

# PROJECT MANAGEMENT IN THE PUBLIC SECTOR

*Recommended Minimum Standards*



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# PROJECT MANAGEMENT INSTITUTE – PMI

Today, the Project Management Institute (PMI®) is the leading world-wide association for project management; an entity that has worked for half a century to bring together and share project management best practice, through a robust set of rules and standards.

The Institute is present in more than 200 countries, distributed in 281 chapters or local offices. (PMI Today, 2016). In Brazil, we're 15 chapters and PMI-RS is the older office, completing 15 years of existence, with a board of associates from vary occupation areas.

We believe that the project management career is the most fundamental element to guarantee the

sustainable competitiveness of organizations, public and private.

Our comprehension is sustained for organizations evidences that practice these best practices and reached high level of governance, maturity and results, assurance major effectiveness on delivery benefits from its projects.

As per Pulse of the Profession 2015 report, from PMI, the organizations lose, in average USD122M from each USD1B invested in strategical initiatives due to its low performance on projects, programs and portfolio management.

# CHALLENGES OF THE PUBLIC SECTOR

The challenges faced by managers in all spheres of public administration, can be summed up as: Responsibility for balancing the delivery of the most benefits against limited resources. This puts enormous pressure on them to deliver a strategy that allows the best allocation of resources to the various priorities identified by society.

The concern with public sector projects has been always within PMI priorities and one of its biggest recent achievements have gotten that American government promulgate in 2015 The Program Management Improvement Accountability Act – PMIAA. This law has been developed by USA Congress Members together with PMI professionals and aims the approach's standardization concepts of Projects, Programs and Portfolios in all agencies in federal level.

For that, one of the fundamentals elements have been also the definition of career path for Project Managers, defining clearly abilities and responsibilities.

The PMI-RS has followed efforts of career path improvements on different government levels, important parameter for all public administration areas on Rio Grande do Sul State. The structuring process of State Government actions and some of counties thru Programs, demonstrate alignment with the best practices and standards edited from PMI from many years. Notably relevant is being present that “in a crisis moment, planning is an essential activity that allows to delineating the best ways to be followed.” (PPA RS 2016-2019, p. 15).

# CHALLENGES OF THE PUBLIC SECTOR (cont.)

It is precisely this drive for planning that is going to ensure that the government's strategy will affect those projects and programmes which are most suitable to produce the desired benefits for society. The integration of project management standards, as published by PMI, and the unconditional support of the executive (Governor and Mayors) are crucial to this process.



# RECOMMENDATIONS FROM PMIRS

Taking into account, not only the achievements already recorded in the multiannual planning of RS, but also considering relevant results from the municipalities, an experienced group of chapter members conducted an in depth study for PMIRS, which reached the following conclusions.

We also know that other initiatives have been

undertaken or are under way by the state government or counties which may eventually align with some of our recommendations.

The Organization Projects Management Guide (OPM), edited by PMI has to be considered as referential element, alignment guarantee's effort of all the projects with the strategical goals from State.



# RECOMMENDATIONS FROM PMIRS (cont.)

As our study shows, each pillar is supported by a number of activities, however the most relevant are listed here.

Therefore, PMIRS suggests that there are four basic elements, or 'pillars', which should be taken into account by managers in the public sector, in order to achieve better results from public projects of the state and its municipalities.

- Strategical Project Management Office (SPMO);
- Consolidation of the governance structure;

- The consolidation and development of a single organizational project management methodology, to be used by all areas of government and based on existing standards and procedures;
- The development of project management skills and competencies in all business areas.



# 1. STRATEGICAL PROJECT MANAGEMENT OFFICE (SPMO)

Governments, at both state and municipal level, should have a strategic body, responsible for implementing the whole organizational project management approach and able to ensure that all projects and programmes are permanently aligned with the strategic objectives of the state or counties. There are units in state administration that already perform some of these functions, as well as similar initiatives in some counties too. We believe that this structure, whether it exists or not, should be reviewed and strengthened; in particular:

- The centralization and the technical support necessary to achieve this, for state and country projects;

- To establish an effective communications plan (internal and external), to ensure that this agency and the adopted models and tools are recognised and information shared throughout the entirety of the public administration;
- To put OPM into practice, providing the infrastructure and sufficient resources for the effective management of projects and programmes.





## 2. GOVERNANCE STRUCTURE

The decision-making structure, supported by methods and systems, through which projects are defined, authorized and monitored: In particular those that are strategic priorities for the Public Administration.

It must ensure, among other things that:

- Roles and responsibilities of sponsors and decision-makers are clearly defined, in respect of directing projects and programmes;
- The responsibility of the Project Manager is clearly defined, in respect of managing the activities necessary for the implementation of a project;
- Inter-departmental bureaucracy is reduced;
- Integration plans are established between all departments and offices, especially for priority projects;
- Strategy is aligned with deliverables, as well as final results, generated by each project or programme, being evaluated in respect of outcomes for the stakeholders. (management of the government activity portfolio).



### 3. AN ORGANIZATIONAL PROJECT MANAGEMENT METHODOLOGY

A collection of practices, techniques, procedures and rules, to be used when working with projects and programmes, to achieve the projects specs in the public sector, to ensure the desired benefits are achieved.

It must also ensure, among other things that:

- It is consolidated into a single, simplified model for managing projects;
- It provides a framework for the preparation of procurement and contract management activities;
- It provides an assessment of a project's maturity before it is implemented;

- A project has sufficient infrastructure and resources;
- The existence of business justification for every project and programme, and that the benefits of that investment are clearly identified.



# 4. COMPETENCE MANAGEMENT

Practices which ensure that for project management there are training programmes, continuous professional development, motivated personnel and availability of professionals with appropriate skills and experience for the running of projects in the public sector.

It must also ensure, among other things that:

- The roles of Project Manager and other related functions (Programme Manager, Portfolio Manager among others) are formally adopted, with autonomy and authorisation limits designated by technical criteria;
- A project manager's qualification is determined by the skills recommended by PMI;

- Dedicated project teams are defined;
- Programmes to develop and motivate teams are established.



# FINAL THOUGHTS

PMIRS believes it can be an effective channel to assist the public sector in choosing the best route to customize project management for public administrations.

The knowledge accumulated by PMI in the development, implantation and use of project management best practice can bring bigger and better results by adopting all the recommendations in this document

The aim of this joint initiative between our volunteers and the public sector was to uphold our mission of **“Promoting and enhancing project management, supporting the profession, its adoption, maturity and excellence in Rio Grande do Sul”**, in line with our Vision that **“Organizations around the whole of Rio Grande do Sul will accept, value and utilise Project Management and attribute their success to it”**.



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