
THE STANDARD FOR PROGRAM MANAGEMENT

Fourth Edition

TABLE OF CONTENTS

1. INTRODUCTION.....	1
1.1 Purpose of <i>The Standard for Program Management</i>	2
1.2 What Is a Program?	3
1.2.1 Initiation of Programs	6
1.2.2 The Relationships among Portfolios, Programs, and Projects.....	7
1.3 What Is Program Management?	8
1.4 The Relationships among Portfolio, Program, and Project Management, and their Roles in Organizational Project Management (OPM)	10
1.4.1 The Interactions among Portfolio, Program, and Project Management	12
1.4.2 The Relationship between Program Management and Portfolio Management	12
1.4.3 The Relationship between Program Management and Project Management.....	12
1.5 The Relationships among Organizational Strategy, Program Management, and Operations Management.....	14
1.6 Business Value	15
1.7 Role of the Program Manager	16
1.7.1 Program Manager Competences	17
1.8 Role of the Program Sponsor	20
1.9 Role of the Program Management Office	20

2. PROGRAM MANAGEMENT PERFORMANCE DOMAINS	23
2.1 Program Management Performance Domain Definitions	24
2.2 Program Management Performance Domain Interactions	25
2.3 Organizational Strategy, Portfolio Management, and Program Management Linkage	26
2.4 Portfolio and Program Distinctions	26
2.5 Program and Project Distinctions.....	28
2.5.1 Uncertainty	28
2.5.2 Managing Change	29
2.5.3 Complexity.....	31
3. PROGRAM STRATEGY ALIGNMENT	33
3.1 Program Business Case	35
3.2 Program Charter	36
3.3 Program Roadmap.....	36
3.4 Environmental Assessments.....	38
3.4.1 Enterprise Environmental Factors	38
3.4.2 Environmental Analysis	39
3.5 Program Risk Management Strategy.....	41
3.5.1 Risk Management for Strategy Alignment.....	41
3.5.2 Program Risk Thresholds	41
3.5.3 Initial Program Risk Assessment	42
3.5.4 Program Risk Response Strategy.....	42
4. PROGRAM BENEFITS MANAGEMENT	43
4.1 Benefits Identification	46
4.1.1 Benefits Register.....	47
4.2 Benefits Analysis and Planning	48
4.2.1 Benefits Management Plan.....	50
4.2.2 Benefits Management and the Program Roadmap.....	50
4.2.3 Benefits Register Update	50

4.3 Benefits Delivery.....	51
4.3.1 Benefits and Program Components.....	52
4.3.2 Benefits and Program Governance.....	52
4.4 Benefits Transition	53
4.5 Benefits Sustainment.....	55
5. PROGRAM STAKEHOLDER ENGAGEMENT	57
5.1 Program Stakeholder Identification.....	60
5.2 Program Stakeholder Analysis	62
5.3 Program Stakeholder Engagement Planning	63
5.4 Program Stakeholder Engagement.....	64
5.5 Program Stakeholder Communications.....	66
6. PROGRAM GOVERNANCE	67
6.1 Program Governance Practices	70
6.1.1 Program Governance Plan	70
6.1.2 Program Governance and Vision and Goals.....	71
6.1.3 Program Approval, Endorsement, and Definition	72
6.1.4 Program Success Criteria	72
6.1.5 Program Monitoring, Reporting, and Controlling.....	72
6.1.6 Program Risk and Issue Governance	73
6.1.7 Program Quality Governance	74
6.1.8 Program Change Governance	74
6.1.9 Program Governance Reviews.....	75
6.1.10 Program Periodic Health Checks.....	76
6.1.11 Program Component Initiation and Transition.....	76
6.1.12 Program Closure.....	78
6.2 Program Governance Roles.....	78
6.2.1 Program Sponsor	80
6.2.2 Program Steering Committee	81
6.2.3 The Program Management Office.....	82

6.2.4 Program Manager	83
6.2.5 Project Manager(s).....	84
6.2.6 Other Stakeholders	85
6.3 Program Governance Design and Implementation	85
7. PROGRAM LIFE CYCLE MANAGEMENT	89
7.1 The Program Life Cycle	89
7.1.1 Program Life Cycle Phases Overview.....	90
7.1.2 Program Definition Phase	91
7.1.3 Program Delivery Phase.....	95
7.1.4 Program Closure Phase	97
7.2 Program Activities and Integration Management.....	98
7.2.1 Program Activities Overview	98
7.2.2 Program Integration Management	99
7.2.3 Mapping of the Program Life Cycle to Program Activities	103
8. PROGRAM ACTIVITIES.....	105
8.1 Program Definition Phase Activities	106
8.1.1 Program Formulation Activities.....	106
8.1.2 Program Planning Phase Activities	110
8.2 Program Delivery Phase Activities.....	124
8.2.1 Program Change Monitoring and Controlling	125
8.2.2 Program Communications Management.....	125
8.2.3 Program Financial Management	127
8.2.4 Program Information Management	130
8.2.5 Program Procurement Management	131
8.2.6 Program Quality Assurance and Control	132
8.2.7 Program Resource Management.....	133
8.2.8 Program Risk Monitoring and Controlling.....	134
8.2.9 Program Schedule Monitoring and Controlling.....	136
8.2.10 Program Scope Monitoring and Controlling.....	137

8.3 Program Closure Phase Activities	138
8.3.1 Program Financial Closure	139
8.3.2 Program Information Archiving and Transition	139
8.3.3 Program Procurement Closure	140
8.3.4 Program Resource Transition.....	140
8.3.5 Program Risk Management Transition.....	140
REFERENCES	141
APPENDIX X1 FOURTH EDITION CHANGES	143
APPENDIX X2 CONTRIBUTORS AND REVIEWERS FOR <i>THE STANDARD FOR PROGRAM MANAGEMENT—FOURTH EDITION</i>.....	157
GLOSSARY.....	163
INDEX	169