Program Management

PMI Mumbai Chapter

Asha Apte, PMP
Principal, BlueFirma Inc.
September 7, 2008

Topics for Discussion

- Background
- Definitions
- Relationship with other Allied Management Processes
- Program Management Standards
- Program Management Tools
- PMO Maturity Continuum
- Program Management Maturity Model
- Program Manager
  - ? Skills and Competencies
  - ? Critical Success Factors
  - ? Career Growth Opportunities

- PMI Standards/ Certifications
- PgMP Certification

Background (1)

- ❏ History of Project Management
    - ? 1950's Project Management - building/ construction industry
    - ? 1990's – increased recognition of Project management in implementation of corporate strategies linked to corporate goals
    - ? 2000's – increased recognition of Project Management as formal discipline

- ❏ Recently, increased focus on Project Management
    - ? Recognition that work in a business - corporate environment is project work (formerly perceived as management work) and needs both management and project management knowledge and skill sets
    - ? Business projects are often about change initiatives and are complex, ill defined and ambiguous and require extensive management of stakeholders

---

Background (2)

- ❏ Why Program Management?
    - ? Initiatives need to be aligned to business objectives
    - ? Cross-functional initiatives are becoming more complex and individual projects have inter-dependencies
    - ? A chasm between business objectives and project management activities - projects may be "on target" with respect to time, cost and quality but fail to deliver the business results
    - ? Breadth and depth of experience is required to successfully manage across a wide array of functional disciplines required to executive complex, cross-functional initiatives
    - ? Resources required are generally cross-functional and cross-domain resources. Leadership skills are required to influence a team that does not directly report to them

Background (3)

- ❑ No universal agreement on
    - ? Definition of program management
    - ? Relationship between portfolio management and program management
    - ? Relationship between program management and complex projects

---

What is a Program?

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

- ❑ Ongoing or cyclical operational or functional work is not included

- ❑ Salient Features:
    - ? Linked to business strategy
    - ? Generally large & complex initiatives
    - ? Comprised of inter-dependent projects
    - ? Clustering can be based on
        - – Collective capability being delivered
        - – Share common attributes, e.g. stakeholder, portfolio, technology, product, processes, regulatory requirements etc.
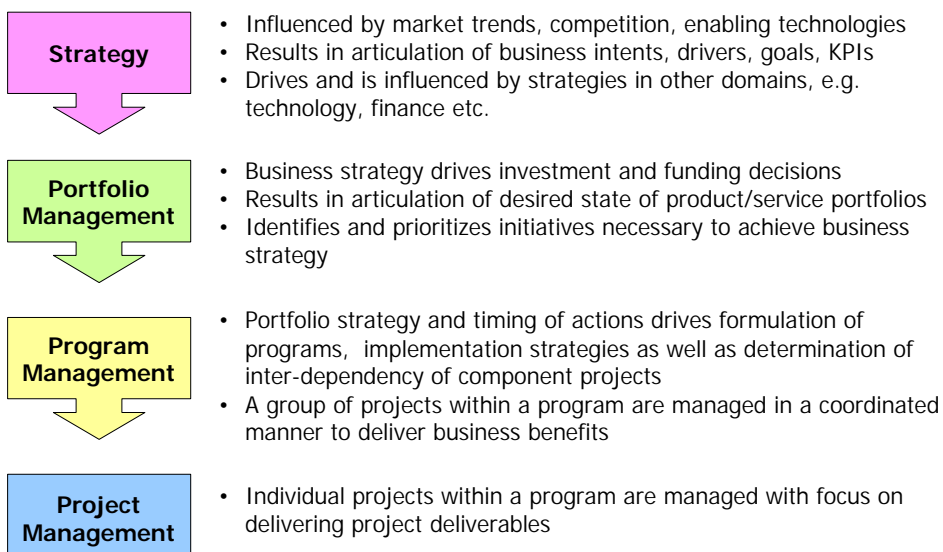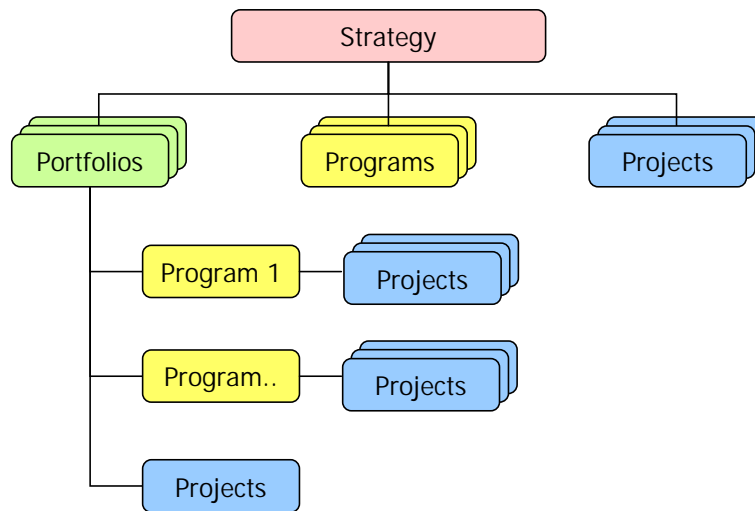
Source: PMI

What is Program Management?

❑ Centralized coordinated management of a Program to achieve the program's strategic benefits and objectives

❑ Salient Features:

- ? Close coordination with business strategy and managing impact of changes, if any
- ? Explicit management of strategic benefits
- ? Managing prioritization and inter-dependencies for the component projects
- ? Program level planning, scheduling, risk management, communication & escalation and governance
- ? Provide active direction, periodically review interim results, and identify and execute adjustments to ensure realization of business benefits as planned

Source: PMI

Relationships with other Allied Management Processes

Strategy
- Influenced by market trends, competition, enabling technologies
- Results in articulation of business intents, drivers, goals, KPIs
- Drives and is influenced by strategies in other domains, e.g. technology, finance etc.

Portfolio Management
- Business strategy drives investment and funding decisions
- Results in articulation of desired state of product/service portfolios
- Identifies and prioritizes initiatives necessary to achieve business strategy

Program Management
- Portfolio strategy and timing of actions drives formulation of programs, implementation strategies as well as determination of inter-dependency of component projects
- A group of projects within a program are managed in a coordinated manner to deliver business benefits

Project Management
- Individual projects within a program are managed with focus on delivering project deliverables

Strategy to Programs and Projects

```
                    ┌──────────────┐
                    │   Strategy   │
                    └──────┬───────┘
          ┌────────────────┼────────────────┐
   ┌───────────┐     ┌───────────┐     ┌───────────┐
   │ Portfolios│     │ Programs  │     │ Projects  │
   └─────┬─────┘     └───────────┘     └───────────┘
         │
         │     ┌───────────┐     ┌───────────┐
         ├─────│ Program 1 │─────│ Projects  │
         │     └───────────┘     └───────────┘
         │
         │     ┌───────────┐     ┌───────────┐
         ├─────│ Program.. │─────│ Projects  │
         │     └───────────┘     └───────────┘
         │
         │     ┌───────────┐
         └─────│ Projects  │
               └───────────┘
```

Portfolio vs. Program vs. Project

Portfolio Management	Program Management	Project Management
• Doing the **RIGHT THINGS**	• Doing **THINGS RIGHT** Big Picture	• Doing **THINGS RIGHT** Project focused
• Evaluation, prioritization, budgeting, and selection of investments (projects, assets, people) that provide the greatest value to the strategic interest of the organization • Ongoing monitoring of investments to measure returns	• Structuring of Programs • Coordinated Management of a group of inter-dependent projects to realize business benefit	• Initiating, planning, executing and closing projects while optimizing use of resources (time, money, people)
• What is the criterion for portfolio decisions and prioritization • How to get information needed to make the prioritization and funding decisions	• How to structure and pace the initiatives to implement portfolio decisions and realize business benefits	• How to plan and successfully deliver the projects' agreed scope on time and within budget

Program Manager vs. Project Manager

Program Manager	Project Manager
• Acts as the implementation arm of the business strategy steering committee and program sponsors	• Manages work within the project plan framework
• Integrates inter-dependent efforts • Continuously assesses links to strategic objectives and refines approaches and plans • Ensures good communication	• Plans, organizes, directs, and controls the specific projects
• Directs managers to achieve defined outcomes aligned with business strategy	• Manages on-time delivery of specific projects
• Manages managers	• Manages project teams

PMI Program Management Standards

❑ Process Areas
❑ Process Components
❑ Knowledge Areas
❑ Themes
❑ Governance Context

Source: PMI

Process Components & Knowledge Areas

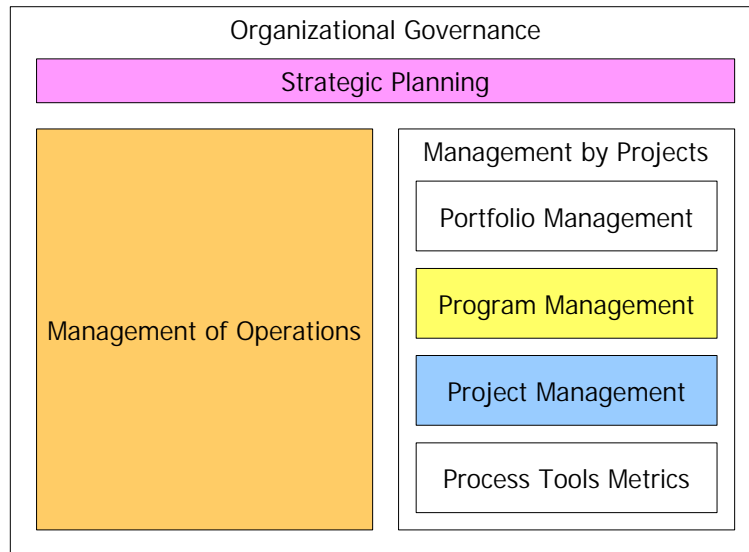| Project Mgmt Knowledge Areas	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Integration Management	Initiate programs Authorize projects	Develop program management plans - Interface plans - Transition plans - Resource plans	Direct & manage program execution	Monitor & control program work Program level change control Resource control Issue management	Close program Close projects Plan for Transitions
Scope Management		Scope development Create program WBS		Scope control	
Time Management		Schedule development		Time control	
Cost Management		Cost estimation & budgeting		Cost control	
Quality Management		Quality planning	Perform Quality Assurance	Quality control	
Human Resources Management	Initiate teams	Human resources planning	Acquire & Build Teams		
Communications management		Communications planning	Information Distribution	Communications control Performance reporting	
Risk management		Risk management planning & analysis		Risk monitoring & control	
Procurement Management		Plan purchases, acquisitions & contracting	Direct & manage contract admin.	Monitor & control contract admin	Close contract

Source: PMI

Program Management Themes

Benefits Management	Stakeholder Management	Program Governance
• Assess benefit value and impact on the organization • Identify inter-dependencies • Ensure targeted benefits are realistic • Continuously monitor strategy changes and assess impact on the program • Assign responsibility and accountability for benefit realization	• Identify impact to stakeholders • Develop communication strategies to engage stakeholders and manage expectations	• Provides control of the organization's investment • Manage delivery of the benefits through periodic reviews and progress reports • Include periodic senior management and stakeholder reviews

Source: PMI

PMI

Organizational Governance

Strategic Planning

Management of Operations

Management by Projects

Portfolio Management

Program Management

Project Management

Process Tools Metrics

Source: PMI
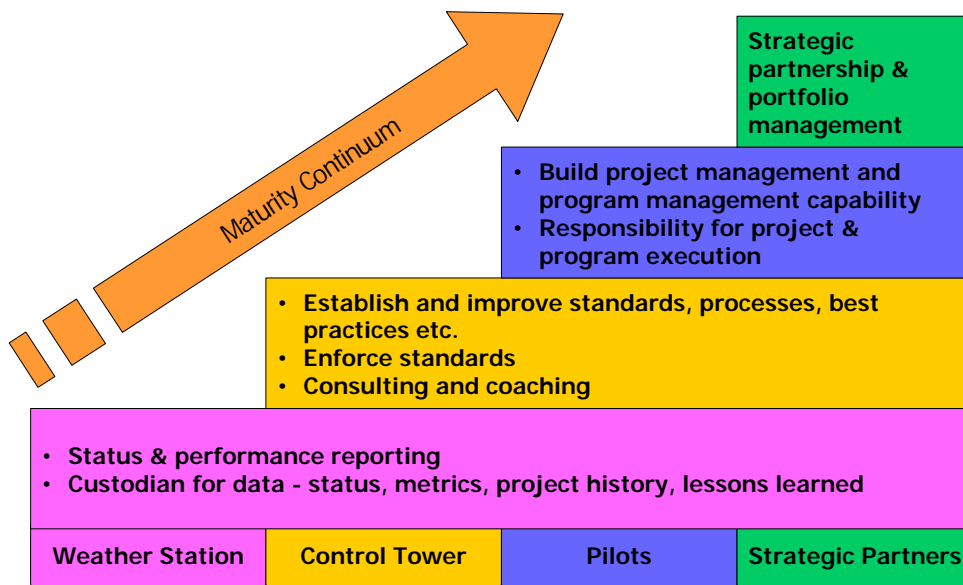

PMI

Break

Program Management Tools

Program Management Office	Centralized group for - Reporting, metrics, data collection etc. - Managing standards, processes - Enforcing standards - Consulting & coaching - Managing Program execution
Portfolio Views	Decision making tool for structuring programs and defining expected benefits
Complexity Assessment Tool	Complexity drives program structuring, resource requirements, funding etc.
Program Roadmap	Time phasing of various components Project inter-dependencies
Program Dashboard	Critical success factors, thresholds and status
Project Status Indicators	Typically includes performance against major milestones, risks, open items, financials etc.

PMO Maturity Continuum

Maturity Continuum

Strategic partnership & portfolio management

- **Build project management and program management capability**
- **Responsibility for project & program execution**

- **Establish and improve standards, processes, best practices etc.**
- **Enforce standards**
- **Consulting and coaching**

- **Status & performance reporting**
- **Custodian for data - status, metrics, project history, lessons learned**

Weather Station	Control Tower	Pilots	Strategic Partners

Proprietary Framework, Copyright © BlueFirma Inc.

Dimensions for Assessing Program Management Maturity

Dimensions	Criteria / Consideration
Organizational readiness	• Requires culture change and willingness to make the required changes • Existence and maturity of Portfolio management and other decision making processes • Project based organization
Integration of Management processes	• Integration of Program Management Processes with Portfolio Management and other related business processes
Strategic Resource Planning	• All resources, including people resources, are managed as per the priority decisions
Financial Management	• Maturity and effectiveness of the managing and tracking finances
Program Governance	• Maturity and effectiveness of the Program Governance Processes
Project Management Practices	• Maturity and effectiveness of Project Management processes
Enterprise PMO	• Maturity and effectiveness of the EPMO function
Data and Performance Metrics	• Definition and use of thresholds and measures to make decisions and track performance consistently • Availability and accuracy of data required to evaluate and monitor portfolio and program performance • Maturity and effectiveness of data capture processes
Tools and Technology	• Effectiveness of tools and technologies used for managing and tracking projects and programs

Proprietary Framework, Copyright © BlueFirma Inc.

Program Management Maturity Model

Maturity Levels / Dimensions	Non Existent	Ad hoc/ Reactive	Standards under Development	Standards Defined	Standards Institution-alized	Ongoing Improve-ments
Organizational Readiness						
Integration of Management Processes						
Strategic Resource Planning						
Financial Management						
Program Governance						
Project Management Practices						
Enterprise PMO						
Data and Performance Metrics						
Tools and Technologies						

Proprietary Framework, Copyright © BlueFirma Inc.

Program Manager - Skills and Competencies

- ❑ Understanding of the organization and key players
- ❑ Strategic perspective on business drivers, priorities and challenges
- ❑ Organization change management
- ❑ Communication, communication and communication
- ❑ Relationship management
- ❑ Leadership and influencing skills
- ❑ Understanding of project management concepts
- ❑ People management and Team building
- ❑ Problem solving skills
- ❑ Attention to details, e.g. financials, metrics, risks

Program Manager - Critical Success Factors

- ❑ Support from senior management
- ❑ Credibility with stakeholders and teams
- ❑ Established strategic decision making and prioritization process, e.g. portfolio management process
- ❑ Project based organization
- ❑ Institutionalized project management competency
- ❑ Process culture
- ❑ Manageable changes in the environment, e.g. organization, market, regulation etc.

- ❑ Business complexities will continue to demand more focus and time from Business Managers

- ❑ Managing ongoing changes will continue to be a major challenge and demand dedicated efforts in strategic planning & execution of changes

- ❑ In this climate, a program manager will be a "must have" catalyst for managing change for business managers

- ❑ Skills required for Program Management role are essentially leadership skills built on the foundation of business knowledge and project management skills

- ❑ This provides growth opportunities for upward mobility from project manager to program manager to portfolio manager to functional manager or other senior management/leadership role within the organization

- ❑ To be successful, project and program managers must use business knowledge & project execution experience for driving change and implementing business objectives and build credibility

---

PMI Standards
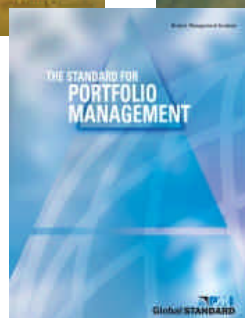
Source: PMI

PMI Certifications

- ❑ CAPM (Certified Associate Project Manager)
- ❑ PMP (Project Management Professional)
- ❑ PgMP (Program Management Professional)
- ❑ PMI-SP (PMI Scheduling Professional)
- ❑ In development
    - ? Risk management professional
    - ? Portfolio Management professional; etc.

http://www.pmi.org/CareerDevelopment/Pages/AboutCredentials.aspx

Source: PMI

PgMP Certification (1)

- ❑ PgMP certification recognizes demonstrated experience, skill and performance in oversight of multiple, related projects that are aligned with an organizational strategy
- ❑ The highest level of certification offered by PMI
- ❑ Learn about best practices and validate knowledge about Program management
- ❑ Exclusivity and "first-mover" advantage: ~ 100 PgMP's worldwide

http://www.pmi.org/PDF/pdc_pgmphandbook.pdf

Source: PMI

❑ Eligibility

? Bachelor's Degree, 4 years of Project Management work experience and 4 years of Program Management work experience

OR

? High school diploma/global equivalent, 4 years of Project Management work experience and 7 years of Program Management work experience

❑ Evaluation Process

? Application review
? Examination
? Multi-rater assessment

Source: PMI

❑ Structure of examination

? Briefing
? 15 Minute computer tutorial
? 4 hour examination consisting of 150 multiple choice questions randomly delivered from a database containing thousands of questions
? No advertised passing score – based on statistical techniques

❑ Challenges

? No institutionalized help available yet
  – Only 1 or 2 institutes offer this program, that too based on "guesswork"
? Very few REP's will be able to qualify for this certification
? Very few PgMP's to go to for guidance
  – ~120 worldwide and ~6 in India

Source: PMI

A Journey of 1000 miles starts with a single step

Questions & Answers

Contact:

    Asha Apte

    Principal, BlueFirma Inc.

    ashaapte@gmail.com

Thank You