US Federal Aviation Administration
- **Miles Shepherd**, MSP Consulting & PMForum
- **Lawrence Suda**, Managing Director, Palatine Group
- **Ron Taylor**, Independent Consultant & Immediate Past President, PMI® Washington DC Chapter
- **Prof. Stuart Umbleby**, The George Washington University
- **Robert Youker**, Independent Consultant, World Bank (retired)



(L-R: Prof Stuart Umbleby, Robert Youker, Russ Archibald, Barbara Archibald, Bob Rovinsky, Miles Shepherd – at 19 December meeting in Washington, DC)

According to **Russ Archibald**, PMI® Fellow (PMI® member #6) and one of the world's best known authorities on modern PM, "We took the occasion of being in Washington, DC to invite some PM thought leaders to get together to see what might happen. I am happy to report that we debated PM in the government, with an eye on the Obama administration's commitment to invest around \$1 trillion in US infrastructure projects next year. If there is some way that we can gain their ear to ensure that the good PM is used for that stimulus package, it would be great!"

The Expert PM Forum at GW was described in a breaking news article on 23 December 2008. [1] The PM Manifesto has now emerged from post-meeting discussions and emails and is gaining momentum.

Project Management Manifesto for America

Here is what has been published so far:

**ANNOUNCING
A NATION-WIDE MOVEMENT
FOR EFFECTIVE MANAGEMENT
OF
RE-BUILDING AMERICA
INFRASTRUCTURE, HEALTH, EDUCATION,
VETERANS' AFFAIRS, and MORE**

(continued next page)

THE 2009 PROJECT MANAGEMENT MANIFESTO

- 1. Rebuild America the Right Way!**
By choosing the right programs and projects, and managing them with good project and program management principles, practices, methods and tools.
- 2. Implement Well-Known and Well-Proven Project Management:**
By good program and project definition and prioritization, resource allocation, scheduling, monitoring, and control, using currently available methods and information systems.
- 3. Achieve strategically sound, transparent accountability at every public and private level:**
By designating program and project sponsors and integrative managers at Federal, State, County, City and multi- authority levels, as well as within private companies and joint ventures.
- 4. Provide full visibility to all citizens of where and for what purposes the many billions of dollars devoted to this vital effort are being expended and invested:**
By using currently available program and project management information and making it available on the Internet.

Why this Manifesto and Nationwide Movement?

- 1. To Minimize Waste:** Unless these programs and projects are managed with accountability using proven, mature project management principles, practices and tools, history has demonstrated that the projects will not achieve their aim or will come in over budget and behind schedule. In particular, over the past decades over 80% of government capital projects have required major costly changes. We cannot afford this in the future.
- 2. To Re-Build Trust, Confidence, and Respect:** Our citizens must regain their belief that government, private industry and business can work together for the common good of the country. The approach presented in this Manifesto will significantly help to achieve this goal.
- 3. To Apply Proven Management Methods that are Widely Available:** Project management methods are mature, well-known and used throughout

the USA in government at all levels and in all industries. Executives at all levels in the Obama Administration, the U. S. Congress, Federal, State and local governmental agencies and every industrial and business sector must demand that all of the Re-Building America major programs and projects follow this set of best practices and that all project teams are led and staffed by seasoned experts with proven track records.

4. **To Require Accountability:** Each project within each program must have at least one qualified, committed executive sponsor who is held strictly accountable for the benefits and costs of the project, and who will hold the project teams accountable in turn.
5. **To Institutionalize Accountability:** A career path must be established for project and program management professionals within government, appropriate incentives must be created to reward those who take appropriate risks, industry/government partnerships must be strengthened, and mentoring and oversight by GAO, OMB, and private professional organizations must be increased.

*There is no defensible reason why
these proven methods are not applied
to this vital effort of
Re-Building America
to assure that the massive amounts of money
that will be expended
are spent prudently and efficiently
with accountability and visibility at every level.*

WHO WE ARE:

We are experienced, authoritative members of the Global Professional Community of Program and Project Management:

- Executives, managers, practitioners, professors, teachers, consultants, coaches and authors
- From government, industry, business, universities and non-governmental organizations
- With global experience and credentials.

List of sponsoring organizations:

For each person: Name, Title, Organization, Credentials, City & State

The expectation is that “The 2009 Project Management Manifesto” will be posted on a website, major media coverage will be sought, and efforts initiated to gain the attention of high level officials in the incoming Obama administration. While this may be difficult, an encouraging sign is that a number of government, industry and professional leaders who have learned about this initiative have indicated full support. With some additional visibility and momentum, perhaps this effort can be successful. (Stay tuned to www.pmforum.org for any news regarding where the PM Manifesto will be published.)

The Anticipated Economic Stimulus Package in the USA

As discussed in the December 2008 Editorial in *PM World Today* entitled “*Silver Lining: Why the Economic Recession might be Good for Project Management*”, a major economic stimulus package for the US economy has been proposed by President-elect Barack Obama. [2] Here is some recent news coverage:

According to the International Herald Tribune on 4 December 2008, “President-elect **Barack Obama** and leaders in Congress are fashioning a plan to pour billions of dollars into a jobs program to jolt the economy and lay the groundwork for a more energy-efficient economy. The details and cost of the so-called green jobs program are still unclear, but a senior Obama aide, speaking on condition of anonymity to discuss a work in progress, said it would probably include the weatherizing of hundreds of thousands of homes, the installation of so-called smart meters to monitor and reduce home energy use, and billions of dollars in grants to state and local governments for mass transit and infrastructure projects. The green component of the much larger stimulus plan would cost at least \$15 billion a year, and perhaps considerably more, depending on how the projects were defined...” [3]



According to CNNmoney.com on 5 December, “Congress is expected to have an economic rescue bill ready for Obama to sign on Jan. 20... A Democratic aide in the House told CNNMoney.com that at the moment it's likely the proposed stimulus package for January will be between \$400 billion and \$500 billion and would include elements for infrastructure spending, green energy initiatives and tax cuts... Economy.com's Faucher said the total cost of stimulus could come close to \$1 trillion...” [4]

The world's media are following the economic stimulus news in the USA very closely. According to the *Sydney Morning Herald* on 4 January 2009 [5], “US PRESIDENT-ELECT Barack Obama will meet key congressional leaders tomorrow to finalise a more than \$1.2-trillion economic stimulus plan that Democrats hope to pass shortly

after Mr Obama takes office on January 20... The talks will centre on a recovery plan for the troubled US economy, which will be the first priority of his administration. US media reports say the bill to be presented to MPs could top \$US850 billion (\$1.2 trillion), while some say the eventual package could reach \$1.42 trillion. To revive the world's largest economy, the incoming White House economic team hopes to create 3 million jobs - 80 per cent in the private sector." [5]

"Shovel-Ready" Projects Across America

President-elect Obama has suggested that immediate investment in 2009 can be in "shovel-ready" projects, those that have been planned and approved at various state and local levels and are just waiting for funding. He thinks these projects can be launched almost immediately after approval of the stimulus package.

According to ConstructionEquipmentGuide.com on 3 January, "The incoming administration ... is proposing to invest in the neighborhood of a trillion dollars to stimulate the economy and there is no shortage of takers. Local, state and regional entities are hurriedly cobbling together lists of infrastructure projects on which to spend the money... What is lacking are clear guidelines for how the money will be distributed and what kind of projects will qualify for funding. The only original criterion for an acceptable project was that it be "shovel-ready," which was interpreted to mean that dirt on a project could be turned "quickly." Unfortunately, "quickly" was variously defined as anywhere from 30 to 120 days; it still lacks clear definition. Project ideas have proliferated and been sent to Washington from all across the country. The National Governors Association's list of projects, for example, totaled \$136 billion. The U.S. Conference of Mayors quickly came up with \$73 billion worth of work. The American Public Works Association conducted a mini-survey of its members who reported back with \$15 billion in work just waiting to be funded." [6]

According to the San Francisco Business Times on 12 December, 2008, "The National Governors Association told Obama it wanted \$136 billion of spending on projects like roads, bridges, sewers and water projects. Meanwhile, the U.S. Conference of Mayors released a report on Dec. 8 listing almost 11,400 projects worth more than \$73 billion in areas including infrastructure, energy, schools, public housing and public safety. The mayors' report, based on a survey of 427 cities, said the project list could generate almost 850,000 jobs in 2009 and 2010 and asks that money flow directly to cities rather than being funneled through states." [7]

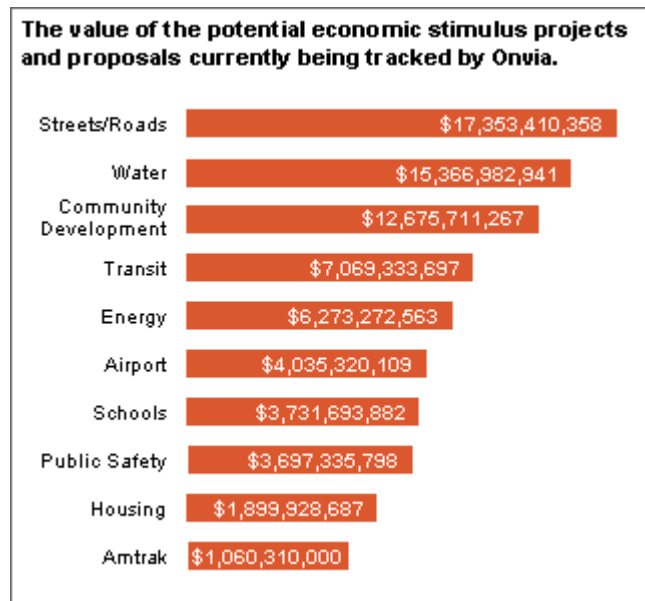
Many US states, and major metropolitan areas, have compiled lists of 'shovel-ready' projects. For example, in south Texas, USA, Rio Grande Valley leaders have issued a 100-page, \$1 billion list of projects they would like to see included in a federal economic stimulus plan that would invest billions in the nation's infrastructure... part of President-elect Barack Obama's economic stimulus plan -

called the "New New Deal" by some - is creating or saving 2.5 million jobs by putting Americans to work rebuilding roads, bridges, airports and schools,..[8]

In Washington State, Gov. Chris Gregoire expects to receive up to \$600 million from the federal package but has not decided which will be funded. In addition to the federal stimulus package, Gregoire intends to propose an ambitious state stimulus package of her own. The shape and size of both packages seem to be rapidly evolving... The only projects being considered for federal stimulus are those ready to go, meaning design and permitting are complete and the project is ready to break ground within a few months. That would rule out mega-projects such as the Alaskan Way Viaduct replacement in Seattle, State Route 520 floating bridge expansion across Lake Washington, and others.[7]

According to Onvia, "detailed plans for use of these funds are being announced to legislatures, local communities, and the press...(for example) The Maine Department of Transportation created a \$335 million, 87-project wish list of aviation, bridge, highway, and rail projects. Gov. John Baldacci delivered the state's plan to President-elect Obama, Vice President-elect Biden, and top transition team officials at a National Governors Association meeting earlier this month. [9] [10]

(chart courtesy of gov.Onvia.com [9])



So who will ensure that federal funds allocated to these projects are managed properly? Who will ensure that the projects are completed for value expected? These are questions the project management professional community is now planning to ask as loudly as possible.

Some Governors call for even more Federal Money in USA

According to an article in the Washington Post on 3 January 2009, "To help offset state budget cuts, a group of Democratic governors have urged the federal government Friday to pass a \$1 trillion economic stimulus package, significantly larger than the one already under discussion in Congress. The package would help states compensate for cuts to education spending that could cause long-term economic decline, as well as bolster infrastructure projects and benefits programs for the poor, the governors from New York, New Jersey, Massachusetts, Ohio and Wisconsin said in a news conference. The governors recommended that the

stimulus plan include \$350 billion for infrastructure, including transportation, wastewater and broadband projects; \$250 billion for anti-poverty programs such as Medicaid, unemployment insurance, food stamps and child care; \$250 billion in flexible education spending to maintain funding for programs from pre-kindergarten to higher education..." [11]

Economic Stimulus Programs Worldwide

But this is not just an American issue. Governments around the world are now planning massive investments to stimulate economies. Many have announced plans to invest in infrastructure, but many other programs and projects are expected to receive funding. Here are just a few announcements that were also mentioned in last month's editorial. [2]

The European Commission called for EU governments to jointly combat the economic slowdown with \$256 billion in spending and tax cuts [12]

In October, Germany guaranteed all private bank accounts and negotiated a 50 billion euros (\$69 billion) bailout deal for Hypo Real Estate AG as Europe's second largest economy sought to ward off financial crisis. The Finance Ministry and private banks reached a deal late Sunday to infuse an additional line of credit worth up to 15 billion euros (\$21 billion) into the embattled real estate giant. [13]

On 25 November, The European Commission unveiled an economic recovery plan worth 200bn euros (£170bn) which it hopes will save millions of European jobs. The EC expects member states to contribute 170bn euros while the European Union will give 30bn euros. The plan is aimed at boosting consumer confidence and stimulating spending. Some of the money will be used for job training, improving energy links and broadband access, and developing less polluting cars. The Commission's proposals include at least five billion euros to help the car industry develop green technologies and a total of 2.2 bn to improve the energy efficiency of homes and factories. [14]

On 5 December, French President Nicolas Sarkozy (pictured right) unveiled a 26bn-euro (\$33bn; £23bn) stimulus plan to help France fend off the financial crisis. The measures include a 1bn-euro loan for carmakers and 5bn euros of new public sector investments [15]



On December 5, 2008, the German upper house of Parliament, the Bundesrat, passed a 32 billion euro economic stimulus package, despite hefty criticism from a number of states. The package was approved by the lower house of parliament, the

Bundestag, on Thursday. German Chancellor Angela Merkel said the rescue plan would secure one million jobs and boost consumption and investments across the country. [16]

According to the Associated Press on 5 December, "The Swedish government announced Friday an 8.3 billion kronor (\$1.01 billion) economic package to stimulate employment and infrastructure development amid the global financial crisis. A news release said the package includes steps to encourage "employment and restructuring" of workplaces. That includes job training, increased support to vocational schools, increased spending on infrastructure, and benefits for those facing long or short term unemployment. [17]

In December, Argentina's government announced plans to use billions of dollars of newly nationalized pension fund assets to grant low-cost loans to farmers, industry and automakers, in a bid to boost production and ease credit amid the global economic downturn, President Cristina Fernandez said Thursday. Most of the 13.2 billion pesos (\$3.9 billion) in loans will come from state-run banks and assets that the government acquired in last month's takeover of the country's 10 private pension funds, Fernandez said, giving no other details. [18]



In many countries, there have been calls for increased investment in infrastructure. Now massive investment in roads, railways and other transportation infrastructure programs will be included in most economic stimulus budgets around the world. Massive government investments into energy, housing and other industries and projects to create more jobs will require more project managers and project management.

Why not more PM Manifestos Around the World?

Why not a "Project Management Manifesto for Britain"? or a "Project Management Manifesto for Australia"? Why not a global movement to raise the visibility of managing or mismanaging projects financed with public taxpayer money? I believe that it is now time to do so. Similar "manifestos" are needed in many countries and regions of the world. Better and more professional management of publicly-funded projects must be high priority, because those projects are for achieving social good, improvements in our neighborhoods and lives, and to create jobs and raise incomes.

The same money can be spent, but with good, modern, proven and professional project management, more can be accomplished, in less time, with greater satisfaction and happiness. That is what modern PM is all about – getting things done in the best possible way, to the highest quality and satisfaction, according to budgetary and schedule commitments. It will take leadership and teamwork,

among politicians, government executives, industry and citizens. But this is not rocket science; it is common sense. It may be complex and difficult, but it is certainly not impossible. And as many mentors advise young project managers, “if something is worth doing, it is worth doing right!”

Other Major Initiatives already underway

This is not to downplay or discount other serious efforts and initiatives already underway in Washington to improve program and project management. A number of US government agencies have made great progress, with the Office of Management and Budget (OMB) and the Government Accountability Office (GAO) now pressuring all agencies to plan and manage their big capital expenditures better.

The US Congress has also tried to improve efficiency and performance on federally-funded programs, and within US government agencies. Over the last 15 years, a number of significant laws have been passed related to improved accountability, acquisition reform, budgeting and performance. For example, The Improving Government Accountability Act (H.R. 928), signed into law on 15 October 2008, strengthened the ability of the Inspector General's Office to provide oversight of federal agencies. The Government Accountability Act of 2008 (H.R. 5683)



introduced by Congressman Danny K. Davis on Wednesday, April 2, 2008, will improve the oversight, administration, and pay adjustment functions at GAO.

According to Managing For Results, a National Partnership for Reinventing Government, “The present federal interest in managing for results is driven in large part by the **Government Performance and Results Act of 1993**, often called GPRA or the Results Act. This Act requires federal agencies to develop strategic plans, performance measures, annual performance plans, and performance reporting. The Results Act included an extended schedule for implementation of its various components. Pilot projects on strategic planning and performance measurement were part of the initial learning phase in 1994, 1995, and 1996. The Act required agencies to submit their strategic plans to the Congress and the public September 30, 1997. Beginning with FY1999, agencies have developed annual performance plans parallel to their annual budget requests to the Congress. In March 2000, agencies ... began reporting on the results achieved in the execution of their FY1999 annual performance plans.” [19] [20]

OMB in particular has shown leadership in the last decade in the effort to improve program planning, especially in the civilian agencies. OMB Circular no A-11, Part 7,

Planning, Budgeting, Acquisition and Management of Capital Assets, issued in July 2003, established for all agencies of the Executive Branch of the US government “policy for planning, budgeting, acquisition and management of Federal capital assets, and instructs you on budget justification and reporting requirements for major IT investments. OMB provides procedural and analytic guidelines for implementing specific aspects of these policies as appendices and supplements to this Circular and in other OMB circulars.” [21]



Sponsored by OMB, the Federal Chief Information Officer (CIO) Council is charged with acting as the “principal interagency forum for improving agency practices related to the design, acquisition, development, modernization, use, operation, sharing, and performance of Federal Government information resources.” More specifically, the Council is directed by the E-Government Act of 2002, to (1) Develop recommendations for the Director of the Office of Management and Budget on Government information resources management policies and requirements; (2) Share experiences, ideas, best practices, and innovative approaches related to information resources management; (3) Assist the Administrator of the Office of Electronic Government in the identification, development, and coordination of multi-agency projects and other innovative initiatives to improve Government performance through the use of IT; (4) Promote the development and use of common performance measures for agency information resources management; (5) Work with the National Institute of Standards and Technology (NIST) and the Administrator to develop recommendations on information technology standards; (6) Assess and address the hiring, training, classification, and professional development needs of the Government related to information resources management; and (7) Work with the Archivist of the United States to assess how the Federal Records Act can be addressed effectively by Federal information resources management activities. [22]

For more information about the Federal CIO Council, visit <http://www.cio.gov/>.

The GAO has also made great strides, especially related to assessing performance and calling attention to cost overruns, poor planning and mismanagement. The agency is actively engaged in assessing program performance across all federal agencies, including the Department of Defense (DoD), and has been particularly successful in recent years with highlighting such poor performance as FEMA failures after Hurricane Katrina struck the USA and the post-war reconstruction in Iraq. Now GAO has developed a “Cost Estimating Guide” for civilian agencies to help improve the front end planning process for major programs and projects, with an emphasis on earned value, risk management and proven program management principles. [23]



There are also many organizations in Washington and elsewhere that are working to help improve program management in the US government. For example, the National Defense Industrial Association (NDIA) Program Management Systems Committee provides the Procurement Planning Committee with advice and recommendations on policy, regulation and law in matters regarding industry program management systems affected by government acquisition policies and regulations. This committee has provided important and useful guidance to both US industry and government on such topics as earned value management, program performance reporting, program risk management and other topics. [24]

Founded in 1983, the Council for Excellence in Government is a non-profit, non-partisan organization that works to improve the performance of government at all levels; and government's place in the lives and esteem of American citizens. With its experienced staff, network of experts and members, and diverse partners, the Council helps to create stronger public sector leadership and management, driven by innovation and focused on results; and increased citizen confidence and participation in government, through better understanding of government and its role. [25]



The Project Management Institute (PMI) is playing a role with some powerful initiatives and components aimed at improving PM within the governmental sector. PMI has established an office in Washington, DC, which is managed by Valerie Carter, PMI's Manager of Government Relations. Ms. Carter is working closely with various government agencies and others to advance the cause of better PM; she also attended the meeting on 19 December in Washington, DC. The PMI Washington DC Chapter, represented on the Manifesto committee by Immediate Past President Ron Taylor and Director at Large John Cormier, is PMI's largest chapter with members throughout the federal and local governments in Maryland, Virginia and The District of Columbia. PMI's College of Performance Management is one of the leading advocates for better program management, has members in various US government and contractor organizations, and sponsors various activities and benefits for the government. PMI's Government Specific Interest Group (GovSIG) is a global network of professionals involved in project and program management in government agencies. For more information, visit www.pmi.org.

These are just some examples of governmental and non-governmental efforts to help reform and improve government performance in Washington.

Barriers to Success Abound

But these efforts have not been enough. In an email related to the proposed manifesto, **Ed Hoffman**, director of NASA's Academy of Program, Project and Engineering Leadership (APPEL) wrote, "while it is true that the world has become more 'project oriented', this new initiative represents a 'call for change', a paradigm shift in the way government operates. Dr. Hoffman suggests that such transformational change requires (a) a sense of urgency; (b) the synergy of powerful coalitions and networks; (c) a shared vision of the future; (d) a realistic and accurate context for the change; (e) clear short-term and long-range goals; (f) honest and realistic attitudes; and (g) integration of existing systems and processes. Ed goes on to recommend "a reality-based approach," based on concrete claims and measures; coordination and cooperation with existing coalitions and networks, some of which are quite powerful; and the setting of practical timeframes.[26]

I fully agree with Dr. Hoffman, and would add the following:

Executive Sponsorship – as we have all seen in the project management world, for better program and project management to be successful in any organization, it must have executive sponsorship and support. For project-based organizations, this is critical. Of course, this is well known in such project-based industries as aerospace, construction, energy and telecommunications, where executives understand the importance of projects and the impact of project management on bottom line organizational performance. The government is also a project-based organization. To be successful, in individual agencies and across the government, executive sponsorship will be critical.

Project Management Oversight – just like corporate governance, better oversight of programs and projects is needed to ensure that the right programs and projects are funded, those projects are managed properly, and expected outcomes are achieved. More transparency and accountability are needed, risks must be identified and addressed, and reporting to stakeholders improved. The Project Management Oversight program at the Federal Transit Administration within the US Department of Transportation, which was legislated (and funded) by Congress, can provide a good model of a successful approach that has saved US taxpayers millions. This is needed across the entire government.

Structural Reform – as is true for project-oriented organizations in industry, US government agencies must be aligned to programs and projects, and portfolios of programs and projects. A Program Management Office (PMO) is needed for each major agency and for the entire government as a whole. Program and Project Management must be seen to be of equal importance to Operational Management. This insight has appeared recently within OMB and GAO leadership, and some agencies, but significant changes are still needed. The government should be streamlined for maximum efficiency and performance. It seems to me that in the

past, reorganizations in the government have simply created additional bureaucracy without significant process and productivity improvements.

Leadership – without leadership, any changes in the way programs and projects are planned and managed in the government will fail. This is true in governmental organizations just as it is in industrial organizations, just as it is true for the management of individual programs and projects. Leadership will be critical if there is to be any hope for improvement, structural change, oversight or governance of the programs and projects to be funded through the Economic Stimulus Program. Someone on President-elect Obama's executive team must become aware of the Project Management Manifesto and must be assigned the leadership and sponsorship role for PM improvements. This must also happen in other countries with similar issues and initiatives, if they are to be successful.

Conclusion, with Possible Solutions

With respect to the forthcoming Economic Stimulus Package, if the funds are invested in programs and projects across the country without governance and oversight, much of the money will be wasted. A new **Office of Program Management Oversight** should be formed at OMB, with a corresponding office at GAO, to set policy and oversee the government's major investments. Each federal agency should have a Program Management Office (PMO) to coordinate best practices agency-wide and nation-wide, and for PM governance. These steps must come with executive sponsorship and leadership in order to be successful, at the top levels of the US government and within individual agencies.

These same steps are needed within state and local governments, where major programs and projects will be implemented and owned. These are steps that will be necessary for the Project Management Manifesto to be successful.

THIS IS NOW POSSIBLE!

Let us take these steps in the USA.

Let them be repeated in other countries around the world.

Support the Project Management Manifesto!

If you are interested in participating or have suggestions on how to connect with other similar initiatives at the local, state, national or international levels, please contact me at editor@pmforum.org. Good luck with your projects!

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www.pmforum.org
www.pmworldtoday.net

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26. Email from Edward Hoffman to Russ Archibald and other PM Manifesto sponsors, January 3, 2009.



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