The program delivery phase of the program lifecycle is critical to program success. This checklist provides an overview of key activities that must be accomplished during each of the three sub-phases of the program delivery phase.

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| Program Delivery Phase Checklist | | |
| Component Authorization and Planning | | |
| Category | Activity | Completed (yes/no) |
| Define Component Scope | Objectives, deliverables, and boundaries of each component are clearly defined. |  |
| The program charter and program management plan support the program business case and are approved. |  |
| All stakeholders approve and accept the program scope baseline. |  |
| Planning | Detailed plans and processes for each component are developed and approved. (schedules, budgets, quality, resource requirements, risk management, procurement, communication). |  |
| The program governance plan is complete and used for guidance. |  |
| Authorization | Formal approval and commitment of resources for all components are secured. |  |
| Events requiring significant replanning or new component initiation requests are identified and addressed in a timely manner. |  |
| Integration and Alignment | Each component’s plan is aligned with the overall program strategy and objectives. |  |
| All component plans are integrated to facilitate the expected benefits of the program. |  |
| Component Oversight and Integration | | |
| Oversight and Communications | The performance of each component (scope, schedule, budget, quality) is continually monitored by the team. The status is shared with the program manager. |  |
| Effective communication and information management activities are conducted in accordance with the program communications plan. |  |
| Communications plans are reviewed and updated on a continuing basis to ensure currency and effectiveness. |  |
| Qualified team members monitor procurement activities to ensure procurements meet the program's needs. |  |
| Continual quality audits and inspections are conducted in accordance with the program quality management plan. |  |
| Integration | Activities and outputs of all program components are coordinated to ensure effective and efficient collaboration. |  |
| Component teams execute associated plans and integrative work. Status is received and validated on a periodic basis. |  |
| “Team of Teams” collaboration is conducted on a periodic basis to ensure all stakeholders are working together to achieve program benefits. |  |
| Resources are managed closely to ensure availability for all program components. Resource issues or shortages are identified and addressed. |  |
| Risk and Issue Management | A program risk register and risk management plan are in place to manage delivery-related risks and issues. |  |
| Risk owners are assigned to identify, escalate, and resolve issues and risks impacting program success. |  |
| Issue logs are developed and used to identify, track, and resolve any issues that occur. |  |
| Change Management | A change management plan is approved and complied with by all stakeholders. |  |
| Program change logs are established and accessible. Change logs are current and reflect the status of all change requests. |  |
| Program and component changes are managed in a controlled manner to align with program goals and benefits. |  |
| New components are initiated if necessary to satisfy integration and benefits realization needs. |  |
| Change is managed to avoid scope creep. The status of change requests is shared with all stakeholders. |  |
| Reporting | Program communications are managed, and regular status updates and reports are provided to stakeholders. |  |
| Program performance is tracked and reported upon. Issues are addressed in a timely manner. |  |
| Benefits realization and sustainment through the integration of component outputs are tracked and reported to all stakeholders. |  |
| Program schedules are monitored and updated. Program roadmaps are created, maintained, and shared. |  |
| Program funding and expenditures are tracked, and status is shared. Cost overruns are identified and managed. All contract payments are made on schedule. |  |
| All subsidiary plans supporting the program management plan are updated as changes occur. Updates are shared in a timely manner. |  |
| Component Transition and Closure | | |
| Transition Planning | Plans are developed and implemented for the smooth transition of component outputs to operational use or the next program phase. |  |
| Closure Activities | Formal program closure activities are planned and organized. |  |
| All necessary closure activities are conducted for each component (final deliverable acceptance, resource release, documentation updates). |  |
| Address needs for ongoing phases (product support, service management, user engagement) to ensure ongoing benefits. |  |
| Formal acceptance of all program components is received prior to program closure activities being initiated. |  |
| Needs for ongoing phases (product support, service management, user engagement) to ensure ongoing benefits are addressed. |  |
| Benefits Realization | Verification that expected benefits from each component have been delivered and are aligned with overall program benefits is confirmed. |  |
| The final program status is reviewed with the program sponsor and steering committee before the final component and program closure. |  |
| Lessons Learned | Lessons learned are captured and documented from the components to inform future program and project management practices. |  |
| The program lessons earned register is utilized and updated as the program progresses. |  |
| Stakeholder Engagement | Closure and transition status are regularly communicated to stakeholders to ensure their needs and expectations are met. |  |