

Project Management Institute

***Government Extension to
the PMBOK® Guide
Third Edition***

Government Extension to the PMBOK® Guide Third Edition

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Preface

The *Government Extension to the PMBOK® Guide Third Edition* is the first industry-specific extension to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. It provides information on managing projects within the unique environment of the public sector. The term “public sector” refers to national, regional and local governments. This update expands the scope of the previous edition to include all forms of government. It supersedes the *Government Extension to A PMBOK® Guide—2000 Edition* and is aligned with, and a supplement to, the *PMBOK® Guide—Third Edition* and should be used in conjunction with it. The alignment enables easier reference to the corresponding sections in each document. The process names and designations were updated to match the changes introduced in the current edition of *PMBOK® Guide* in order to enable consistency and clarity.

The *PMBOK® Guide* describes knowledge and practices “generally recognized as good practices” and applicable to “most of the projects, most of the time” and for which there is wide spread consensus about their value and usefulness. As an extension, this document builds upon the *PMBOK® Guide—Third Edition* by describing additional knowledge and practices, and by modifying some of them.

Some changes were made in this edition to update and align this global standard to the *PMBOK® Guide—Third Edition*. A discussion of changes made in this edition can be found in Appendix A.

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Section I

The Project Management Framework

Chapter 1 Introduction

Chapter 2 Project Life Cycle and Organization

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Chapter 1

Introduction

PMI's *A Guide to the Project Management Body of Knowledge—Third Edition* describes the Project Management Body of Knowledge as “the sum of knowledge within the profession of project management” that resides with practitioners and academics who apply and advance it. While the *PMBOK® Guide—Third Edition* provides a generic foundation for managing projects in the public and private sectors, this document addresses the specific practices found in public sector projects. This document supersedes the previous edition of the Government Extension, entitled *Government Extension to the PMBOK® Guide—2000 Edition*.

This extension to the *PMBOK® Guide—Third Edition* provides an overview of key attributes of project governance that apply to most public sector organizations and that are “generally recognized as good practice . . . applicable to most projects most of the time,” and with “widespread consensus about their value and usefulness.” It establishes a framework for ensuring effective and efficient management of projects in the public sector. It does not, however, provide practices or guidance that should be uniformly applied on all projects. The project management team is ultimately responsible for determining what is appropriate for any given project.

Readers should note that, while many of the references used in the *Government Extension* are derived from the *PMBOK® Guide—Third Edition*, its content is specifically designed to suit the unique characteristics of projects in the government sector. Project management professionals should plan to use both documents concurrently in the execution of their responsibilities. To that end, this chapter is organized into the following sections to reflect the structure of the *PMBOK® Guide—Third Edition*:

- 1.1 Purpose of the *Government Extension*
- 1.2 What is a Project?
- 1.3 Project Management in the Government Context
- 1.4 Structure of the *Government Extension*
- 1.5 Areas of Expertise
- 1.6 Project Management Context
- 1.7 Explanation of *Government Extension* Processes: Inputs, Tools & Techniques, and Outputs