

GSA ORDER

SUBJECT: Project Management in the Public Buildings Service (PBS)

1. Purpose. This Order establishes policy governing the use of project management principles, as well as the assignment of project managers to Public Buildings Service (PBS) projects as defined below in the Order's Part 5.b. Applicable Projects. The Order is supplemented by the latest versions of the PBS (global) Project Management Practice Guide, Project Intake Guide, PBS Service Principles, and PBS Way Protocols. Additional information can be found in the Project Management Guide, Leasing Desk Guide, and Design Excellence: Policies and Procedures.

2. Background. Facility, space and other/non-space projects require significant investment of GSA resources, and represent long-term commitments to our partner agencies. To a large extent, they also embody the vision and values of the Federal Government in local communities. Excellence in project management ensures that these projects best serve the long-term interests of Government, GSA customers, local stakeholders, and American taxpayers overall.

3. Scope & applicability. This Order applies to all PBS offices, particularly PBS project management business lines (e.g., the Office of Design and Construction (ODC), and the National Office of Leasing (NOL) and other applicable offices). It encompasses project managers (PMs) at all levels.

PBS offices are expected to implement the policies, authorities, responsibilities, functions, and procedures established herein immediately and completely.

4. Cancellation. GSA Order, PBS 3425.12A, dated August 21, 1990 is cancelled.

5. Policy. PBS projects will be managed by a project team that is led by a PM that PBS will assign. The team will follow the guidelines and procedures contained in this Order and in referenced supplemental documents, as well as the specific strategies of an approved Project Management Plan (PMP) and, if required, Project Charter.

a. PBS business lines responsibilities. ODC and NOL are the lead business lines for this Order. Both business lines partner with all PBS offices, from planning through closeout. All PBS business lines will carry out their necessary responsibilities in support

of applicable projects, in accordance with agreements and commitments as recorded in an individual PMP and Project Charter. (See the Project Intake Guide to determine when a Project Charter is required.) Each business line shall ensure that a designated project team includes a PM leader and representatives of all PBS stakeholders.

b. Applicable projects. Projects fall into three general categories: facilities; space; other/non-space projects; which are defined in more detail in the Project Intake Guide. Specific project management requirements will be employed on all facilities and space projects, and they will be scaled according to scope, estimated construction cost, and level of risk. Facilities and space projects include all directly funded new construction and repairs and alterations, consolidations, all lease projects, Reimbursable Work Authorizations (RWAs), and all building purchase projects that involve alterations and/or tenant build-out.

- Other /non-space projects. While this Order addresses project management of facilities and space projects, its guiding principles are applicable to project management of other/non-space projects. These projects are to be managed in accordance with the PBS global project management principles described in the documents listed in Appendix A, References and Citations as applicable.

6. Contact. Please direct any questions to ODC's Assistant Commissioner of Project Delivery.

7. Implementing action. The Assistant Commissioner, Office of Project Delivery and the Assistant Commissioner, Office of Leasing are tasked with ensuring the immediate distribution of this Order. This Order may be modified for minor updates (e.g. hyperlinks) to ensure content remains current by the Assistant Commissioner, Office of Project Delivery and the Assistant Commissioner, Office of Leasing.

8. Signature.

/S/  
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NORMAN DONG  
Commissioner  
Public Buildings Service

## Project Management in the Public Buildings Service (PBS)

1. Background. In the delivery of facilities, space and other/non-space projects, GSA's partner agencies are best served by consistent, disciplined project management. This involves careful orchestration of many activities that are not entirely performed within the responsible PBS business line. Management responsibility becomes further segmented by PBS business lines, specifically below the Commissioner level in Central Office and below the Regional Commissioner (RC) level in the Regions. Segmentation often leads to problems in managing a project's scope, schedule, budget, risk, communication, and/or design and construction quality. In response, this Order establishes a clear project management methodology, namely by defining the roles and responsibilities of both the project manager and project manager's associated team and by aligning understandings and expectations of the stakeholders. These are briefly described below and in more detail in subsequent parts of the Order.

a. The project manager (PM) must ensure a project is delivered properly, from planning through closeout. The PM is responsible and accountable for leading, communicating, coordinating resources, and building consensus within a project team, and for leading all aspects of managing and executing a project. This includes working closely with: the Office of Design and Construction's (ODC's) Office of the Chief Architect (OCA) and Office of Project Delivery (OPD); National Office of Leasing (NOL); PBS Offices of Acquisition Management, Real Property Asset Management, Facilities Management; other key GSA business lines; the regional counterparts of these business lines; and the customer. Such collaboration shall take place throughout the project life cycle.

b. It is typical for PBS to utilize the services of construction management (CM) firms on projects above prospectus level. The use of construction managers enables GSA employees to perform management and oversight responsibilities that are inherently governmental in nature: project management, customer management, project planning, scope development, schedule management, communication management, budget management, contract administration, assurance of design excellence and overall quality, risk management, sustainability advocacy, resource management, technology management, regulatory oversight, and community outreach. CM firms can assist GSA employees with construction administration (e.g., daily safety, administrative, inspection, estimating, value engineering, technical and quality assurance tasks, etc.) and a variety of other professional services including but not limited to program management, strategic planning, risk assessment, design development, master scheduling, procurement support, environmental expertise, move coordination, technical research/testing, and market analysis. For any project requiring CM services the PM should bring the CM on early in the project planning process.

c. PBS has established project development and management procedures for facilities, space and other/non-space projects (i.e. capital, small, reimbursable,

consolidation and lease, etc.) in the Project Management Guide, Project Intake Guide, Project Management Practice Guide, PBS Service Principles, Design Excellence: Policies and Procedures, and the PBS Way Protocols. These procedures detail the interrelationships between project development and project management in PBS, as well as coordination with National and Regional Project Resource Boards.

2. Project manager competencies and responsibilities. PMs will execute their respective responsibilities in accordance with this Order.

a. Project manager definition. The PM is responsible for project management overall, which includes leading the project team in its successful execution of deliverables, and managing relationships with, and expectations of, the customer, throughout the project life cycle. The PM also leads day-to-day activities of the project team, by working closely with the project sponsor, program manager, and key stakeholders. This collaboration may also involve the Chief Architect, ODC Regional Coordinator, NOL Regional Coordinator, or other regional and/or national stakeholders as appropriate to the project's scope and risk level.

b. Project manager competencies. PBS has established core competencies for PMs, as well as education/certification requirements to ensure they are met. These competencies include:

- Project Manager Procedures
- Project Integration
- Project Planning/Portfolio CILP Process
- Communications Management
- Schedule Management
- Budget, Financial and Cost Management (including Value Engineering)
- Customer Management
- Scope Management
- Quality Management
- Risk/Opportunity Management
- Procurement Management/Lease Acquisition
- Resource Management
- Technology Management
- Sustainability
- Leadership

The [PM Career Path](#) reviews these core competencies in greater detail.

c. Project manager certification. In accordance with Acquisition Letter MV-15-02 dated December 18, 2014, PMs shall earn the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) at a level appropriate to the type and size of the project to which they are assigned. [Procurement Instructional Bulletin \(PIB\) 20-02](#) dated May 18, 2020 describes FAC-P/PM requirements for all PMs in greater detail. FAC P/PM requirements are also accessible [here](#).

d. Project manager responsibilities. The PM plans, coordinates, and manages all primary and supporting activities upon which the successful completion of the project is dependent. PM responsibilities and functions include but are not limited to:

- Scope Management
- Schedule Management
- Budget Management
- Risk/Opportunity Management
- Resource Management
- Customer Management
- Relationship Management
- Team Building/Leading the Team
- Technology Management (e.g., Kahua, GREX, BIM, CAD, COBie, gBuild REXUS, OA Tool, eSmart)
- Sustainability
- Communication Management
- Quality Management
- Design Excellence
- Construction Excellence
- Safety Management
- Partnering

(1) Scope management. The PM is responsible for delivering the project as defined by Prospectus Documents, Work Item Descriptions, Program of Requirements (POR), approved PMPs, customer requirements, and approved Project Charters (if required). The scope established by the base contract award and any awarded contract options serve as the project's performance baseline. The PM does not have the unilateral authority to change the contract scope. The PM must ensure the project stays within the scope of the contract award. If the customer has a new requirement not defined by the original scope, then the PM must ensure that the customer provides in a timely manner all the requirements and funding necessary to perform this additional scope. The PM has the responsibility to prevent scope creep during the project's lifecycle. The PM must communicate any scope impacts to the project sponsor, contracting officer (CO) or lease contracting officer (LCO), and other senior PBS program managers and key stakeholders in a timely manner.

(2) Schedule management. The project schedule comprises estimated dates of major milestones. It is developed by the PM in concert with the project sponsor, CO, and the project team based upon a compilation of program directives, project scope, project charter, procurement milestones, customer requirements, organizational capabilities and capacity, and other factors that may impact project outcome. Schedules should be reviewed by all stakeholders for their approval. PMs should use the [PBS Scheduling Fundamentals Guide](#) to develop the schedule, referring to Appendix 2 (or to the gPM page found at [ODC InSite](#)) for key milestones for various PBS project types. Any changes that delay or alter rent start date must be approved by

Real Property Asset Management and the project sponsor. The PM must communicate any schedule impacts to the project sponsor, CO or LCO, and other senior PBS program managers and key stakeholders including the customer in a timely manner.

(3) Budget management. The budget will be itemized by appropriate Budget Activity (BA). It will also be itemized by components within these BAs such as site, predesign, design, construction, management & inspection, and other activities/services. Any BA programmatic savings derived at contract award or changes to implemented projects are managed by Central Office in coordination with the appropriate Regional Office. The PM does not have the authority to use project savings for work not defined by the contract scope. The budget's construction contingency is intended to cover unforeseen conditions, design deficiencies, and customer changes that are deemed within scope; it does not apply to additional scope. In the case of additional scope, the customer must fund all costs (design, construction, professional services (i.e. CM, Architect/Engineer, etc.), schedule delays, etc.).

Only the CO has authority to commit and obligate funds on behalf of the Federal Government and modify the terms and conditions of the contract. The PM is responsible for coordinating often with the CO on all contract issues and modifications. Except in the case of emergencies of fire, life safety, and natural catastrophe, the PM may not request the CO to issue any contract modification without providing reasonable prior notice to the project sponsor. The PM, project sponsor, and CO shall define protocols for emergency contract modifications in the Project Charter and PMP.

(4) Risk/opportunity management. The PM is responsible for: anticipating and resolving project-related problems; negotiating problem resolution in collaboration with the CO or LCO, as well as through the project sponsor and ODC Regional Coordinator, small projects zonal manager, NOL Regional Coordinator, or other applicable stakeholders; developing contingency plans to mitigate the impact of unresolved problems; elevating unnegotiable problems to the appropriate management level for resolution. At a minimum, the PM must address risk and opportunity management in the PMP, identifying possible actions that can benefit the project or mitigate risk. The PM should also include metrics that measure the success of opportunities identified in the PMP.

(5) Resource management. The PM develops internal and contracted resource staffing plans with the project sponsor and other PBS business lines, and then manages resources to ensure the project is delivered within the overall project as generally described in the prospectus, Project Charter, or other guiding document. The PM also ensures that resources expended in project execution do not exceed allocations. To perform this responsibility, PM shall involve relevant Subject Matter Experts (SMEs) at appropriate times throughout the project life cycle. SMEs include but are not limited to experts in portfolio, real estate, acquisition, design and construction, and facilities. For further guidance concerning SMEs' involvement, see the PBS [Project Management Practice Guide](#).

(6) Customer management. The PM shall work with customers to assess their needs and build positive relationships with customers to improve project results. PM should provide customers with information or assistance to resolve problems and/or manage their expectations. PM should develop and utilize existing relationships to build an understanding of customer's requirements, including constraints. PM should build trust with the customer to create opportunities for open discussions concerning products and services the organization offers. PM should work to ensure products and services delivered are of appropriate quality and meet customer expectations.

(7) Relationship management. The PM shall build customer relationships with all stakeholders and manage customer expectations, as well as coordinate the efforts of all GSA business lines and other entities (including but not limited to GSA Regional Offices and Central Office, partner agencies, and professional services contractors). The PM shall also work with other external participating organizations, such as regulatory boards, customer and/or community representatives, private-sector entities, and local government representatives that are contributing to the project and/or protecting their interests with respect to the project. The PM is responsible for addressing these stakeholders' interests and schedule requirements. The PM should ensure that all organizations external to PBS understand schedule milestones, and maintain open communication with these stakeholders generally. PBS business lines should retain and exercise their normal responsibilities for interacting and coordinating with outside interests.

(8) Team building/leading the team. The PM is responsible for building the project team and developing good team dynamics. Although the PM may not be the supervisor of record for many team members, the PM is responsible for ensuring that all team members understand their roles and responsibilities, and for resolving misunderstandings with team members' respective supervisors. Team members may include but are not limited to the Chief Architect, Regional Chief Architect, CO and CO's Representative (COR), property manager, LCO, asset manager, budget analyst, account manager, communication specialist, regional historic preservation officer, regional fine arts officer, SMEs, representatives from the Federal Acquisition Service and Office of General Counsel, customer representatives, and external stakeholders.

(9) Technology management. The PM shall fulfill a project's reporting requirement by using Kahua or GSA Real Estate Exchange (GREX) systems, as appropriate to project type. The PM is the primary point of contact for the project, providing information sufficient to satisfy all standing reporting requirements at the regional and national levels, including automated information systems (Kahua, G-REX, REXUS, etc.). The PM also shall ensure that project data is added to the Green Building Upgrade Information Lifecycle Database (gBuild) or Kahua as appropriate. In addition to reporting via these platforms, the PM shall ensure that design and construction technology tools such as Computer Aided Design (CAD), Building Information Modeling (BIM), and Construction-Operations Building information exchange (COBie) are specified and used during the project life cycle.

(10) Sustainability. The PM should ensure that a project design maximizes building performance as per the [Energy Independence and Security Act](#) (EISA), [Energy Policy Act](#) (EPACT), related Executive Orders, and other applicable directives. The PM is responsible for ensuring that the project incorporates applicable components of the Guiding Principles for Sustainable Buildings, PBS P 1095.1 Green Purchasing Plan, GSA's Minimum Performance Requirements, and, when applicable, that the project will achieve Leadership in Energy & Environmental Design (LEED) certification at the level required as of contract award. The PM must also ensure that planning takes resiliency into consideration, in accordance with GSA's Climate Change Risk Management Plan. The PM should coordinate specific sustainability objectives with the Regional Sustainability Coordinator and other SMEs, and immediately notify the project sponsor if it appears that any sustainability requirements may not be met.

(11) Communication management. The PM keeps the project sponsor informed of progress by immediately notifying the sponsor of possible significant contract modifications, schedule impacts, potentially controversial matters, and other issues with far-reaching implications. Other issues include major impacts to safety, budget, customer requirements, local community, and quality. The elevation of project issues to the sponsor shall follow national business lines, PBS Service Principles, and PBS Way Protocols for capital, small, and lease projects. On prospectus-level leases, RWAs, or capital projects, the PM shall communicate with the project sponsor, the ODC Regional Coordinator or NOL Regional Coordinator, the Chief Architect, and the Regional Chief Architect to implement scope, budget, quality, and schedule controls to ensure that the project stays within authorized scope and budget, as well as other specific project measures, while maintaining original design intent. To support effective communication the PM should use the [GSA PBS Communication Plan template](#) to produce a Communication Plan, thereby ensuring consistency among customers and stakeholders across GSA. The PM should also prepare, at a minimum, monthly Project Reports for distribution to all stakeholders. Project Reports shall convey the overall project health (e.g. budget, schedule, scope, any issues, etc.) accurately, efficiently, and thoroughly.

(12) Quality management. The PM shall ensure that a project satisfies the needs for which it was undertaken. The PM and project team shall collaboratively identify the standards by which a project's success will be measured during quality assurance and quality control.

(13) Design excellence. The PM shall implement the Design Excellence Program's nationwide policies and procedures for selecting the finest and most appropriate architects, engineers, and integrated design teams for projects, and for assessing those entities' work as it is being performed. The Design Excellence Program's initiatives include but are not limited to Interior Design, Lease Construction, First Impressions, Landscape Architecture, Accessibility, and Sustainability while conducting quality-assurance reviews for superior performance in their respective disciplines. For projects with an estimated construction cost (ECC) exceeding \$25 million, the PM and ODC Regional Coordinator shall request the Design Excellence



Program to schedule design reviews with industry peers well in advance of appropriate milestones in the design process.

(14) Construction excellence. The Construction Excellence Program seeks industry peers' objective assessment of construction in support of: on-time and on-budget project completion; reductions in overall construction project costs, change orders, and claims and litigation; greater uniformity of results within the GSA building program; greater efficiency for stakeholders doing business with GSA. For projects with an ECC exceeding \$25 million, the PM and ODC Regional Coordinator shall schedule these reviews with the Construction Excellence Peer Review Coordinator well in advance of appropriate construction milestones.

(15) Safety management. The PM shall work with the design-build or construction contractor, architect/engineer of record, and construction manager to ensure that any potential safety hazards to tenants, citizens, and workers are addressed and mitigated. PM shall ensure safety is a top priority working in partnership with above mentioned industry team members to protect the tenants and public and ensure all workers work safely.

(16) Partnering. The PM shall comply with the PBS Revalidated Partnering GSA Order 3400.16A PBS CHGE 1 noted below. For Partnering details, click [here](#).

PMs shall ensure compliance with all applicable statutory, regulatory, and policy requirements, including but not limited to:

- GSA Order, PBS 3400.16A CHNG 1 Partnering within the Public Buildings Service dated December 12, 2020
- GSA Order, ADM 5000.4B Office of General Counsel Legal Review dated November 14, 2014
- GSA Order, 1020.3 ADM Procedures for Historic Properties dated September 6, 2016
- GSA Memorandum Integrated Acquisition Management dated October 23, 2015
- PBS Facilities Standard P100 for internal and external applicable statutory, regulatory, and policy requirements, or receive waiver for approval for non-compliance, following the P100 waiver process
- PBS 1000.6 P-120 PBS Cost and Schedule Management Policy dated August 4, 2016
- Art in Architecture Policy and Procedures
- Design Excellence Policy and Procedures
- GSA Order, PBS 1000.2B Reimbursable Work Authorization National Policy Document dated July 30, 2020
- GSA Order PBS P 1096.1 Key Sustainable Products Initiative dated December 18, 2014

e. Project sponsor responsibilities. Project sponsors will execute their respective

responsibilities in accordance with this Order.

(1) Project sponsor (aka project executive) definition. The sponsor primarily acts as a project's champion—supporting the PM and project team, advocating for the project, and taking other necessary actions to ensure successful project delivery. The project sponsor should initiate development of the Project Charter (if required) in close coordination with the PM, and articulate objectives to senior leaders and stakeholders as necessary. More details about the sponsor's role can be found in the [PBS Sponsor Guide](#) located on the [gPM Documents](#) page.

(2) Project manager staffing. Supervisors shall follow the Project Manager Staffing Guide and use standardized position descriptions. Supervisors shall also maximize use of the PM Career Path, PM Skills Assessment, and PM Registry, as well as PM development tools that may be developed in the future, in this process.

(3) Project manager selection. The project sponsor, working in collaboration with the supervisor and/or National and Regional Resource Boards, shall follow the Project Intake Guide for the selection of the PM ensuring the best available resource is assigned.

(4) Project manager transition. Every effort shall be made to minimize PM changes during the project's life cycle. In the event a change is needed the project sponsor shall ensure a seamless transition with the new PM, the business line and the customer.

3. Procedures. PBS has established processes and guidelines for delivering projects.

a. Project initiation. Project management encompasses the project life cycle, beginning with identification of need and ending with project closeout as defined in the PM Guide, the PBS PM Closeout Guide and Checklist found [here](#). Project initiation differs according to project type, as detailed in [Appendix B of the Project Intake Guide](#). A brief synopsis is provided below:

(1) Above Prospectus: New Construction or Alteration/Renovation. Due to budget cycles, GSA typically submits a budget request through the Office of Management and Budget two years in advance of project initiation. In addition to the budget request, GSA transmits a prospectus seeking Congressional approval for each capital project from the Committee on Environment and Public Works of the Senate and from the Committee on Transportation and Infrastructure in the House of Representatives.

(2) Below Prospectus: Minor Repair/Alteration or Historic Preservation. Project initiation occurs when need is identified, Real Property Asset Management approves project development to commence, and project team resources are assigned. Initiation occurs before funding is authorized.

(3) Space Requirement: Federal or Lease Solution. Project initiation occurs upon completion of the project identification phase, as outlined in the Project Intake Guide. Additional information specific to lease projects can be found in the PBS Leasing Desk Guide. Prospectus-level leases are more fully described in the PBS Leasing Desk Guide, Chapter 11.

(4) Space Alteration/Renovation Stand-alone RWA Federal or Lease. Project initiation starts with PBS's receipt of the customer's request. RWA receipt is predicated upon receipt of a fully executable RWA, inclusive of an appropriate customer signature confirming availability of funds. RWA acceptance is predicated upon signature on said RWA by PBS signifying acceptance of the RWA.

(5) Other/Non-Space Projects. See both the Project Trigger Events section and Appendix B of the Project Intake Guide for the initiations of the various kinds of other/non-space projects.

b. Assignment of the project manager. A single PM will be assigned to each applicable project for its full life cycle. The PM shall be assigned at initiation; the Project Intake Guide includes criteria for assigning the PM and project team. PBS offices are required to either work with the National Project Resource Board or their respective Regional Project Resource Boards to select and assign the PM, CO or LCO, and project teams for medium- and high-risk projects; these decisions will be made using the [Initial Risk Determination Tools](#). ODC and/or NOL, as well as the project sponsor, will help ensure that appropriate PM and CO/LCO assignments are in place for high-risk projects. PMs must earn the appropriate level of FAC-P/PM certification, as defined in PIB 20-02, within one year of a project assignment. PMs may request a one year extension if they are not certified within the first year of their assignment.

c. Preparation of the project charter and Project Management Plan (PMP). One of the keys to a well-managed project is a comprehensive PMP. During the planning phase, the exact parameters of a project should be defined by developing the solution, creating the execution strategy, refining project parameters, formulating technical and commissioning requirements, developing a risk/opportunity plan, and planning responses to potential risks. The team also identifies and documents change-control methods, communication plans, closeout steps, and the full scope of work to be executed. As the formal guide to project execution, control, and closeout, the PMP documents all of these strategies.

(1) Project charter. In accordance with the Project Intake Guide, the project sponsor starts the Project Charter in close coordination with the PM; the Project Intake Guide describes when a charter is required. While overall parameters are established in both the Project Charter and PMP, the charter assumes a broader view of a project's roles and long-term objectives. The gPM Tools Matrix and the Project Intake Guide identify charter requirements.

(2) PMP. Upon creation of the Project Charter, the PM shall start the PMP, and collaborate with the project sponsor and team to develop it further. A PMP primarily defines all parameters of a project's scope, schedule, safety, quality, risk, communication, and cost, in order to delineate strategies for successful execution and to establish the roles and responsibilities of all parties involved. Each project that meets the criteria listed in Appendix A of the Project Intake Guide will have a PMP, and that PMP shall be established and maintained in accordance with the provisions of this Order. Kahua may be used to create the Project Charter, PMP, and other planning documents or tools. Processes for creating a PMP include but are not limited to the following:

(a) For prospectus-level capital projects, initial drafts PMPs are submitted as a part of each year's Capital Investment and Leasing Program (CILP) documentation. Upon approval of projects in the CILP in a given fiscal year, PMs shall finalize their PMPs. For prospectus-level lease projects, PMPs are submitted to NOL early in the project planning phase (ideally 48 months prior to lease expiration). Upon PBS Central Office's authorization of a project, the PM shall submit the PMP for approval in accordance with signatory authority as defined by Appendix B of the (Capital) Project Management Plan. While preparing the PMP the PM shall work with the CO in developing the project's Acquisition Plan (AP).

(b) The formal use of PMPs for construction is scalable by project type. All capital projects, small projects exceeding \$150,000 in construction cost, and prospectus-level lease projects are required to have a PMP. For under-prospectus leases, a dual Acquisition Plan/PMP is required for all projects at a minimum. PMPs should be created and documented in the electronic system of record (Kahua, G-REX, etc.) and reviewed and updated throughout the project life cycle.

(c) The PMP will ensure that the project meets ODC or NOL performance measures and key performance indicators after contract award.

(d) The PMP will identify all individuals involved in the project. This listing shall include both internal team members from within GSA's Central and Regional Offices, as well as external team members (customers, contractors, or stakeholders that support and/or are impacted by the project). The PMP will clearly define the role and responsibilities of each team member, and include contact information to facilitate communication.

(e) The PMP serves as the record of project team assignments and agreement among participants. As such, they must be affirmed by appropriate officials from all contributing PBS offices, and by the customer.

(f) A PMP shall be revised and resubmitted for approval when there is a change of PM, or when there is a significant change to the scope, schedule, budget, or impact on quality.

d. Project execution. The PM shall work with the ODC/NOL Regional Coordinator to ensure all applicable procedures are identified and followed throughout the project life cycle. The PM shall follow the steps described in the Project Management Guide or Leasing Desk Guide.

e. Project closeout. Between substantial construction completion and project closeout, the PM is responsible for developing lessons learned with project team members and presenting to stakeholders. PM shall document this session and add its data to the national Lesson Learned Library. The PM shall follow procedures for project closeout as identified in the Project Management Guide or Leasing Desk Guide.

f. Resources

(1) Capital and Small Projects. The [PBS Project Management Guide](#) is the primary resource for project planning and delivery.

(2) Lease Projects. The [Lease Project Delivery gPM Playbook](#) is the primary resource for project planning and delivery. Additional information can be found in the [Leasing Desk Guide](#).

(3) Other/Non-Space Projects. The [PBS Guide to the Management of Non-space Projects](#) is recommended to guide project planning and delivery.

## **Appendix A. References & Citations**

(Each reference is hyperlinked.)

- [Art in Architecture Policies and Procedures](#)
- [Design Excellence: Policies and Procedures](#)
- [First Impressions Program Guide](#) (currently being updated)
- [GSA Order, PBS 1000.2 Reimbursable Work Authorization National Policy](#)
- [GSA Memorandum Integrated Acquisition Management dated October 23, 2015](#)
- [Leasing Desk Guide](#)
- [Lease Project Delivery gPM Playbook](#)
- [PBS 3400.16A PBS CHGE 1 Revalidated Partnering within the Public Buildings Service](#)
- [PBS ADM 5000.4B Office of General Counsel Legal Review](#)
- [PBS 1000.6 P-120 PBS Cost and Schedule Management Policy](#)
- [PBS Facilities Standard P100](#)
- [PBS Project Management Practice Guide](#)
- [PBS Scheduling Fundamentals Guide](#)
- [Project Intake Guide](#)
- [Project Management \(PM\) Guide](#)
- [Project Manager Staffing Guide](#)
- [Service Delivery Excellence \(SDE\) principles and PBS Way Protocols](#)
- [Sponsor's Guide](#)

## Appendix B. Acronyms

- Acquisition Plan (AP)
- Budget Activity (BA)
- Building Information Modeling (BIM)
- Capital Investment and Leasing Program (CILP)
- Computer Aided Design (CAD)
- Construction-Operations Building information exchange (COBie)
- Contracting Officer (CO)
- Contracting Officer's Representative (COR)
- Design Excellence (DE)
- electronic Spatial Management Reporting Tool application (eSMART)
- Federal Acquisition Certification for Program and Project Managers (FAC-P/PM)
- Federal Acquisition Service (FAS)
- General Services Administration (GSA)
- global Project Management (gPM)
- Green Building Upgrade Information Lifecycle Database (gBuild)
- GSA Real Estate Exchange (GREX)
- Lease Contracting Officer (LCO)
- Management and Inspection (M&I)
- National Office of Leasing (NOL)
- National Project Resource Board (NPRB)
- Occupancy Agreement Tool (OA Tool)
- Office of Design and Construction (ODC)
- Office of General Counsel (OGC)
- Office of Project Delivery (OPD)
- Office of the Chief Architect (OCA)
- Procurement Instructional Bulletin (PIB)
- Program of Requirements (POR)
- Project Management Plan (PMP)
- Project Manager (PM)
- Public Buildings Service (PBS)
- Real Estate Across the United States (REXUS)
- Regional Commissioner (RC)
- Regional Project Resource Board (RPRB)
- Reimbursable Work Authorization (RWA)
- Risk Management Plan (RMP)
- Service Delivery Excellence (SDE)
- Subject Matter Expert (SME)