

Program Management

A Closer Look

Lyn Baird, PMP, PgMP – 13 January 2009

We may ask...

- ▶ What is program management?
- ▶ Have I done it?
- ▶ Does my organization do it?
 - Does my organization need to do it? To do it better?
- ▶ What are the real differences between program and project management?
- ▶ What is it like to pursue the PgMP credential?
- ▶ What value is it?



But what is a program?

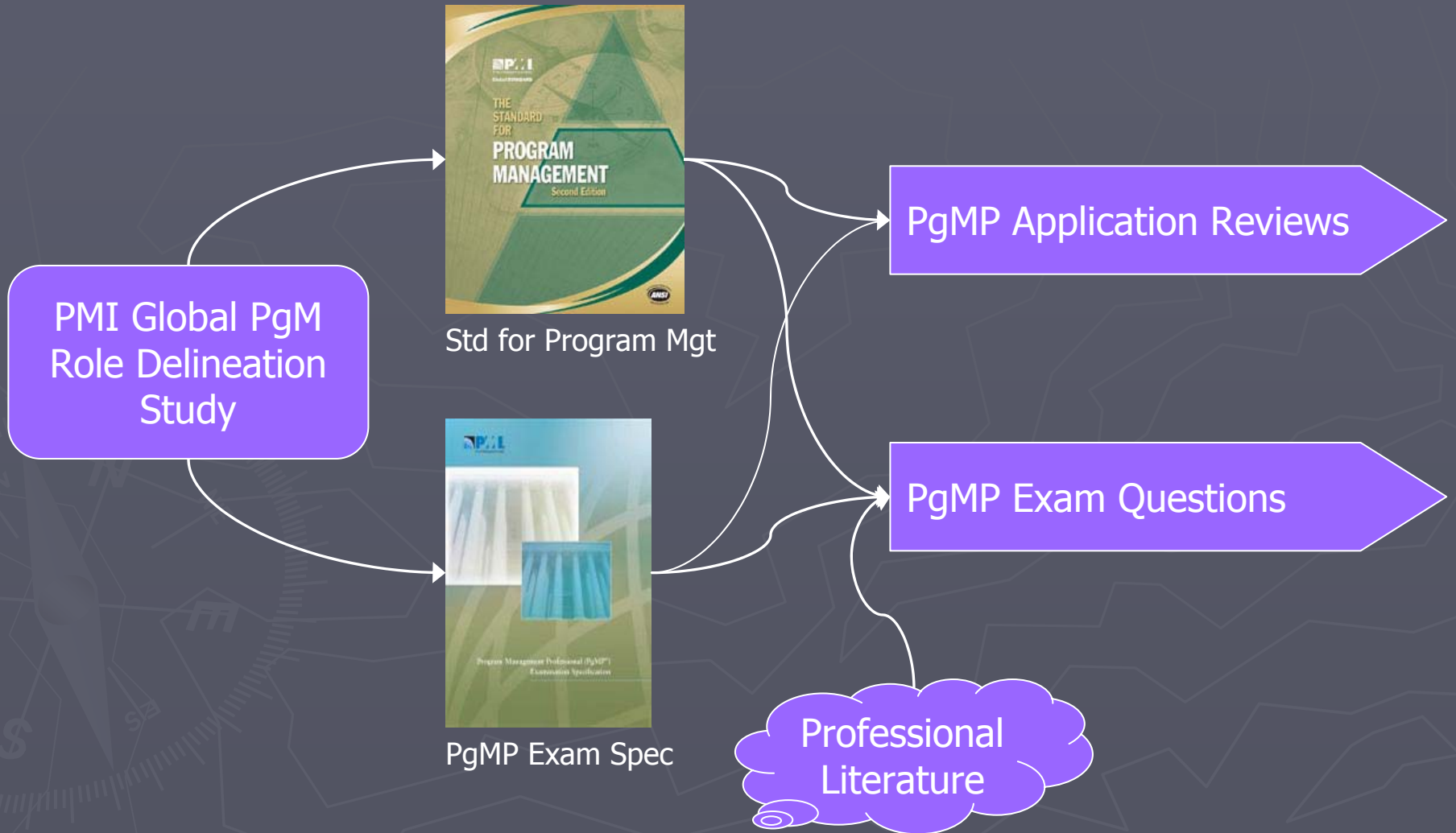
- ▶ According to common usage?
 - pro·gram [1, noun] 3 : a plan or system under which action may be taken toward a goal (Merriam-Webster)
- ▶ According to the professional literature?
 - Programme Management Demystified (1996)
 - Concise Guide to Program Management (2005)
- ▶ According to organization culture?



So who gets to define “program”?

- ▶ PMI?
- ▶ Community of practice?
- ▶ We?

Steps from practice to standard



What a program is not

- ▶ Big project
- ▶ Project with sub-projects
- ▶ Loose collection of projects
- ▶ Ongoing activity without project content

PMI definition of a program

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



Projects & programs in the organization

Strategic Planning

Management of
Operations

Management by Projects

Portfolio
Management

Program
Management

Project
Management

Processes
Tools Metrics

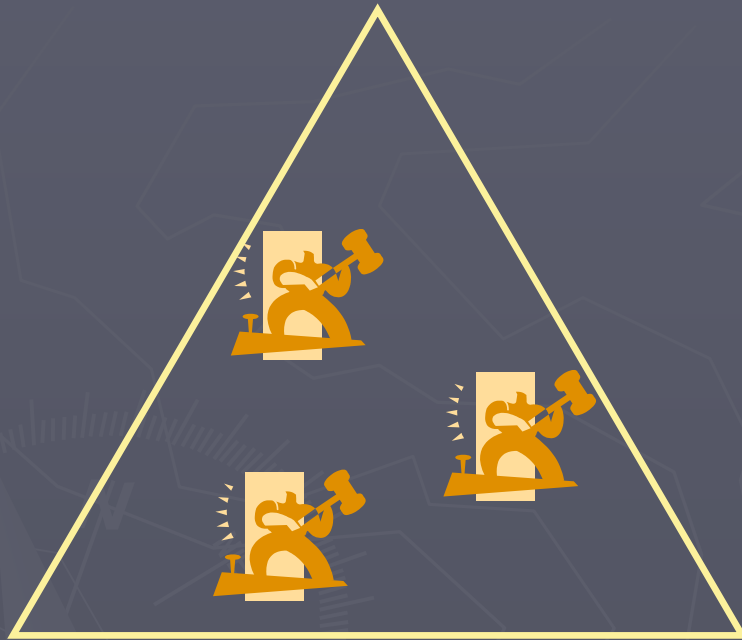


What to do with related projects



- ▶ Manage separately
- ▶ Combine into one big project
- ▶ Organize as a program

Combining into one big project

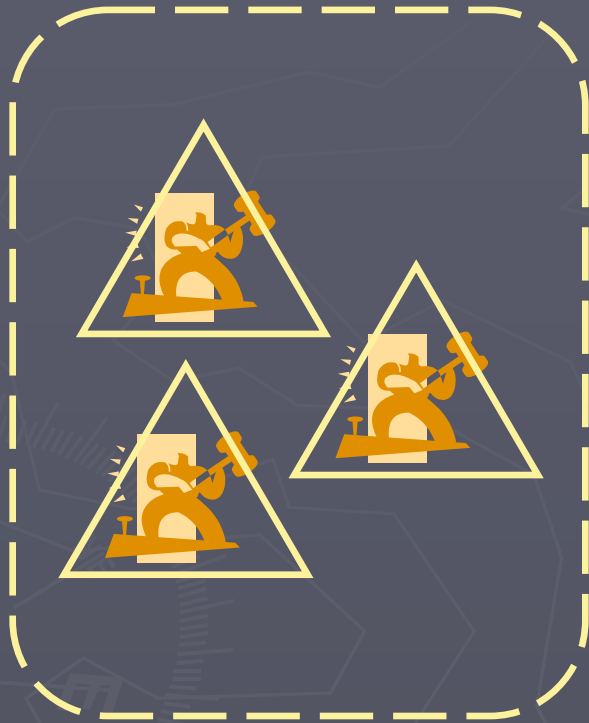


- ▶ Resource optimization
- ▶ Communications and reporting
- ▶ Escalations
- ▶ Risk management
- ▶ Stakeholder management

One big project may not be optimal

- ▶ Coordination with operational elements
- ▶ New work being defined over time
- ▶ External or strategic demands
- ▶ Needs for controls or focus

Organizing as a program



- ▶ Benefits management
- ▶ Stakeholder management
- ▶ Governance

Benefits & deliverables

- ▶ Achieving deliverables
- ▶ Managing benefits



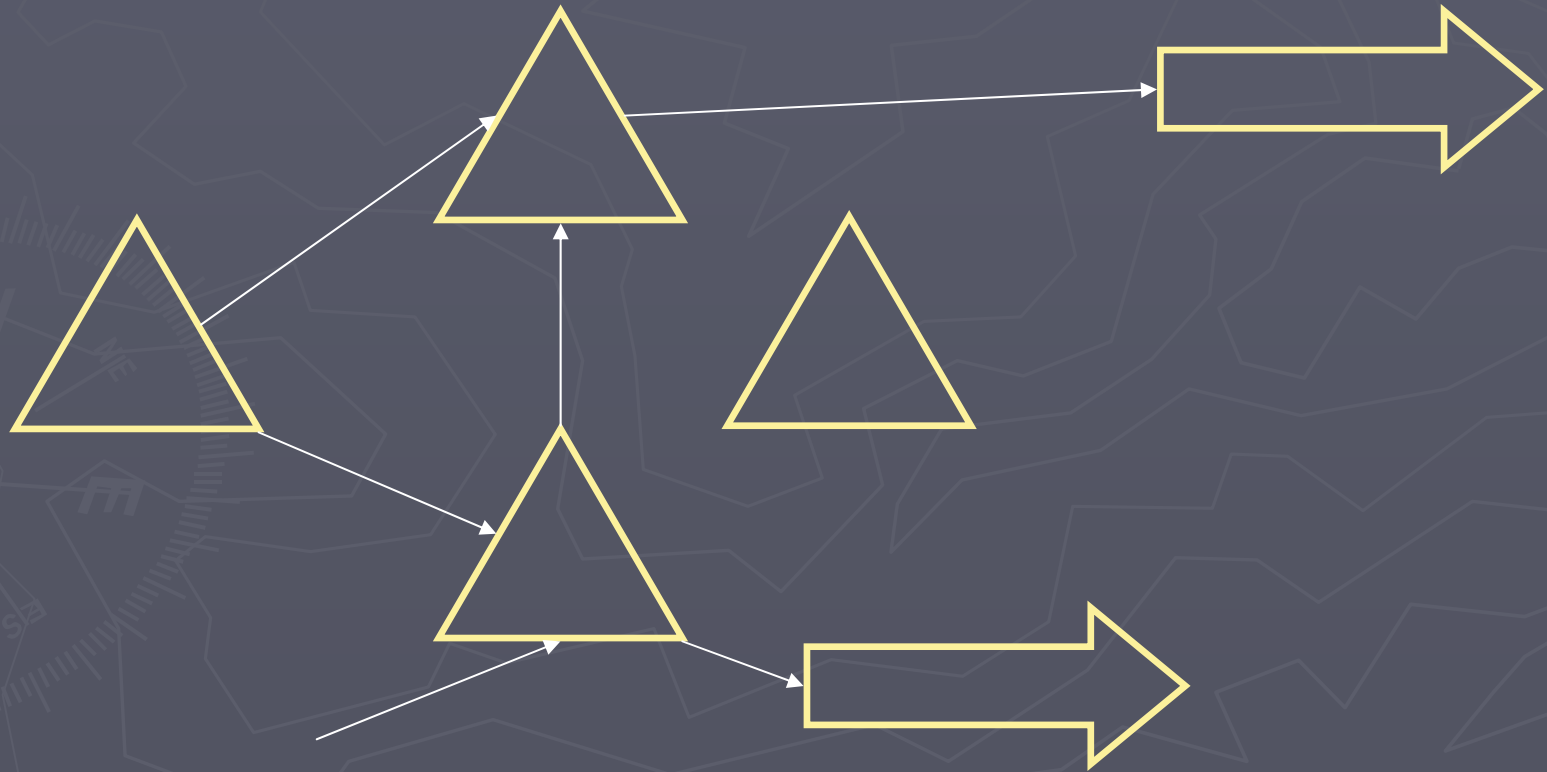
Benefits management

- ▶ Plan benefits
- ▶ Organize to maximize benefits
- ▶ Invest benefits forward
- ▶ Harvest benefits
- ▶ Adapt to change

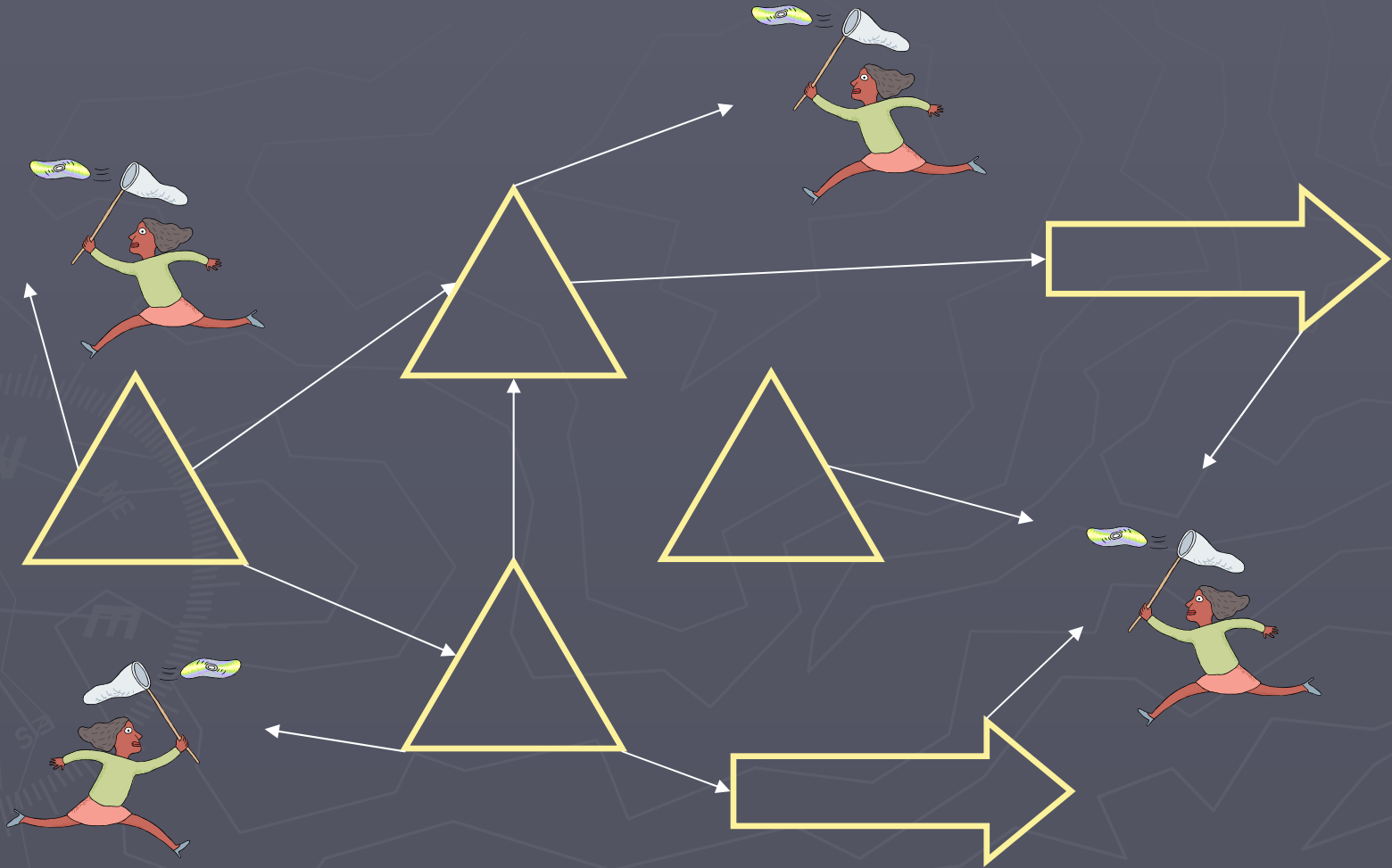
Plan & organize for benefits



Invest benefits forward



Harvest benefits & Adapt to change



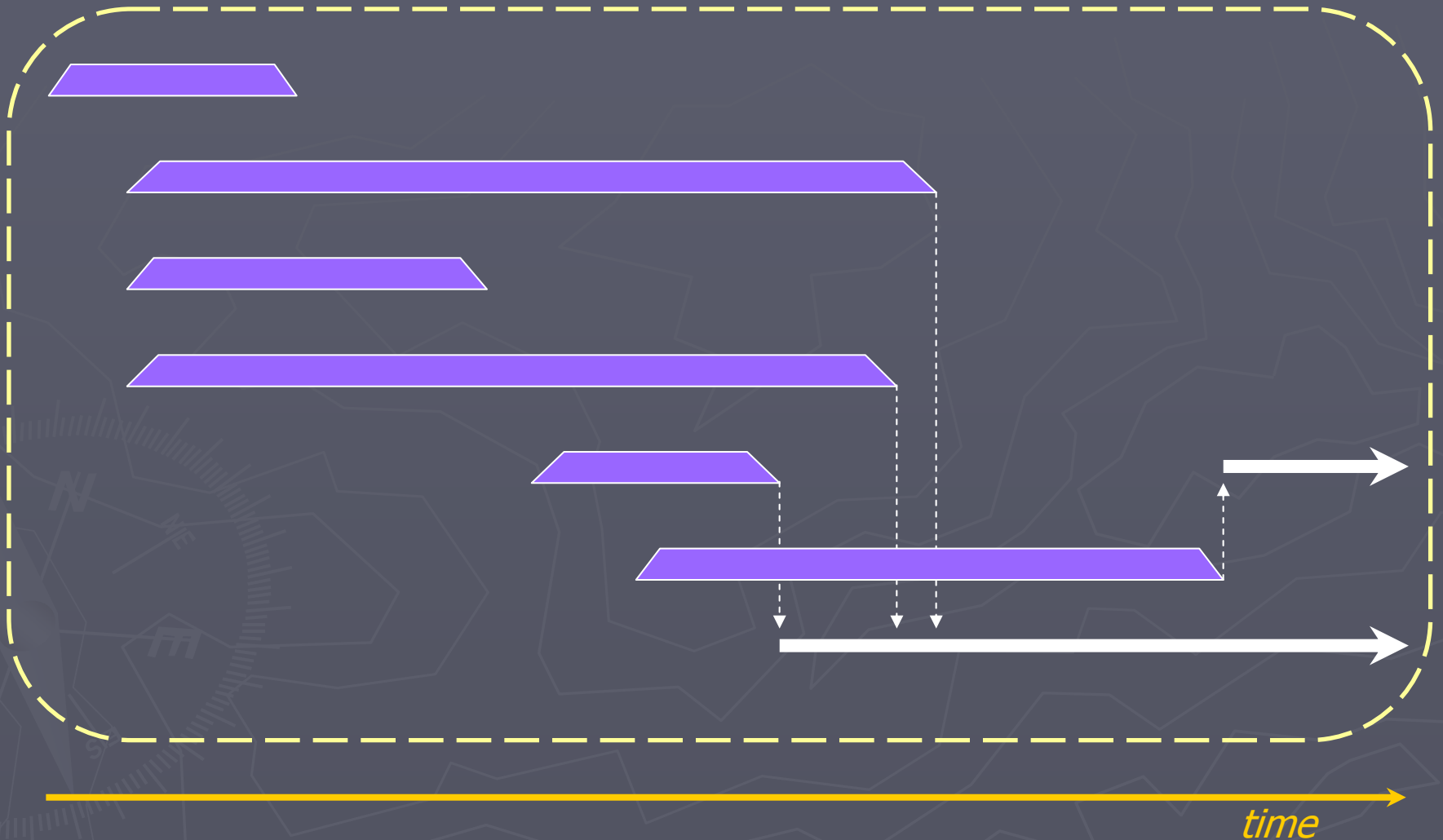
Stakeholder management

- ▶ Stakeholders shared by projects
- ▶ Stakeholders that “think program”
 - Strategic view
 - Benefits view
 - Outsider view

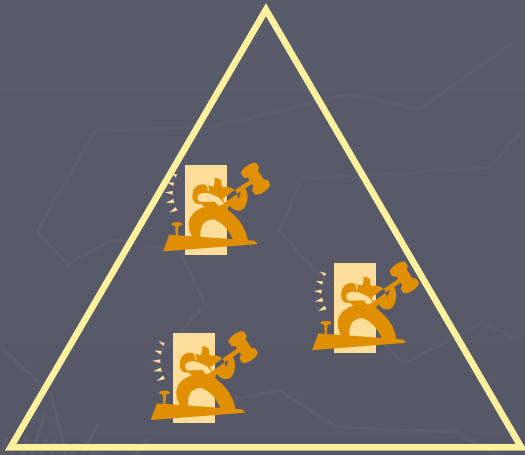
Governance

- ▶ Resource optimization
- ▶ Inter-project communications and reporting
- ▶ Inter-project escalations
- ▶ Inter-project risk management
- ▶ Investment rationalization

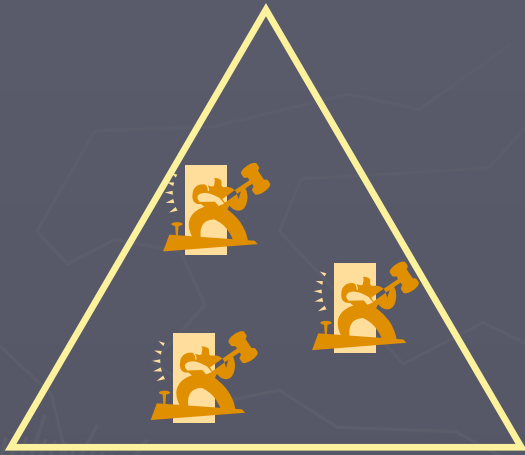
Program spanning project lifecycles



Different



Differences in management mindset



- ▶ Meet planned deliverables
- ▶ Control change
- ▶ Police the boundaries



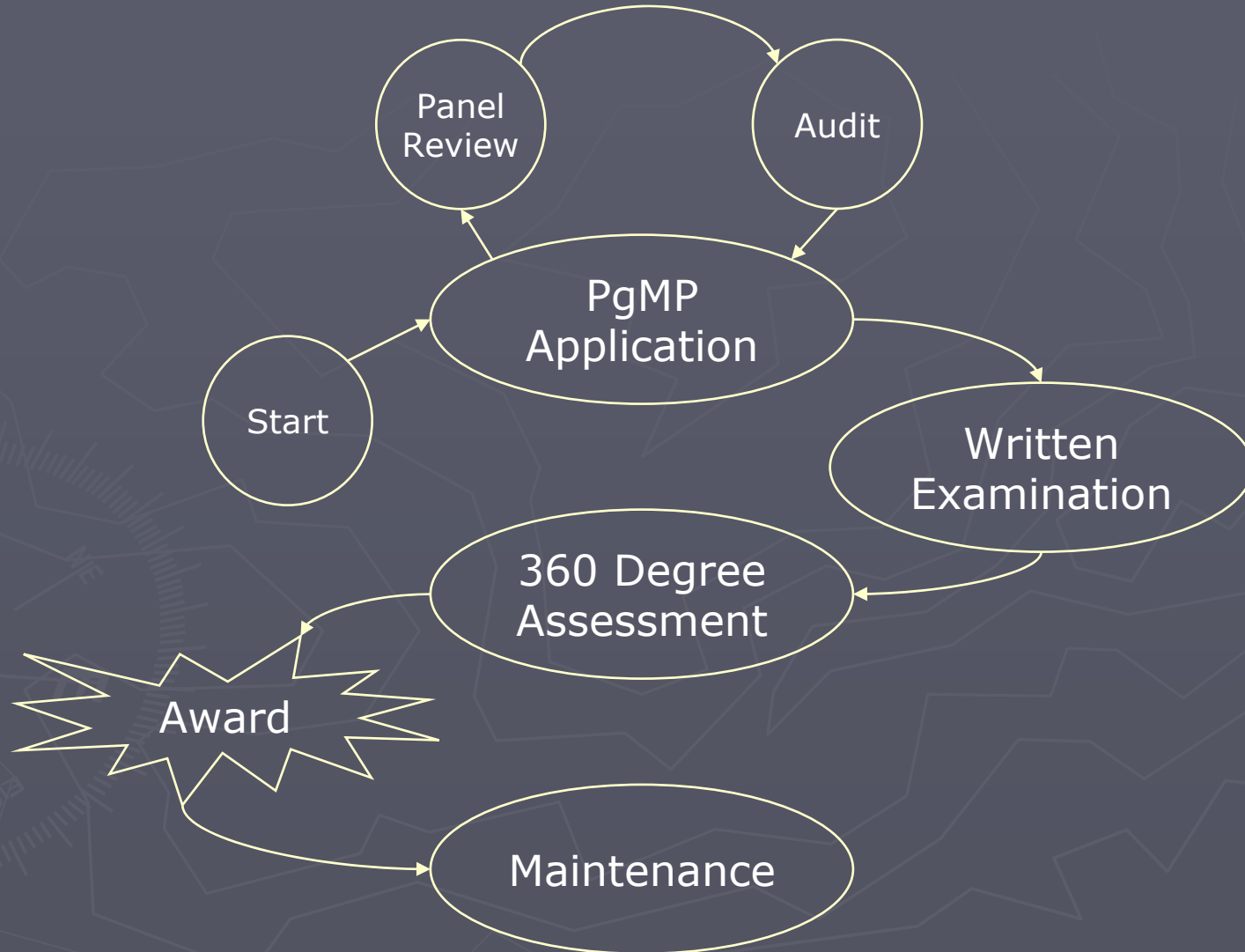
- ▶ Hunt and harvest benefit
- ▶ Leverage change
- ▶ Nurture the center



About the PgMP credential



Steps to PgMP



Experience required

PMP

- At least 3 years project management experience, including at least 4,500 hours leading projects
- All within the past 8 years

PgMP

- At least 6,000 hours and 4 years of program management experience, including at least two projects per program
 - At least 6,000 hours and 4 years of project management experience *outside of programs*
 - All within the past 15 years
 - 8 essay responses summarizing experience
-

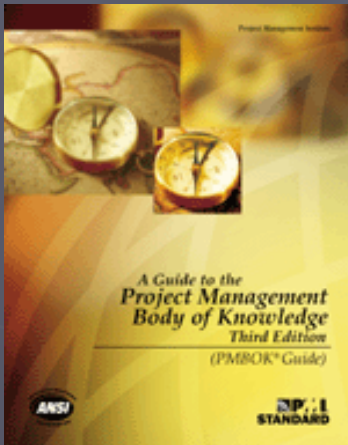
Other eligibility requirements

	PMP	PgMP
<i>Training</i>	35 contact hours	- none -
<i>Experience evaluation</i>	<ul style="list-style-type: none">• Reference for each element• Subject to audit	<ul style="list-style-type: none">• Reference for each element• Reviewed by panel• Subject to audit
<i>Examination</i>	4 hours; 200 questions; multiple choice	4 hours; 170 questions; multiple choice; weighted toward case scenarios
<i>Multi-Rater Assessment</i>	- none -	360° assessment survey – cognizant supervisor, peers, subordinates and self; minimum 13 respondents overall
<i>Fee</i>	\$555 non-member	\$1,800 non-member
<i>Maintenance</i>	60 PDUs every 3 years	60 PDUs every 3 years

Should I add PgMP to my PMP?

- ▶ [?] Have I done the work?
- ▶ [+] Future potential to differentiate
- ▶ [−] Not yet recognized
- ▶ [+] Contribute to an emerging discipline
- ▶ [+] Each PDU counts for both

Challenge yourself...



- ▶ How should my organization utilize programs?
- ▶ How should my organization improve program management?
- ▶ How is program management relevant to my career?
- ▶ Should I pursue the PgMP credential?



The background features a dark blue-grey color with a subtle pattern of white topographic contour lines. On the left side, there is a faint, semi-transparent illustration of a compass rose with a needle pointing towards the top-left. The compass rose includes directional markers for North (N), South (S), East (E), and West (W), along with intermediate directions like NE, SE, SW, and NW. The text is centered on the page.

Thank You

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