

Welcome to the **blueVisions** Program Management Breakfast

Date: 11 August 2006

Venue: **blueVisions** Boardroom

Ground floor 20 Alfred St., Milsons Point NSW Australia

Time: 7:30 – 9:00 a.m.

Presenters: Tony Maramara & Dominic Siow

What's on the Breakfast Menu

- ❑ Introductions
- ❑ What does successful program management look like to you
- ❑ What are the benefits & risks
- ❑ Why program management?
 - Interpret standards – context, themes, lifecycle
 - PgM best practice
- ❑ Apply standards
 - 9 key processes
- ❑ What does this mean to you?
 - Exercise in PgM capability
 - PgMCP
- ❑ Solutions Roadmap
- ❑ Open Forum

What does successful program management look like to you

4 reasons why many programs don't succeed

- ❑ **Lack of sponsorship support**
- ❑ **Poor governance**
 - Policies, procedures, structures
 - Initiate / Approval processes
 - Review of program progress
 - Ensure availability of resources
- ❑ **Competency of the program management team**
 - Knowledge of Program Management
 - Recognising the skill required for Program Management
 - Understanding of the organisational strategy / politics
- ❑ **Failure to embrace change**
 - Creating substantial coalition
 - Communicating the Vision
 - Embedding into the culture
 - Ability to embrace change

Source: CPB Research 2005

Benefits of Program Management Framework

- ❑ Provide understanding of the role of program management among client, program team & external stakeholders
- ❑ Provide confidence of a structured approach aligned to globally accepted PgM standards
- ❑ Standardised roles, tools & methods
- ❑ Prioritised use of project resources
- ❑ Demonstrated organisational competence & capacity
- ❑ Homogenise business interfaces

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Why Program Management

- ❑ Alignment to Strategy is more focused
- ❑ Prioritisation to maximise budget & resource utilisation
- ❑ Investment in projects are benefits measured
- ❑ Eliminate duplicate projects

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What is in a name?

A Program is

“A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.”

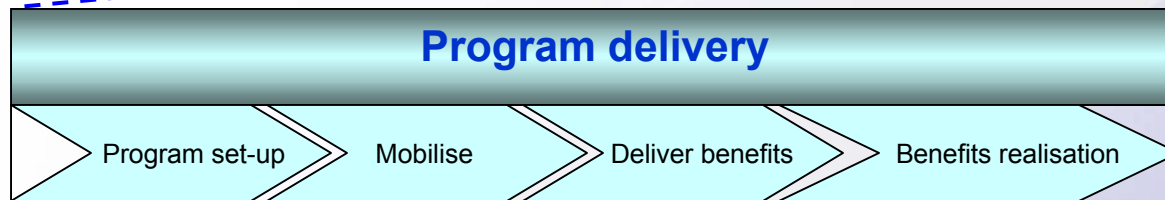
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When to manage as a Program (rather than as a Project or Multi-Project)

- Risk management – wider context
- Management of the Business Case
- Benefits realisation
- Transition management
- Consistency
- Broader budgetary controls
- Resource optimisation

Program management context



"almost 50% of CEO turnover events were due to the failure to effectively execute key organisational initiatives"

- The 2003 CEO Turnover study

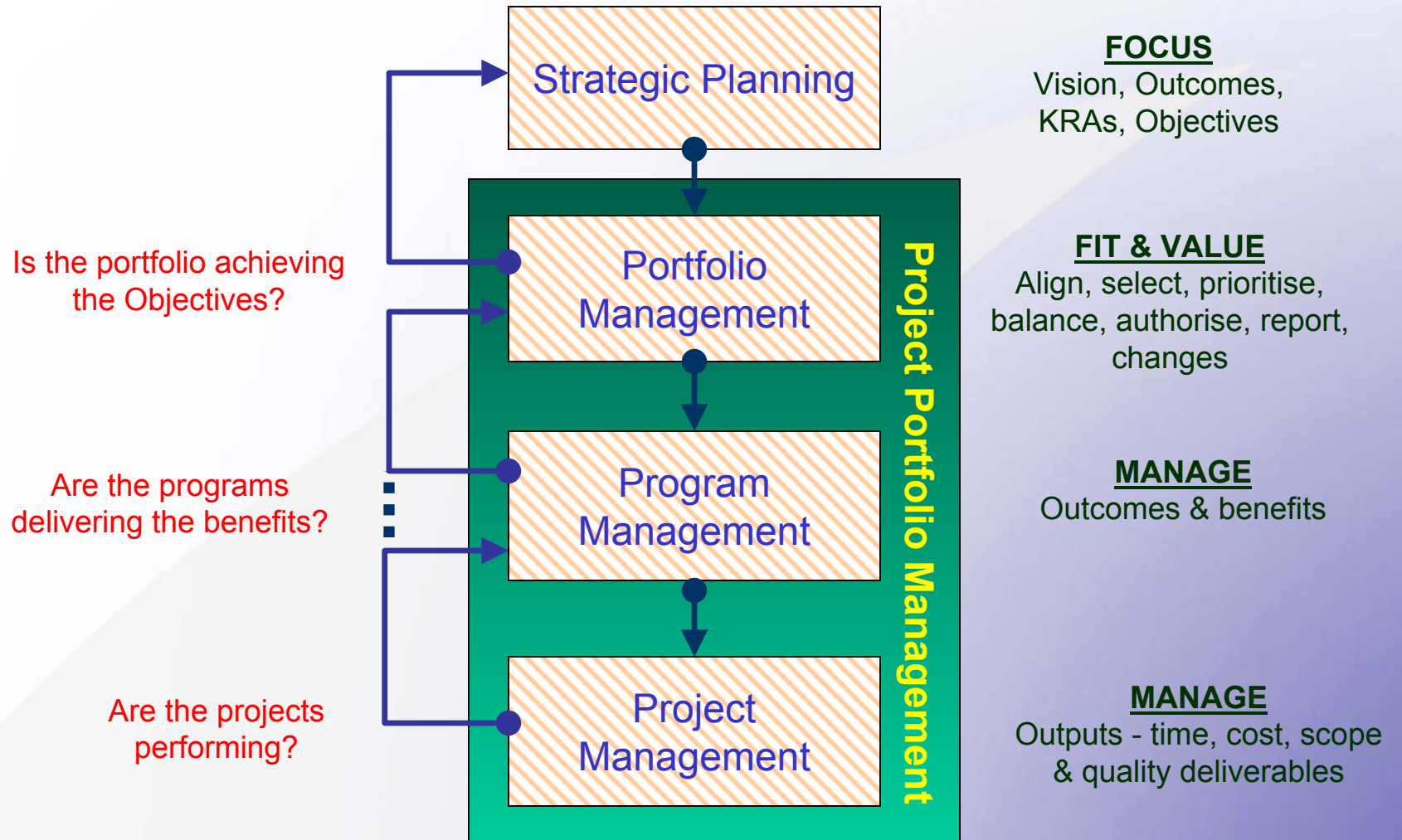
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3PM domain

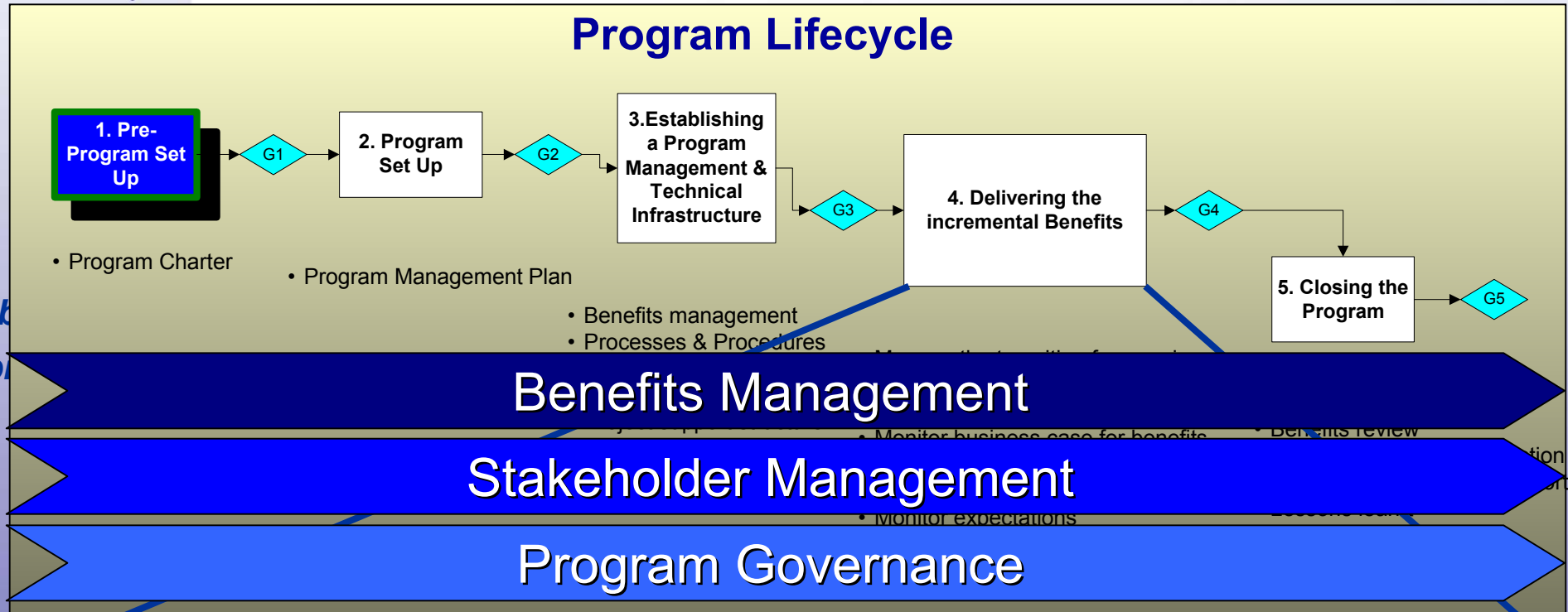
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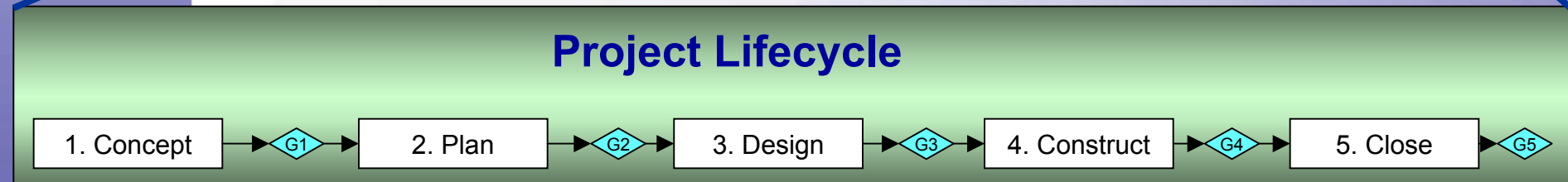


Program have different lifecycle to projects

Program Lifecycle

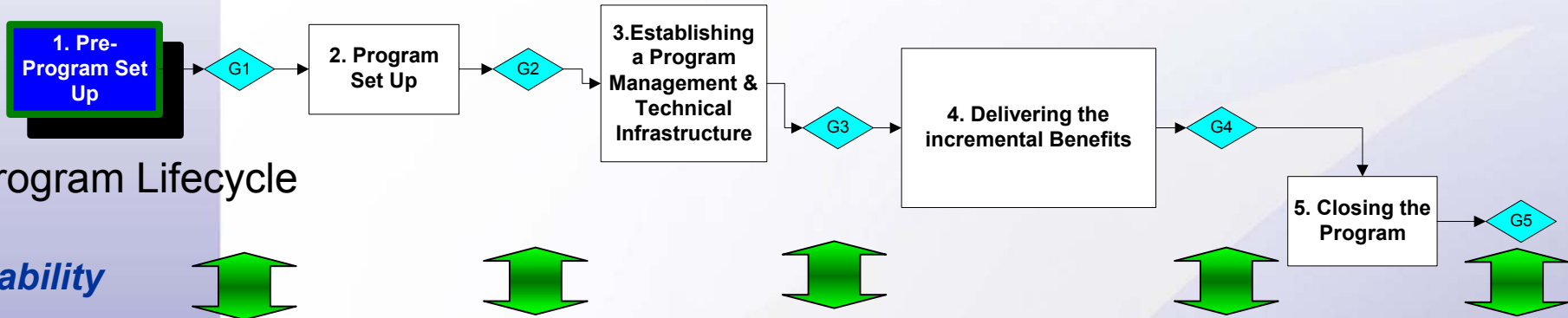


Project Lifecycle



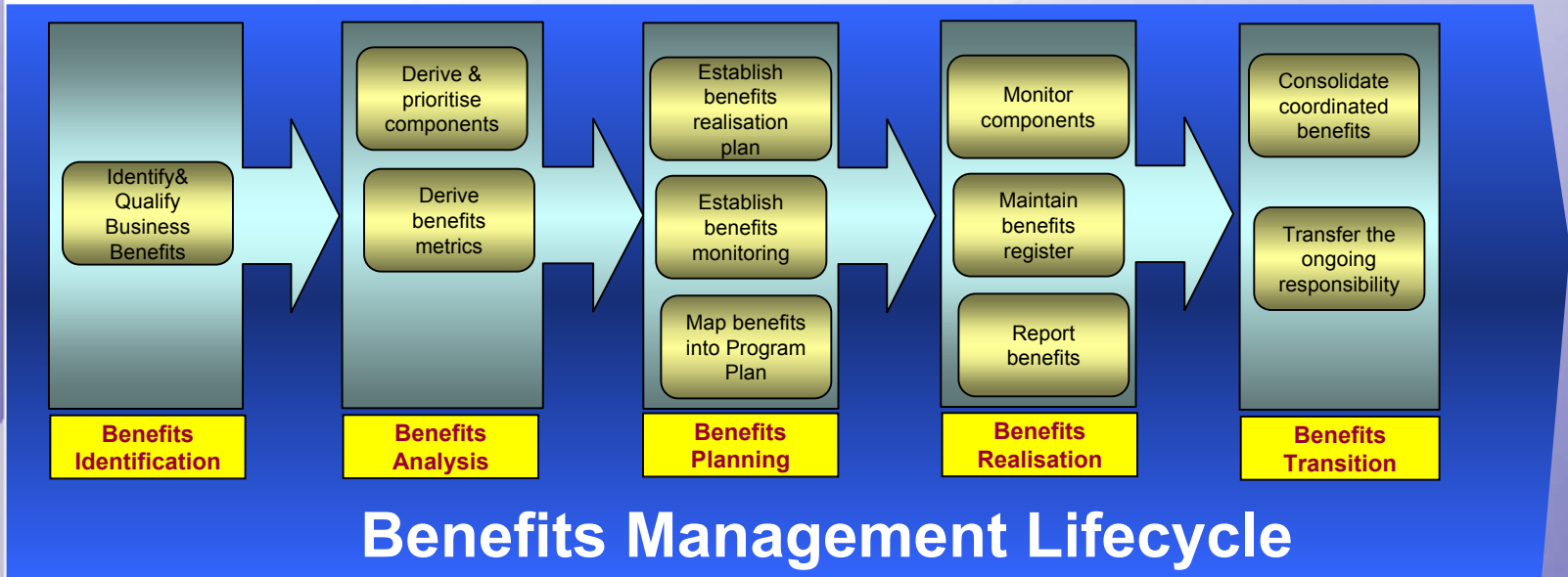
Benefits Management

The definition and formalisation of expected benefits a program is intended to deliver



Program Lifecycle

Capability Improvement

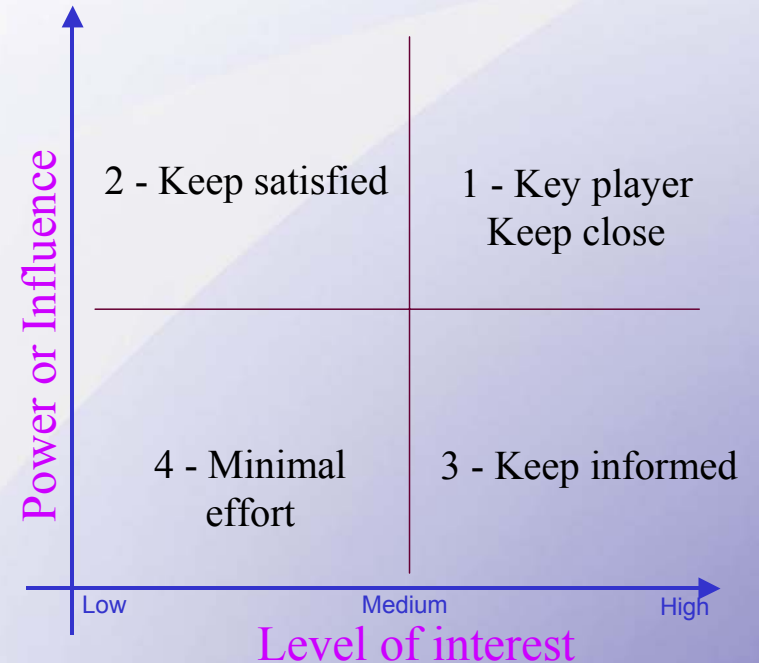


Benefits Management Lifecycle

Stakeholder Management

Identifies how a program will affect stakeholders, develop a communication strategy, manage expectations and improve their acceptance of the program objectives

- ❑ Stakeholder analysis - Who
- ❑ Plan – level of influence
- ❑ Implement
- ❑ Monitor & Control



*“Insufficient involvement of stakeholders and infrequent communication with sponsors were identified as **leading causes of project failure**”*

- January 1996 the Gartner Group, “Project Management Skills: Avoiding Management by Crisis”

Program Governance

The process of developing, communicating, implementing, monitoring & assuring the policies, procedures & org structures and practices associated with a program

- ❑ Understanding the context of Program Management
- ❑ Policies, procedures & practices
 - Common to all projects
 - Controls for application of procedures
 - Program change control
 - Project & Program measurements
- ❑ Program organisational structure
- ❑ Program monitoring

Program Governance

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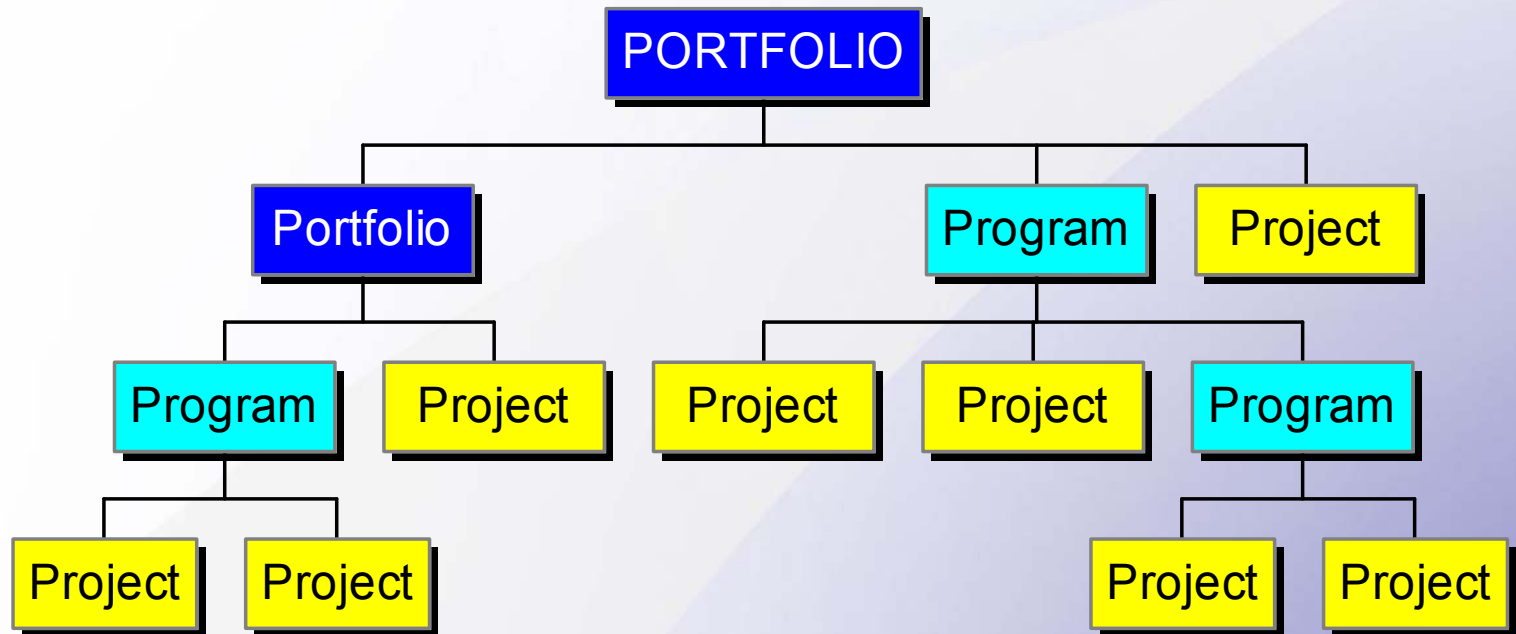
Program Governance is concerned with controlling the organisation's investment

Program Governance* ensures that the Program have:

- **THE RIGHT PEOPLE**
 - Identification of **skills**, needs and solutions
 - Common roles (eg. Project Director, Project Manager)
 - Co-ordination of PM training and membership programs
 - Career development program in project management
- **THE RIGHT PROJECTS**
 - Identification and selection of projects
 - **Alignment** to strategic objectives
 - Rank and priority assessment
 - Risk management
 - Capacity management
 - Balanced allocation of resources
- **THE RIGHT PROCESS**
 - **Program management framework**
 - Co-ordination and facilitating the development and administration of common controls, methodology standards and tools
 - Align corporate processes with Group and Divisional processes
 - Regulation and compliance
- **THE RIGHT TOOLS**
 - Central repository for programs and projects in the corporate portfolio
 - **Integration** of tools to improve project management capability.
 - Research and communicate on latest global development in thoughts, techniques and tools
- **THE RIGHT CULTURE**
 - Co-ordinate and facilitate enhancing project management capability and culture
 - Sharing knowledge and experiences
 - Forums for Project Managers
 - **Coaching** and Mentoring
 - Performance recognition (awards)

** Governed by:
Program Boards
Steering Committee
Program Control Group - PCG*

Portfolio, Programs & Projects



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Program responsibility outside Project scope

- Benefits management
- Transition to ongoing operations
- Benefits assurance & sustainment
- Interface management (with other programs)
- Program resource management

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Some differences

Program Manager	Project Manager
Focuses on managing benefits, strategic fit	Focuses on outputs to meet project objectives
Must embrace change & manage stakeholder relationships	Keeps change to a minimum
Are leaders providing vision & direction	Team players who motivate using knowledge & skills
Guide high level project plans & project interrelationships	Develop detailed project plans
Monitor projects through governance structures	Monitors & controls activities

Typical role of a Program Manager

- Review business case**
- Project prioritisation & maintain master plan**
- Resource management**
 - o Allocation
 - o Career development
 - o Performance appraisal
- Process development & continuous improvement**
- Portfolio reporting**
 - o Portfolio risks and issues
 - o Budget vs Actuals
 - o Progress reporting e.g.g Earned Value
 - o KPI reporting
- Interface coordination (e.g. PCG, Capital Works meetings)**
- Project Reviews (Post Completion & Health Checks)**

Program Management Standards Best Practice*

- ❑ Established program lifecycle and processes (Framework)
- ❑ Insufficient understanding & role of program management
- ❑ The Program is governed using gate reviews
- ❑ Dedicated Program Managers
- ❑ Experienced Program Managers with expertise in stakeholder management & well versed with Project Management processes, tools & techniques
- ❑ Regularly conducts phase gate reviews and use it for control
- ❑ Assesses strategic alignment at phase gate reviews
- ❑ Independent phase gate reviewers

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* Project Management Institute 2005

Maturity in Program Management

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L5 – Continuous improvement

L4 – Managed processes

L3 – Defined processes

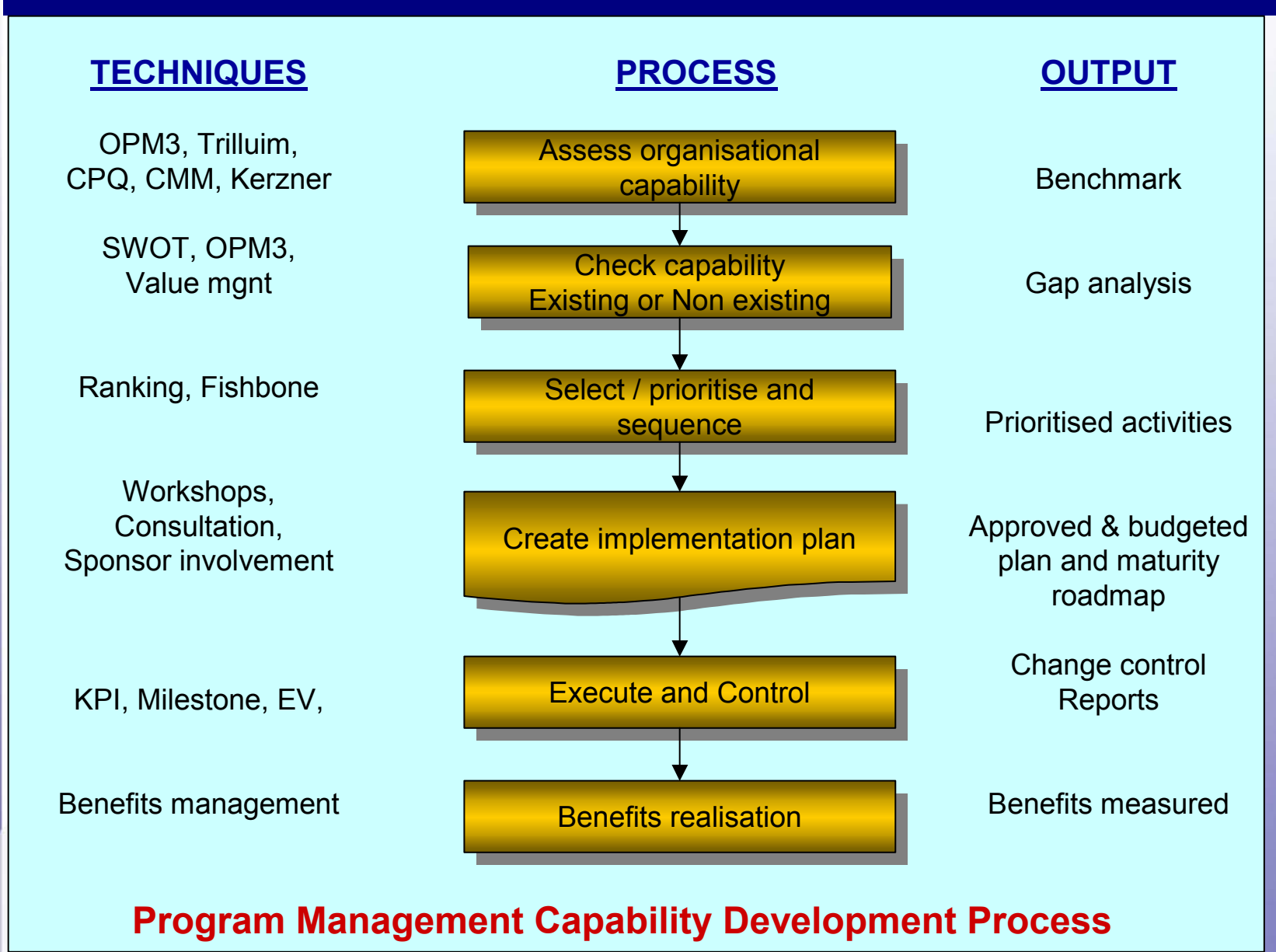
L2 – Repeatable processes

L1 – Initial - awareness

Source: OGC & CMMM, 2006

Program Management 9 key focus areas

1. Stakeholder management
2. Governance
3. Benefits management
4. Program initiation
5. Program plan development
6. Team building
7. Program execution (Baseline & controls)
8. Program closure
9. Program assurance



Key learning and messages

- **Focus**
- **Overall outcome**
- **Mindset**
- **Different skills**
- **Implications of recruitment**

Moving forward



Client Program Management Support

On going /
Operational support

Readiness

Development

Implementation

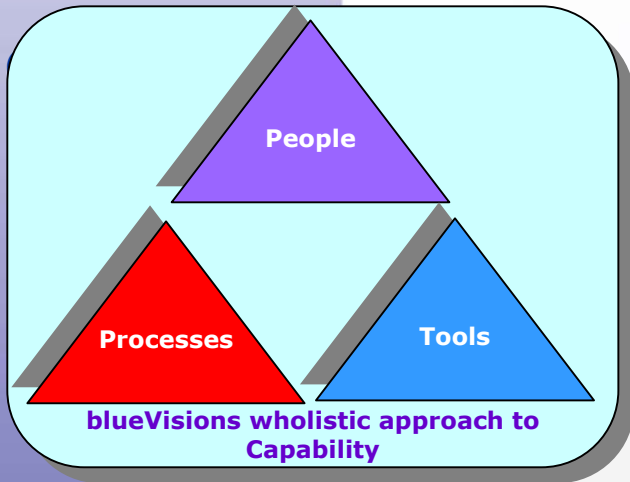
PgM*
organizational
awareness
workshops

- ♦ Fundamentals of PgM training
- ♦ Soft skills workshops
 - Stakeholder Management
 - Communicating to Influence
 - Leadership
 - PgM Coaching

Policy and program management
framework development

PgM Methodology
development

Program Assurance



*PgM – Program Management

Q+A

What's next? Desktop analysis

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