PROGRAM MANAGEMENT

OVERVIEW
FOUNDATION INFORMATION
DEFINING PROGRAM MANAGEMENT

1. What is the Standard for Program Management?

2. What is a Program?

3. What is Program Management?

4. What is Program Management Office?

5. What is the Role of the Program Manager?

6. What are Program-External Factors?
Defining Program Management Cont’d

What is the Standard for Program Management?

Provides the framework to achieve the strategy of the organization by enhancing the delivery capabilities of interrelated components;

What is a Program?

A program is a group of related projects (components) managed in a coordinated way to obtain benefits and control not available from managing them individually.

What is Program Management?

The centralized coordinated management of a program to achieve the program's benefits and objectives;
Defining Program Management Cont’d

What is Program Management Office?
The PMO provides centralized support to the program manager and the program steering board for successful management of the program.

What is the Role of the Program Manager?
Responsible for ensuring the program structure and program management processes enable the component teams to successfully complete their work.

What are Program-External Factors?
Factors that may affect the program either positively or negatively; could be either internal or external to the performing organisation.
WHAT IS THE STANDARD FOR PROGRAM MANAGEMENT?

- Defines program management and related concepts;
- Defines the program management life cycle and outlines related processes;
- It is an expansion of information provided in the PMBOK Guide;
- Describes generally accepted good practices and places program management in the context of portfolio and project management;
- Provides the framework to achieve the strategy of the organization by enhancing the delivery capabilities of interrelated components;
WHAT IS A PROGRAM?

The terms *program* and *program management* is used in different ways by different organizations.

An effort becomes a program when:-

- The management of such efforts results in the realization of collective benefits;

- Integrated control is not achievable through managing the projects individually.

All projects within a program are related through a common goal.
What is a Program (Cont’d)?

- A program is a group of related projects (components) managed in a coordinated way to obtain benefits and control not available from managing them individually.

- It is a means of achieving organizational goals and objectives, often in the context of a strategic plan.

- It delivers benefits to organizations by enhancing current capabilities or developing new capabilities for the organization to use.
WHAT IS PROGRAM MANAGEMENT?

- Program Management is the centralized coordinated management of a program to achieve the program's benefits and objectives;

- It involves aligning multiple projects to achieve the program goals;

- It allows for optimized or integrated management of costs, schedules and efforts;

- It arises from the need to identify, monitor and control the interdependencies among the components.
Program Management is NOT

- It is not an **ongoing** or **cyclical streams** of operational or functional work - This is usually addressed in disciplines of operational or functional management;

- It is also not a large project that is broken into more easily managed sub-projects – Such efforts remain within the discipline of project management;
PROGRAM MANAGEMENT VS PROJECT MANAGEMENT

- A Program Manager oversees, provides direction and guidance to the Project Managers;
- Program Managers coordinate efforts between projects but do not manage the projects;
- During the early phases of initiating and planning, information flows from the program to the components (on desired goals and benefits).
Program Management vs Project Management Cont’d

Program Management

- Program Desired Goals
- Benefits
- Management Approach

- Project Risk
- Change Request
- Change in Baselines (time, cost & quality)
- Issues

Project Management Processes

- Initiation
- Planning

- Planning
- Monitoring & Control
- Closing

Interaction between Program Management & Project Management
A portfolio is the truest measure of an organization's intent, direction, and progress;

The portfolio is a snapshot of the organization's projects in progress;

It reflects the organizational goals at the time the projects were selected;

The projects or programs within a portfolio may NOT necessarily be interdependent or directly related;

They are normally unrelated, although they may share a common resource pool or compete for funding.
Program Management vs Portfolio Management Cont’d

The program's Executing, Monitoring & Controlling, and Closing Process Groups provide **INPUTS** to the portfolio domain:-

- status information,
- program performance reports,
- budget and schedule updates,
- earned value cost performance reports,
- change requests and approved changes, and
- escalated risks and issues.
WHAT IS THE INTERACTIONS BETWEEN PORTFOLIO, PROGRAM AND PROJECT MANAGEMENT

- **Portfolio management** focuses on assuring that programs and projects are selected, prioritized, and staffed with respect to their alignment with organizational strategies;

- **Programs** focus on achieving the benefits aligned with the portfolio and, subsequently, organizational objectives;

- **Projects** focus on achieving their individual requirements or deliverables.
What Is The Interactions Between Portfolio, Program And Project Management Cont’d
WHAT IS PROGRAM MANAGEMENT OFFICE?

The PMO provides support to the program manager by:

- Defining the program management processes that will be followed;
- Managing schedule and budget at the program level;
- Defining the quality standards for the program and for the program's components;
- Providing document configuration management;
WHAT IS THE ROLE OF THE PROGRAM MANAGER?

- The Program Manager is responsible for ensuring that the overall program structure and program management processes enable the component teams to successfully complete their work;

- Ensures the components' deliverables can be integrated into the program's end product.
What is the Role of the Program Manager Cont’d?

Able to identify stakeholders:-

- Team members,
- Sponsors,
- Senior management,
- Customers, Vendors,
- Other program stakeholders.

He understands their needs and expectations, and develops a stakeholder management plan.
WHAT ARE ENTERPRISE INFLUENCING FACTORS?

Factors that may affect the program either positively or negatively; could be either internal or external to the performing organisation.

These could be organizational factors that influence the:-
- selection,
- design,
- funding, and
- management of the program.

A change in direction of the organization can cause the program to no longer support the new strategic goals and get cancelled.
QUESTIONS?
PROGRAM MANAGEMENT
THEMES
WHAT IS PROGRAM MANAGEMENT THEMES?

Benefits Management
Ensures that the expected benefits of the program are realized in a predictable and coordinated manner;

Program Governance
Monitors and reviews the progress of the program and the delivery of the coordinated benefits from its component projects;

Stakeholder Management
Actively manages stakeholder relationships to ensure seamless communication and satisfy stakeholder needs & resolve issues;
WHAT IS PROGRAM BENEFITS MANAGEMENT

➢ Requires the establishment of processes and measures for tracking and assessing benefits throughout the program life cycle;

➢ Ensures that the expected benefits are realized in a predictable and coordinated manner.
What is Program Benefits Management Cont’d

Program Life Cycle and Benefits Management

- Pre-Program Preparations
  - Identify and qualify business benefits

- Program Setup
  - Derive and prioritize components
  - Derive benefits metrics
  - Establish benefits realization plan and monitoring
  - Map benefits into program plan

- Establish Program Management Technical Infrastructure
  - Monitor components
  - Maintain benefits register
  - Report benefits

- Delivery of Program Benefits
  - Consolidate coordinated benefits
  - Transfer the ongoing responsibility

- Program Closure
WHAT IS PROGRAM GOVERNANCE?

Program Governance is facilitated by the regular and phase-gate-based oversight of:-

- Benefits management,
- Performance management,
- Quality management,
- Resource management,
- Risks and Issues management,

By The Program Board.
WHAT IS STAKEHOLDER MANAGEMENT?

- Must carefully consider the interests and concerns of all stakeholders;

- Starts with the identification and analysis of all stakeholders and spans the entire program life cycle phases;

- Must identify all stakeholders early in the program, and then actively manage their expectations for continued support;

- A change to the program environment can add or remove stakeholders and the Program Manager must continuously update the stakeholder list.
QUESTIONS?
PROGRAM MANAGEMENT
LIFE CYCLE
WHAT IS PROGRAM LIFE CYCLE?

The program begins either when funding is approved or when the program manager is assigned.

It ends when:-

- All components within the program have successfully produced their deliverable;
- The program outputs have been incorporated into the final product; and
- The final product is either delivered to the customer or transitioned into an operations phase.
WHAT ARE THE PROGRAM LIFE CYCLE PHASES?

Five main phases are identified in a program life cycle:

1. Pre-Program Setup
2. Program Setup
3. Establish Program Management Technical Infrastructure
4. Delivery of Program Benefits
5. Close the Program
What Are The Program Life Cycle Phases Cont’d?

Pre-Program Setup
Performs the preliminary work necessary to create the business case, to justify the program prioritization and selection;

Program Setup
Develops in greater detail how a program can be structured and managed to deliver the desired outcomes;

Establish Program Management Technical Infrastructure
Develops a detailed "roadmap" that provides direction on how the program will be managed and defines its key deliverables/benefits;
What Are The Program Life Cycle Phases Cont’d?

Delivery of Program Benefits

Initiates the component projects of the program and manages the development of the program benefits;

Close the Program

Executes a controlled closedown of the program.
What Are the Program Life Cycle Phases Cont’d?

A Representative Program Life Cycle
PRE-PROGRAM SETUP

Performs the preliminary work necessary to:

- create the business case,
- justify the program,
- prioritize the program, and
- prepare the groundwork for setting up the program.
The primary objective is to develop in greater detail how a program can be structured and managed to deliver the desired outcomes that were identified in the program mandate.

All considerations listed in the pre-program work are analyzed and used to produce a program brief or program charter.
Program Setup Cont’d

The results from this phase of the life cycle are:

i. Approval from the strategic governing board to proceed to the next program phase *(Establishing program management and technical infrastructure)*;

ii. Assigned executive sponsor;

iii. Assigned program manager;

iv. Identification of suitable business change managers;

v. Identification of potential members of the sponsoring group or program board;
vi. Identification of candidate projects and other potential program components;

vii. Creation of the infrastructure to manage the program; and

viii. Identification and commitment of key resources needed for setting up the program.
ESTABLISH PROGRAM MANAGEMENT AND TECHNICAL INFRASTRUCTURE

The program has passed the second phase-gate review (G2) and has received "approval in principle" from a selection committee to proceed to next phase.
Establish Program Management and Technical Infrastructure Cont’d

A program manager has been identified;

The key input into this phase includes a program brief or charter defining high-level:

- scope,
- objectives,
- vision, and
- constraints.
Establish Program Management and Technical Infrastructure Cont’d

- Entails establishing an infrastructure and building a detailed "roadmap" that provides direction on how the program will be managed and defines its key deliverables;

- The desired outcome of this phase is approval authorizing execution of the program management plan;

- This phase determines the components that need to be included in the program, if not already defined;

- It also identifies any feasibility studies that may need to be conducted to address program issues.
Establish Program Management and Technical Infrastructure Cont’d

Key results from this stage of the life cycle revolve around the program-level planning processes:

- Scope definition and planning;
- Requirements definition;
- Activity definition and sequencing;
- Duration estimates;
- Schedule;
- Procurement of external resources;
DELIVERING THE INCREMENTAL BENEFITS

The purpose of this phase is to initiate the component projects of the program and manage the development of the program benefits which were identified during initial phases.
Delivering the Incremental Benefits Cont’d

- The program has passed another phase-gate review (G3) and the core work of the program - through its components - begins.

- The phase ends only when the planned benefits of the program have been achieved or a decision is made to terminate the program.
PROGRAM CLOSURE

The purpose of this phase is to execute a controlled closedown of the program

The last phase of a program begins after a phase-gate review (G4).

All program work is completed and benefits are accruing
Program Closure Cont’d

➢ The activities in this phase lead to the shut down of the program organization and infrastructure;

➢ For many programs, the product is delivered to the customer and the program is shut down;

➢ For other programs, the product transitions into an operation phase and is managed by normal operations;
Program Closure Cont’d

key program closure activities:

- Review status of benefits with the stakeholders;
- Disband the program organization;
- Disband the program team and ensure arrangements are in place for appropriate redeployment of all human resources;
- Dismantle the infrastructure and ensure arrangements are in place for appropriate redeployment of all physical resources (e.g., facilities, equipment, etc.).
QUESTIONS?