The Standard for Program Management

What is it and How can it help me?

Colleen McGraw, PMP
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Agenda

- Introduction
- Contents and Context
- Section 1 – The Program management Framework
- Section 2 – The Standard for Program Management
- Section 3 – Appendices
Introduction

- **Goal for this presentation**
  - Overview
  - Context and Content

- **Why are we here?**
  - Project Managers
  - Program Managers
  - Potential Program Management Professional (PgMP℠)
  - PDUs
Contents and Context

- What is The Standard for Program Management?
- Who is it for?
- Where does it fit?
The Standard for Program Management...

- ...seeks to do for Program Managers what the PMBOK® does for Project Managers
  - defines program management
  - describes the program management lifecycle
  - outlines program management processes
- ...introduces Program Management Themes
  - Benefits management
  - Program stakeholder management
  - Program governance
**Who is the audience for the standard?**

<table>
<thead>
<tr>
<th>Senior Executives</th>
<th>Program Managers</th>
<th>Portfolio Managers</th>
<th>Project Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers of project managers</td>
<td>members of PMO office</td>
<td>customers and other stakeholders</td>
<td>Project Team Members</td>
</tr>
<tr>
<td>Managers of program managers</td>
<td>educators &amp; trainers</td>
<td>consultants</td>
<td>Researchers</td>
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</table>
Where does it fit?

- **Inhabits the space between PMBOK® and Organizational Project Management Maturity Model (OPM3®)**

- **Differs from Portfolio Management**
  - strategic business investment concept
  - includes programs, operations, capital Investments, etc. in addition to programs
Section I – The Program Management Framework

- Chapter 1 – Introduction
- Chapter 2 – Program Life Cycle and Organization
Chapter 1 – Introduction

Contains

- Purpose of The Standard for Program Management
- What is a Program
- What is Program Management
- The Relationship between Program Management and Portfolio Management
- The Relationship Between Program Management and Project Management
- Program Management in Organizational Planning
- Themes of Program Management
Programs and Program Management

- **A Program is…**
  - “…a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually”

- **Program Management is…**
  - “…the centralized coordinated management of a program to achieve the program’s strategic benefits and objectives.”

- **Projects, Programs, and Portfolios are interrelated**
Themes of Program Management

- 3 Themes
  - Different from knowledge areas
  - Thread that runs throughout the program management life cycle

Benefits management

- “...the definition and formalization of the expected benefits a program is intended to deliver.”

Program stakeholder management

- Program Managers must “...understand the position stakeholders may take, the way they exert their influence, and the source of their power.”

Program governance

- “…the process of developing, communicating, implementing, monitoring, and assuring the policies, procedures, organizational structures, and practices...”
Chapter 2 – Program Life Cycle and Organization

- Program Life Cycle
- Program Themes Across the Program Life Cycle
- Program Management Life Cycle Phases
Program Life Cycles

- Discreet, overlapping phases
- Manages outcomes and benefits
  - Contrast with project life cycles, which produce deliverables
- “Phase-gate” concept
  - Senior Management oversight

5 Program Management Life Cycle Phases
Section II – The Standard for Program Management

Chapter 3 – Program Management Processes

- Themes in the Program Management Life Cycle
- Program Management Process Groups
- Common Program Management Process Components
- Initiating Process Group
- Planning Process Group
- Executing Process Group
- Monitoring and Controlling Process Group
- Closing Process Group
- Process Interactions
- Program Management Process Mapping
Familiar Concepts

- **Process Groups**
  - Defined slightly differently than for Projects

- **Knowledge Management Areas**
  - Processes are mapped to be consistent with PMBOK

- **Inputs – Tools & Techniques – Outputs**

- **Process Interactions**

- **39 Processes**
Process Groups

- **Initiating Process Group**
  - Defines and authorizes the program or a project within the program and produces the program benefits statement and benefits realization plan for the program.

- **Planning Process Group**
  - Plans the best alternative courses of action to deliver the benefits and scope that the program was undertaken to address.

- **Executing Process Group**
  - Integrates the projects, people, and other resources to carry out the plan for the program and deliver the program’s benefits.
Process Groups

- **Monitoring and Controlling Process Group**
  - Requires that the program and its component projects be monitored against the benefit delivery expectations and that progress be regularly measured, to identify variances from the program management plan.

- **Closing Process Group**
  - Formalizes acceptance of a product, service, or benefit/result; brings the program or program component (e.g. project) to an orderly end.
 Processes (1)

- **Initiating Process Group**
  - Initiate Program
  - Authorize Projects
  - Initiate Team

- **Planning Process Group**
  - Develop Program Management Plan
    - Interface Planning
    - Transition Planning
    - Resource Planning
  - Scope Definition
  - Create Program Work Breakdown Structure
Processes (2)

- Planning Process Group (cont’d)
  - Schedule Development
  - Cost Estimating and Budgeting
  - Quality Planning
  - Human Resource Planning
  - Communications Planning
  - Risk Management Planning and Analysis
  - Plan Program Purchases and Acquisitions
  - Plan Program Contracting
Processes (3)

- **Executing Process group**
  - Direct and Manage Program Execution
  - Acquire Program Team
  - Develop Program Team
  - Information Distribution
  - Perform Quality Assurance
  - Request Seller Responses
  - Select Sellers
Processes (4)

- Monitoring and Controlling Process group
  - Integrated Change Control
  - Monitor and Control Program Work
  - Resource Control
  - Issue Management and Control
  - Scope Control
  - Schedule Control
  - Cost Control
  - Perform Quality Control
  - Communications Control
Processes (5)

- Monitoring and Controlling Process group (Cont’d)
  - Performance Reporting
  - Risk Monitoring and Control
  - Program contract Administration

- Closing Process Group
  - Close Program
  - Component Closure
  - Contract Closure
## Process Map

<table>
<thead>
<tr>
<th>Initiating</th>
<th>Planning</th>
<th>Executing</th>
<th>Monitoring and Controlling</th>
<th>Closing</th>
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<tbody>
<tr>
<td><strong>Integration</strong></td>
<td><strong>Initiate Program Authorization</strong></td>
<td><strong>Develop Program Management Plan</strong></td>
<td><strong>Integrated Change Control</strong></td>
<td><strong>Close</strong></td>
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<td><strong>Interface Planning</strong></td>
<td><strong>Direct and Manage Program Execution</strong></td>
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Section III – Appendices

- Appendix A – Reserved for Documenting Future Updates
- Appendix B – Initial Development of The Standard for Program Management
- Appendix C – Contributors and Reviewers of The Standard for Program Management
- Appendix D – Program Management Tools and Techniques
- Appendix E – Benefits Assurance and Sustainment
- Appendix F – Program Management Controls
- Appendix G – Examples of Organizational Structuring of Programs
- Appendix H – Variance From or Extensions to Other Related PMI Standards
2nd edition Project

- Knowledge Area development
- Clarification
- Unified Project Management Lexicon
- Standards release schedule

And now...a message from our sponsor:

Volunteer for a PMI Standards Project!
Questions?