Treasury Directive Publication 12-81

Program and Project Management at Treasury

August 29, 2024

1. **<u>Definitions</u>**.

   a. <u>Core Processes</u>. A series of activities or end-to-end steps that, when completed, enable the achievement of a critical service or are essential to the operations of critical programs as defined in Section 1.b.

   b. <u>Critical Programs and Projects</u>. Programs and projects that are most essential to achieving Treasury's goals that will be subject to additional oversight activities as defined in Section 1.c. Failure, interruption, or compromise of these programs or projects could:

      1) Undermine the Department's ability to successfully achieve its goals;

      2) Severely impact government operations; or

      3) Result in significant loss of trust in the Department by key stakeholders/the public.

   c. <u>Oversight</u>. For this purpose, a set of activities and interactions among stakeholders that promote successful achievement of priorities through the provision of support, direction, and accountability to the critical program or project.

      1) <u>Support</u>. Providing technical assistance, capability building, thought partnership (e.g., problem-solving, sounding board), and relationship management;

      2) <u>Direction</u>. Setting and aligning strategic priorities (including coordinating direction from governing and policy-making groups), establishing a policy framework or standards under which to operate, providing guidance on specific or novel issues; and

      3) <u>Accountability</u>. Monitoring and discussing status, and identifying issues and risks.

   d. <u>Portfolio</u>. A collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve Treasury's goals. Treasury's portfolios correspond to its goals in the Department's Strategic Plan.

   e. <u>Portfolio Management</u>. The identification, categorization, evaluation, selection, prioritization, authorization, funding, and control of projects and/or programs to achieve strategic goals.

   f. <u>Program</u>. A collection of projects, activities, and/or workstreams in pursuit of a common mission or purpose, supported by dedicated resources (including money, people, and infrastructure). Additional guidelines for applying the definition of program:

      1) A program consists of a dedicated group of people performing a function that results in a deliverable or tangible result.

      2) A program requires coordination between program staff members, leadership, and external stakeholders.

3) A program has a defined set of recipients, beneficiaries, and customers.

4) A program is led by one program manager, otherwise it is multiple programs. A program is RARELY a function of an entire subcomponent.

5) A program is RARELY an entire subcomponent within a bureau or office.

6) A program is RARELY an entire bureau or office.

7) A program is NOT automatically a budget activity.

8) A program is NOT the foundational, day-to-day operations of a bureau, office, or department.

g. Program Management. Managing resources, risks, issues, and changes across related projects/activities to achieve organizational objectives and goals.

h. Project. A temporary endeavor—with a defined beginning and end—undertaken to create a unique product, service, or result. Projects usually involve defined deliverables, quality standards, cost limits, and/or return on investment expectations, and are typically undertaken to bring about beneficial change or add value to an organization.

i. Project Management. Applying specific knowledge, skills, and techniques to achieve a temporary endeavor undertaken to create a unique product or service.

3. **Implementation**.

a. The Department will integrate PMIAA requirements fully into the existing strategic management processes, identifying critical programs, projects, and portfolios in relation to the strategic plan.

b. Bureaus must ensure compliance with the Office of Management and Budget and Treasury requirements for the Federal Acquisition Certification for Program and Project Managers.

c. Program and project managers should follow industry-standard practices and principles when planning and executing programs and projects. They should understand and apply core skills to increase the chances of successful program and project delivery. The Department expects that healthy programs and projects will include the practices and principles in the disciplines listed below. The level of maturity will vary depending on the complexity and scale of the program or project.

1) Acquisition Management. Identifying what externally derived materials and services that need to be acquired to execute the project activities and planning for the acquisitions.

2) Budget Management. Developing and controlling the project budget, which will include the costs associated with internal resources (time) and other direct costs such as materials and external resources (i.e., contractor support).

3) Customer Experience Management. Identifying, analyzing, and improving upon the public's perceptions of and overall satisfaction with interactions with any part of Treasury, its products, or its services.

4) <u>Performance Measurement</u>. Collecting, monitoring, reviewing, and reporting of data on pre-selected measures related to level and type of activities, products and services delivered, and outcomes of activities.

5) <u>Planning and Prioritization</u>. Assessing relative importance of activities and assignments and focusing time and resources towards work, projects, and tasks that affect high-value projects and long-term goals.

6) <u>Process Improvement</u>. Identifying, documenting, analyzing, and improving upon existing business processes within an organization for optimization and to meet new requirements or standards of quality.

7) <u>Program Evaluation</u>. Collecting, analyzing, and using information to answer questions about projects, policies, and programs, particularly about their effectiveness and efficiency.

8) <u>Risk Management</u>. Identifying risks, conducting risk assessments, developing risk response plans, and monitoring risks during execution.

9) <u>Schedule Management</u>. Identifying project tasks and milestones and developing and controlling the project schedule to ensure timely completion of the project.

10) <u>Scope Management</u>. Defining and controlling those activities that are (and are not) included in the project, identifying key project deliverables, and managing scope changes.

11) <u>Stakeholder Management</u>. Identifying the key stakeholders, defining their respective roles, interests, and levels of interest/control. Documenting the processes for communicating with stakeholders.

12) <u>Team Management</u>. Identifying core team members (individuals primarily responsible for executing the project activities) and extended team members (subject matter experts consulted for short periods of time), determining their roles/specific assignments, identifying their time commitment for the project, and providing the team members with training needed to execute the project.