6 steps for RMC – Quicktests

Chapter 2 – PM Framework

Know and Use in Government

* Project Management - managed locally by branch or department
* Definition of a project – discussed amongst us and well-defined
* Project Team – sometimes small or large depending upon size of project
* Project Management Team – not generally created unless a very large project
* Stakeholders – valued as there are many in Government
* Stakeholder Management – procedure that is paid quite a bit of attention to
* Governance – many rules/regulations that we must adhere to in Gov’t.
* Project Management Office – called Project Delivery Office (PDO) in our area
* Organizational Structure: Matrix - Weak (strong functional management)
* Project Expediter – rarely the PM, even in a weak matrix, they have some decision-making
* Project Coordinator – can be the PM, depending upon the project
* Enterprise Environmental Factors – must be considered in a Government environment
* Assumption Log – generally used only on large projects
* Assumptions – always considered but not always placed in a log (might be a list in Business Case)
* Constraints – always considered but not always placed in a separate report (may be a list in Business Case)
* Work Performance Data, Information, and Reports – we use a CPPM tool and SharePoint for project status reports
* Operational Work – this comprises most of the work of Government
* Expert Judgement – done ALL THE TIME in Government
* Meetings – also done ALL THE TIME in Government

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| DO NOT KNOW | DO NOT DO |
|  | **Organizational Project Management (OPM)** is done at an executive level. We do not have input into which projects are chosen and whether they are chosen because of organizational benefit or financial reasons or both. |
|  | **Organizational Process Assets** - all of these tend to be department by department or branch by branch (as Government is large and ‘siloed’). |
|  | **Program Management** – we do not have many Programs; if there are certain clustered projects and other work, it is done through the PDO |
|  | **Portfolio Management** – this may be done at the executive level or by the PDO |

Chapter 3 – PM Process Groups

Know and Use in Government

* Project Management Process Groups
  + **Initiating** – PM selection, business cases (risks, product/project feasibility studies, measurable objectives, success criteria, existing agreements, etc.), divide into smaller (area-specific) projects, determine processes/procedures/existing systems, assumptions, stakeholder identification/register and project charter (abbreviated or standard depending upon size of project).
  + **Planning** – Define/prioritize requirements, scope, procurement, team, sometimes WBS/sometimes just task list depending upon size of project, schedule (rarely network diagram but almost always Gantt Chart), budget, quality controls, big on communication and stakeholder engagement, change control, configuration plans (version control), formal approval and kick-off meeting.
  + **Executing** – Manage work according to plans, produce deliverables, gather performance data (complexity depending upon size of project), follow change/config./quality plans, hold team-building activities, submit regular status reports, communication/stakeholder engagement – solicit feedback, evaluate/negotiate with vendors and contractors, update plans as needed
  + **Monitoring and Controlling** – Keep watch on progress to avoid issues with schedule/budget, analyze/evaluate performance and data, request necessary changes in alignment with change control, monitor vendors/communication and stakeholder engagement, create forecasts/risk reviews/assessments/reports and documentation. There is regular/constant communication with functional management during phase.
  + **Closing** – Hand off completed product, confirm acceptance of work from client, complete reporting/procurement/documentation, archive records, gather lessons learned and hold close-out party.
* Project Lifecycle – as shown above we engage in the entire project lifecycle and execute/monitor the project through all of its phases regardless if it is plan or change driven.

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| DO NOT KNOW | DO NOT DO |
|  | **Development Lifecycle** – We do not get involved in systems or software development in our area of the organization. We are security and deal with integration of systems or products that are already developed. There are sections of the Government (such as our ‘dev-ops’ area that would exclusively deal with the SDLC). |

* We have projects that are both **Plan-Driven** (waterfall, etc.) and **Change-Driven** (iterative or incremental) but there are also several that are **Hybrid-Development Lifecycle** combining the two styles.

Chapter 4 – Integration Management

Know and Use in Government

* Integration Management Process – this is generally done on an ad-hoc basis, not adhered to faithfully, it is project dependent and needs dependent
* Integration Change Control – is mostly adhered to, every area needs to be involved in changes
* Process for making changes – there is always a process set for change control for each project, generally project and needs dependent
* Project Management Plans are done depending upon the size and requirements of the project.
  + **Knowledge Area Management Plans** – may depend upon requirements of the project
  + **Baselines** – are measurable and altered throughout the project
  + **Requirements** – always considered in our projects however there might not be a formal requirements document
  + **Change** – there is always some type of change management and version control, it may not evolve into a formal plan but may be the most frequently used change mgmt.
  + **Configuration** – configuration management (like version control) is always adhered to
  + **Project Lifecycle approach** – we have both plan-driven and change-driven lifecycles but more and more projects are becoming hybrid-development lifecycles with elements of both
* Project Charters - developed and used, varying length and detail depending upon project
* Business cases - developed and used, generally for submission to executive for project aprpoval
* Project selection process - managed by our executive, we are not involved
* Knowledge Management - rests with our PDO (project delivery office)
* Information Management - generally stays with both the PDO and the area with the senior team members, depending upon who needs to access the information after project close-out
* Tacit -vs- Explicit knowledge – in the Government we have many sources of both types of knowledge. Tacit knowledge is gotten from our experts (either part of the team, vendors or other areas), explicit knowledge can come from historical documentation or lessons learned.
* Project Documents – always create some for each project, depending on type and size
* Benefits Management Plan – rarely a separate plan, can be part of the Business Case
* Assumption log – may or may not be created (may be a part of Business Case)
* Change Requests – generally follow change request procedures
* Corrective Action – will cater to problems
* Preventive Action – will attempt to predict problems based on performance and issues
* Defect Repair – not generally done as we rarely are creating a system or product
* Constraints and assumptions – always considered, outlined in business case & charter
* Configuration Management – adhered to
* Change Control – system generally followed
* Change Control Board – will have a CCB on larger projects
* Cost-benefit Analysis – done with the Business Case and Charter, sometimes in more detail
* Kickoff Meeting – always

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| DO NOT KNOW | DO NOT DO |
| **Work authorization system –** we may use this in an ad-hoc manner since we are a functional organization | **Project selection process** is managed by our executive, we are not involved |
|  | **Defect Repair** as we generally are working with developed systems and completed products already. |
|  | **Financial Transactions** – highly depends upon the project (size and scope), often, there is a financial manager who assists with the financial reporting |

Chapter 5 – Scope Management

Know and Use in Government

* Product Scope – can be more of a service instead
* Project Scope – always part of our charter and project documentation
* Scope Management Process – depending upon the size of the project, may be very simple
* Scope Management Plan – depending upon the size of the project, may be very simple
* Requirements Management Plan – always identified
* Data-gathering Techniques – have used all techniques listed
* Requirements Documentation – may be listed in business case if small project
* Project Scope Statement – stated in our charter
* WBS – Not always done, might be a task list if smaller project; if very large project, all components of WBS are created
* WBS Dictionary – necessary if multiple ministries are involved
* Scope Baseline – on larger projects, smaller projects are usually very specific in scope
* Group Decision-making – almost always used in some form or the other in Government
* Data Representation – may take many forms depending upon PM preference
* Requirements Categories – considered and categorized
* Interpersonal and team skills – all techniques used at some point in time
* Context Diagrams – used when external Sche and influences are key
* Prototypes – almost always used for software development
* Acceptance Criteria – depending if plan or change driven as to when determined
* Product Analysis – depending upon the project/product
* Deliverables – verified during output of the control quality, accepted during output of validate scope

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| DO NOT KNOW | DO NOT DO |
|  | **Requirements Traceability Matrix** – have not had the need to use this tool |

Chapter 6 – Schedule Management

Know and Use in Government

* Schedule Management Process – closely adhered to
* Schedule Baseline – measurable and adjusted throughout project
* Schedule compression – used in event of delays (both crashing and fast tracking)
* Activity List – quite often used when no WBS
* Network Diagram – not used for smaller projects
* Dependencies – these are determined and documented
* Critical Path – use intuitively if no network diagram
* Float – use intuitively if no network diagram
* Three-Point Estimating – used for vague estimations only
* Bar Charts – use regularly
* Schedule model – varies with project and project type
* PMIS – CCPM tool
* Schedule Management Plan – varies with project and project type
* Critical Path Method – use intuitively if no network diagram
* Near-critical Path – use intuitively if no network diagram
* Leads and Lags – use intuitively if no network diagram
* Milestones, milestone list and charts – almost always set milestones and relative lists and charts
* Resource Breakdown Structure (RBS) – used for complex projects
* Reserve Analysis – all delays must be justified and approved by functional manager
* Padding – frowned upon in our organization but may be necessary for special circumstances
* Analogous estimating – may be used for similar projects/tasks
* Parametric estimating – used when need ‘hard’ estimating
* Heuristics – used to expedite and loosely estimate
* Activity attributes – sometimes specified
* Re-estimating – always done with schedule for delays, not always necessary with finances
* Rolling Wave Planning – usually with change driven projects
* Progressive Elaboration – usually with change driven projects
* Alternatives Analysis – rarely used

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| DO NOT KNOW | DO NOT DO |
|  | **Precedence Diagramming Method PDM** – we determine precedence but do not use a formal tool |
|  | **Monte Carlo Analysis –** we use PMIS but do not use this analysis on a regular basis |

Chapter 7 – Cost Management

Know and use in Government

* Cost Management Process – often, resource cost is salaries, this may not be counted
* EV analysis – used in abbreviated forms unless very large project
* Cost Baseline – used and adjusted throughout project
* Cost Budget – followed strictly unless urgent and mandatory

Baselines and Estimates used depend upon type and size of project and specific consequences

* Performance Measurement Baseline – regular reporting
* Estimating tool dependent upon project and needs:
  + Three-Point Estimating
  + Analogous Estimating
  + Bottom-up Estimating
  + Parametric Estimating
* Inputs to Estimating Costs – Cost/Quality Mgmt Plans, Scope Baseline, LL, Schedule, Resource Req, Risk Register, Historical records/information, Culture and Existing systems, PM costs
* Cost Management Plan – detail dependent upon size and complexity of project
* Rough Order of Magnitude (ROM) Estimate – great for Initiating phase and determining viable projects
* Definitive Estimate – based upon metrics and more accurate
* Budget Estimate – range considered by executive, budget set then communicated to us
* Management Reserves – used as a last resort
* Cost Risk – one of the major constraints, effort to stay within budget always challenged
* Variable/Fixed Costs – most fixed costs are excluded (ex: wages) depending upon size of project and needs of executive for justification
* Direct/Indirect Costs – direct costs may be expensed (such as overtime, employee recognition, etc.) as regular business of the branch - many indirect costs are excluded in this manner as well
* Lifecycle Costing – might be considered when choosing between two products (cost over life)
* Value Analysis – not always done on small projects if they are quick and inexpensive (mostly wages)
* Control Thresholds – for many projects, schedule threshold may be weighted higher
* Progress Reporting – done in conjunction with our PDO on PMIS and Project SharePoint Site
* Cost of Quality – because we are Government, this is generally not an issue, it must be high
* Return on Investment (ROI) – can be quite large if preventing security intrusions and breaches

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| DO NOT KNOW | DO NOT DO |
| **Discounted Cash Flow –** most financial planning and reporting is done by finance | **Contingency Reserves** – not aware of using reserve planning within our financial structure |
|  | **Reserve Analysis –** not generally used in our structure |

Chapter 8 – Quality Management

Know and use in Government

* Quality Management process – defined and adhered to
* Definition of Quality – the degree to which the project fulfills requirements
* Gold-plating – absolutely not encouraged, our projects are expected to be done on time, not perfect but sufficient
* Prevention over inspection – the ultimate goal, however, our environment has many factors out of our control
* Continuous Improvement – part of our mandate and also encouraged within ITIL guidelines
* Just in Time – we do not warehouse product, all logistics use ‘just in time’ philosophy
* Responsibility for Quality – in a weak matrix environment, usually the functional manager
* Interviews – always an interest to identify existing standards to measure quality
* Brainstorming – very often used in many areas of PM including quality management
* Benchmarking – also used in many areas of PM including quality management
* Cost-benefit analysis – used to determine the level of quality for the cost and what’s appropriate
* Impact of poor quality – wide range of issues, maybe re-working, legal issues, reputation
* Cost of Quality – ensure it is appropriate level for project and not gold-plating
* Conformance/Non-conformance – research, focus groups, training, interviews, surveys –vs- non-conformance consequences (could be severe in Government)

The following controls have been used for different quality controls depending upon the project (size and requirements):

* Marginal analysis, logical data models, flowcharts, tests and inspections, checklists, quality metrics, cause and effect diagrams, histograms, pareto diagrams, scatter diagrams, document analysis, alternatives analysis, design of experiments, process analysis, root cause analysis, failure analysis, multicriteria decision analysis, affinity diagrams, audits, design for X (especially when X=security), problem-solving, tests and evaluations, mutual exclusivity, probability, normal distribution , statistical independence, standard deviation, 6 sigma, checksheets, statistical sampling, questionnaires and surveys, performance reviews, inspections, control charts (assignable cause/special cause variation, control limits, mean, specification limits, out of control, rule of seven).
* Quality Management Plan – developed and closely adhered to
* Test and evaluation documents – created and included in project documents
* Quality reports – filled out and included in project documents

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| DO NOT KNOW | DO NOT DO |
|  | **Marginal Analysis** – we do not normally justify level of quality in this way, functional management usually makes those decisions |

Chapter 9 – Resource Management

Know and use in Government

* Resource Management Process
* Resource Responsibilities for PMs
* Resource Management Plan
* Tools and Techniques used by PMs: Recognition and rewards, team building events/ exercises, conflict resolution, motivation techniques, training, emotional intelligence, influencing techniques, negotiation, problem-solving methods, conflict resolution, negotiation, multi-criteria decision analysis
* Team Performance Assessment – done by request of Functional Manager
* Issue Log – sometimes only for complex or significant issues
* Responsibility Assignment Matrix – only for larger projects
* RACI Chart – only for larger, more complex projects, it is generally obvious
* Organizational Breakdown Structure – only for complex projects that involve multiple areas
* Resource Breakdown Structure – only for complex, large projects
* Resource Histogram – may be asked for by functional manager (not usually done)
* Team Charter – usually simple list of team members, titles and functions
* Management and Leadership Styles – can be challenging based upon which functional manager is overseeing your project, the PM tries to use ‘situational leadership’ throughout the project
* PM Powers – rarely penalty or expert as it is a strong functional organization and we manage projects with highly technical or expert team members; we generally rely on formal, reward or referent power to influence
* Pre-assignment – used often by functional manager to match individual skills to project
* Colocation – rarely is an option, our department does not generally re-locate workers for a project
* Virtual teams – this may happen often if members are remote
* Communications technology – we use shared network drives, email, conferencing (video and audio), SharePoint, and IM for communicating with our virtual/remote workers
* Tuckman Ladder- Forming, Storming, Norming, Performing, Mourning are all team phases we experience regularly. With frequent staff turnover, we are constantly adapting.

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| DO NOT KNOW | DO NOT DO |
|  | **Marginal Analysis** – we do not normally justify level of quality in this way, functional management usually makes those decisions |

Chapter 10 – Communications Management

Know and use in Government

* Communications Management Process – there is a certain communications process/procedure we adhere to in Government that spans across all projects
* Communications Management Plan – sometimes created for complex projects
* Flow of Communication – communication is one of the basics of business in Government; we encourage frequent communication between our teams and PM, management and PM, stakeholders and PM/team, etc.
* Communication types – we use controlled versions of formal/informal written and formal/informal verbal in the correct formats for the correct reasons (very important)
* Communication Models – all types of models and methods are used for different scenarios, most interactive: nonverbal, verbal, active listening, effective listening, push, pull, meetings
* Communications technology – we use shared network drives, email, conferencing (video and audio), SharePoint, and IM for communication
* Communication Channels – rises disproportionally to an increase of number communicating
* Project Reporting – set by the functional manager on a set schedule; always status and progress reports, sometimes trending, forecasting, and variance; various types of lessons learned reporting
* Communication Blockers – are swiftly removed or overcome, contractors / vendors are not permitted blockers (we will contract with someone else)
* Monitoring Communications – due to public scrutiny of government spending, we pay special attention to our communications management

Chapter 11 – Risk Management

Know and use in government

* Definition of Risk Management – being in the security area, many of our staff are risk experts and are recipients of the CRISK certification
* Risk Management Process – regular attention to risk matrices where we analyze likelihood and impact of threats both inside and outside of projects; there is constant attention to prevention and management strategies
* Threats – being in the cyber world, we are faced with new and persistent threats regardless of the strategies we use – this mindset continues into Project Management as well
* Opportunities – are few but exploited when presented
* Risk Factors – as mentioned, we use risk matrices and pay attention to likelihood, impact, outcomes, timing and frequency of proposed risk
* Risk Management Plan – with certain customizations, generally adhered to
* Risk Report – sometimes by PM to illustrate high risk factors but generally requested by functional manager
* Risk Categories – some of the traditionally external factors are actually internal with Government (regulatory, political, etc.) with our largest risk being the media and misrepresentation
* Risk Breakdown Structure – can be used in complex risk environments or projects
* Overall Project Risk – certain projects may be considered ‘high risk’ projects due to their risk of failing or putting something else at risk; certain of our projects are turned down because of the risk of ‘breaking’ a critical function and the risk (although might greatly improve something) is too high
* Individual Project Risk – there is an attempt to identify all project risks, if there are significant ones, they will be indicated in the RR or urgency assessment
* Types of Risk - since the government is not in the business of making money and mainly considered an expense, most of our risk is ‘pure risk’ type (cost of an expensive software program or device); there are few times where a project or initiative can streamline or eliminate a process saving the government a lot of money (win/win)
* Probability and Impact Matrix – we do have watch lists on and off projects since we deal with high risk assets and will report and variances and trending within our projects to the functional manager.
* Risk Urgency Assessment – parameters of risks are considered and those that are impending or complex or likely to have a large impact are paid strict attention to
* Risk Response Strategies – all are used in appropriate circumstances with the exception of ‘accept’ – we always try to transfer or share (if necessary) with our contractors or vendors; the only time we will ‘accept’ is if the consequences are very low or we can mitigate them without undue impact on the public
* Residual Risks – the nature of security is that regardless of our actions to protect and prevent threats, they will persist and become more sophisticated; we will always have a certain level of risk of an attack getting through our defences and this translates to our projects as well
* Contingency Plans – we are used to setting contingency plans with our business continuity programs, it is our culture in both our operation and projects
* Failback Plans – same as contingency plans – in the event the project fails, there will be a plan to manage any fallout or gaps
* Risk Owner – unless the risk is highly specialized to a certain stakeholder or area, risk owners are not generally set on smaller projects but may be set on very large, complex projects
* Secondary Risks – these are considered and allowed for based upon circumstances
* Risk Trigger – discussed with functional manager, early warnings and strategies are considered
* These are all part of our monitoring risk processes: workarounds, reserve analysis, reviews, audits, simulation, checklist analysis, assumption and constraint analysis, documentation reviews, data quality assessment, prompt lists, SWOT analysis, sensitivity analysis, decision tree, EV, and EMV
* Updates are made to: work performance, risk register, PM plan, OPAs and change requests may be made
* Common RM mistakes – there are times when not all risks have been considered, however, there needs to be a balance between time taken to identify ALL risks (even minimal) and moving the project forward
* Representations of Risk Uncertainty – if the full impact or consequence of a certain risk is unknown, it is indicated in the RR; if an unidentified risk turns into an active threat, our strategies are put in place to best manage the impact or consequences

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| DO NOT KNOW | DO NOT DO |
|  | **Monte Carlo analysis –** not performed by our PMIS |

Chapter 12 – Procurement Management \*\*this is a very disorganized quicktest and does not follow the progression of the chapter\*\*

Known and used in government

* Procurement management process – government procurement is formal and defined; quite often done by our procurement office; governance and legalities are considered and strictly adhered to
* Procurement management plan – basic procurement is determined by the project requirements and takes into consideration resources, risks, stakeholders, EEFs and OPAs and, of course, our preapproved seller list (Corporate Supply Arrangement, CSA)
* Contract types – any extremely large contracts are managed by our functional procurement departments, smaller amounts can be managed depending on what is being procured (may be purchase orders)
* Advantages/disadvantages of each type – managed by our procurement department
* Contract Change Control system – generally done through integrated change control and will have certain requirements based upon type of contract, timing, etc.
* Termination – it is rare that termination occurs before the work has been completed and careful consideration to legalities are observed
* Bid documents – we have utilized all of the types of bid documents listed (RFIs, RFPs, IFBs, and RFQs)
* Make-or-buy analysis – while we are familiar, the government generally does not ‘make’ their needed products (or software) with the exception of the DevOps area who is in the business of open source software
* Source Selection Criteria – prepared for complex projects or endeavors, small or simple projects are very straightforward in their desired deliverables
* Non-competitive forms of procurement – can be used often in Government when there are large service contracts awarded to large vendors over a wide area of services or when there is specific knowledge or history of service that can only be performed by a certain vendor.
* Types of procurement: SOW: Government work is generally of the functional type with specific deliverables outlined; there may be some performance or design components but in the case of TOR types, there are always SLAs (service level agreements that dictate minimum performance) attached.
* Procurement Performance Review – is generally part of Monitoring and Controlling as part of the control procurement process and accomplished during status updates; if the work is unsatisfactory as stated in the contract, steps are taken with seller
* Claims administration – handled by the PM in conjunction with the functional manager and transferred over to our procurement / legal if claims become costly or overwhelming
* Closed Procurements – happen when the work is completed or terminated and is managed by the PM unless becomes too complex or requires legal intervention
* Bidder Conferences – not usually done unless requested by functional manager, because of our CSA, most all bidding is managed online with a Statement of Work
* Proposal Evaluation – in addition to a proposal, most vendors supply a presentation and most will suggest coming in person to present; we also include a POC (proof of concept) provision with most of our contracts if they are large
* Risk and Contract Type – fixed price (more expensive but low risk for buyer), Time and Material (pay by the work done, less expensive up front but lots of buyer oversight required), Cost-reimbursable (less expensive but higher risk and more auditing for buyer)\
* Weighing system – generally to the lowest bidder unless they cannot deliver all requirements
* Screening system – already done by our Corporate Supply Arrangement
* Interdependent cost estimates – PM may use historical contracts to formulate a pre-estimate
* Special Provisions – there are times that special provisions are required to be compatible with our software/hardware
* Standard Contract – we do use standard contracts with regular sellers for like projects
* Terms and Conditions – will be reviewed by PM
* Change requests – can be complex when dealing with contractual commitments, there is a process that is reviewed by our procurement folks
* Breach – should be determined from terms and conditions of contract, must be formal process
* Waivers – can be brought forth through integrated change control
* Claims – handled by the PM in conjunction with the functional manager and transferred over to our procurement / legal if claims become costly or overwhelming
* Product Validation – happens when product deliverable is completed, PM gains product acceptance from stakeholders
* Procurement conflicts – brought to the functional manager and handled in conjunction with procurement department
* Procurement audit – managed by both parties (buyer and seller) on a set schedule by PM and functional manager
* Formal Acceptance – usually means a signed contract by both parties/if in relation to formal acceptance of product, this would close the procurement and final documentation would be updated
* Records Management System – the Government has defined records management system with numbered documents that are stored in a document repository
* Privity – only used by our procurement department for those engaged in a contractual relationship
* Qualified seller list – our Corporate Supply Agreement is the list of approved sellers
* Centralized/decentralized contracting – our larger contracts are centralized with our procurement department but smaller contracts may be decentralized, managed by PM and business owner
* Factors considered in contract negotiating: Price, profit, cost, target price, sharing ratio, and ceiling price
* Letter of intent – there may or may not be a letter of intent with a seller, it usually takes the form of a SOW
* Presentations – a large part of determining the seller
* NDA – may or may not be used depending upon confidentiality of project
* Legal Contract – contains an offer, acceptance, consideration, legal capacity and legal purpose – our procurement department has a defined process
* Force Majeure – a usual clause in a contract so as not to be held responsible for a force of nature preventing the contract’s completion

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| DO NOT KNOW | DO NOT DO |
| **Procurement strategy** – was not aware that there is a separate strategy for each procurement not an overall strategy for the project as a whole | **Make or buy analysis or decisions –** we do not make our product or software, it always purchased or contracted |
|  | **Incentives –** these are used in different areas such as highways (to complete the projects sooner for the public benefit); in security the device or software must be the best it can be from the beginning |

Chapter 13 – Stakeholder Management

Know and use in Government

* Stakeholder definition – “anyone (individual, group or organization) who is impacted in any way or perceives they are impacted in any by the outcome of a project” - can be vast in Government
* Stakeholder management process – very important in government project management, could mean the difference between a positive or negative reaction to a Government initiative
* Stakeholder involvement – involve any and all who are impacted or who have an interest in the outcome of the project
* Stakeholder analysis – information is gathered extensively considering factors such as ownership, knowledge, rights, interest and contribution
* Stakeholder register – carefully prepared, referred to regularly and changed when engagement changes
* Stakeholder Expectations – should be assessed by considering all factors in stakeholder analysis, on the stakeholder register and information gathered in close communication and involvement in questionnaires and surveys, brainstorming, focus groups, mapping, etc.
* Stakeholder Engagement - always encouraged by the PM based upon their expectations, influence and engagement
* Stakeholder Engagement Plan – our plans include action steps to keep stakeholders involved and informed; and to encourage suggestions, insight, expertise and support, the output being the Stakeholder Management plan
* Stakeholder Engagement Assessment Matrix – not created unless a large, complex project with several high profile stakeholders
* Stakes – if the project contains high profile people with influence, not managing them correctly could lead to negative feedback about the project, resistance to additional project resources and prioritizing other projects before yours especially in a functional organization; it is also important to keep the stakeholder register confidential as it will contain information that might be misconstrued and shed a negative light on the project

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| DO NOT KNOW | DO NOT DO |
| **Stakes** – did not know that the stakeholder register should be kept confidential due to some of the sensitive comments/information about individuals, I thought you would share it with your team in case they need to contact anyone on your behalf | **Stakeholder Engagement Assessment Matrix** – not created unless a large, complex project with several high profile stakeholders |

Chapter 14 – Professional and Social Responsibility

Know and use in Government

The culture of Government has the same expectations as the Project Management Institute regarding Responsibility, Respect, Fairness and Honesty as related to professional and social responsibility. The PMI-isms are in line with the expected behaviour of public servants, we keep only the highest personal standards.