Program Management

SAME Japan

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“Program” Definitions

A program is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. (Project Management Institute)

The process of managing several related projects, often with the intention of improving an organization's performance

Programs are designed to deliver a vision rather than specific outputs; they are more complex and involve managing change in a dynamic environment with no defined path
## Project vs Program

<table>
<thead>
<tr>
<th>Feature</th>
<th>Project Description</th>
<th>Program Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus</strong></td>
<td>Focus is on products and physical elements</td>
<td>Focus is on benefits to stakeholders</td>
</tr>
<tr>
<td><strong>Scope</strong></td>
<td>Narrow; singular endeavor</td>
<td>Broad; cross-functional</td>
</tr>
<tr>
<td><strong>Term</strong></td>
<td>Fixed term</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Organization</strong></td>
<td>Within a functional group</td>
<td>Crosses organizational boundaries</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>Hierarchical</td>
<td>Collaborative</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>Realized at completion</td>
<td>Accrue as program progresses</td>
</tr>
<tr>
<td><strong>Change</strong></td>
<td>Avoid or minimize</td>
<td>Accept and manage</td>
</tr>
</tbody>
</table>
Criteria / Indicators that Program Management is Necessary

- Complex or multiple projects
- Increased capital spending needed
- Projects of multi-year duration
- Schedule pressures
- Project delivery organization is not permanent
- Goals are clear, delivery process is not
Program Priorities

Time Critical

• Olympics
• World Cup
• Dubai Expo 2020

Scope Critical

• Municipal compliance programs
• DoD base relocations

Budget Critical

• Municipal elective upgrades
• Iraq Reconstruction
• Government science programs
Program Management Methodology Spectrum

Owner Managed

Shared Management

Consultant Management

Owner’s Agent

Management At-Risk

Owner’s Risk

Owner’s Cost
Program Management Benefits

Scope
(Features, Functionality)

Quality

Cost
(Resources, Budget)

Time
(Schedule)
Program Management Benefits: **Cost**

- Economies of scale for Construction Mgmt and Quality Assurance
- Design / Construction market workload management and leveling
- Allows application of funds strategically across projects
- Lower long-term O&M costs due to standardization
- Material Localization and Bulk Procurement

[Diagram showing relationships among Scope, Quality, and Cost]
Program Management Benefits: Schedule

• Proper sequencing of work (interdependencies between projects)
• Programmatic master schedule allows Critical Path Method (CPM) management
• Pre-approval of materials and equipment submittals, due to standardization
• Standardized designs means shorter design durations
• Minimize re-work due to inadequate Interface Management
• Incorporates unit moves schedules and priorities
Program Management Benefits: Quality

- Lessons Learned can be applied across projects (only make a mistake ONCE)
- Common specifications means less likelihood of inappropriate materials/equipment
- Local workforce skill enhancement
- Considers end-user capabilities (O&M resourcing, etc)
- Provides holistic view of all requirements (avoids scope gaps)
Risks of NOT Utilizing Program Management

- **Scope:**
  - Missed requirements

- **Schedule:**
  - Delays
  - Unsynchronized work
  - Inability to provide comprehensive reporting to higher authorities

- **Budget**
  - Cost overruns
  - Duplication of efforts
  - Funds inappropriately applied
  - Inability to provide comprehensive reporting to higher authorities

- **Quality**
  - Interface busts between projects
  - End-users not satisfied
  - Inability to provide comprehensive reporting to higher authorities

- **Change Management**
  - Impacts of project changes on other projects not managed
Components of Successful Programs

- Well-defined Governance
- Proactive Change Management
- Effective and efficient communications
- Master Baseline Schedule and Budget
- Web-based platform for information sharing and reporting
Characteristics of Great Program Managers

- Simplify complexity
- Expect and manage change
- Deliver benefits
- Reduce risk and find opportunities
- Provide leadership
- Be a clear and proactive communicator
- Expertise in Program Controls (Cost / Schedule)
More Information on Program Management

- **Project Management Institute (PMI)**
  - Program Management Professional (PGMP)
  - [https://www.pmi.org/](https://www.pmi.org/)

- **International Project Management Association (IPMA)**
  - Certified Programme Director (CPD)
  - [https://www.ipma.world/](https://www.ipma.world/)

- **Managing Successful Programs (MSP)**
  - [https://www.ilxgroup.com/uk/individual/training/msp/definition](https://www.ilxgroup.com/uk/individual/training/msp/definition)