

Training Agenda

Topic
PgMP® Certification overview 2025 / 2026
Application process overview
Strategic Alignment
Benefits Management
Stakeholder Engagement
Governance
Life Cycle Management
Program Management Activities



Benefits Management: Delivering Value Through Programs

2.1.	Benefits Identification
2.2.	Benefits Analysis and Planning
2.3.	Benefits Delivery
2.4.	Benefits Transition
2.5.	Benefits Sustainment

Agenda

01

Benefits Identification

Analyzing organizational strategies and program drivers to identify expected benefits

02

Benefits Analysis & Planning

Establishing the benefits management plan and developing metrics

03

Benefits Delivery

Monitoring the environment and managing interdependencies

04

Benefits Transition

Ensuring benefits are properly transitioned to operational areas

05

Benefits Sustainment

Planning for continued realization of benefits after program closure

The Purpose of Benefits Management

Program managers employ benefits management to continually:

Identify and assess value

Determine the value of program benefits throughout the program lifecycle

Manage interdependencies

Coordinate outputs being delivered by various various program components

Analyze impact

Evaluate how planned program changes affect expected benefits

Ensure strategic alignment

Verify that expected benefits align with organizational goals and objectives

Assign responsibility

Establish accountability for the realization, transition, and sustainment of benefits

Each program benefit should be assigned a risk probability.

Benefits Management Framework



1. Benefits Identification

The purpose of benefits identification is to analyze available information about:

- Organizational and business strategies
- Internal and external influences
- Program drivers

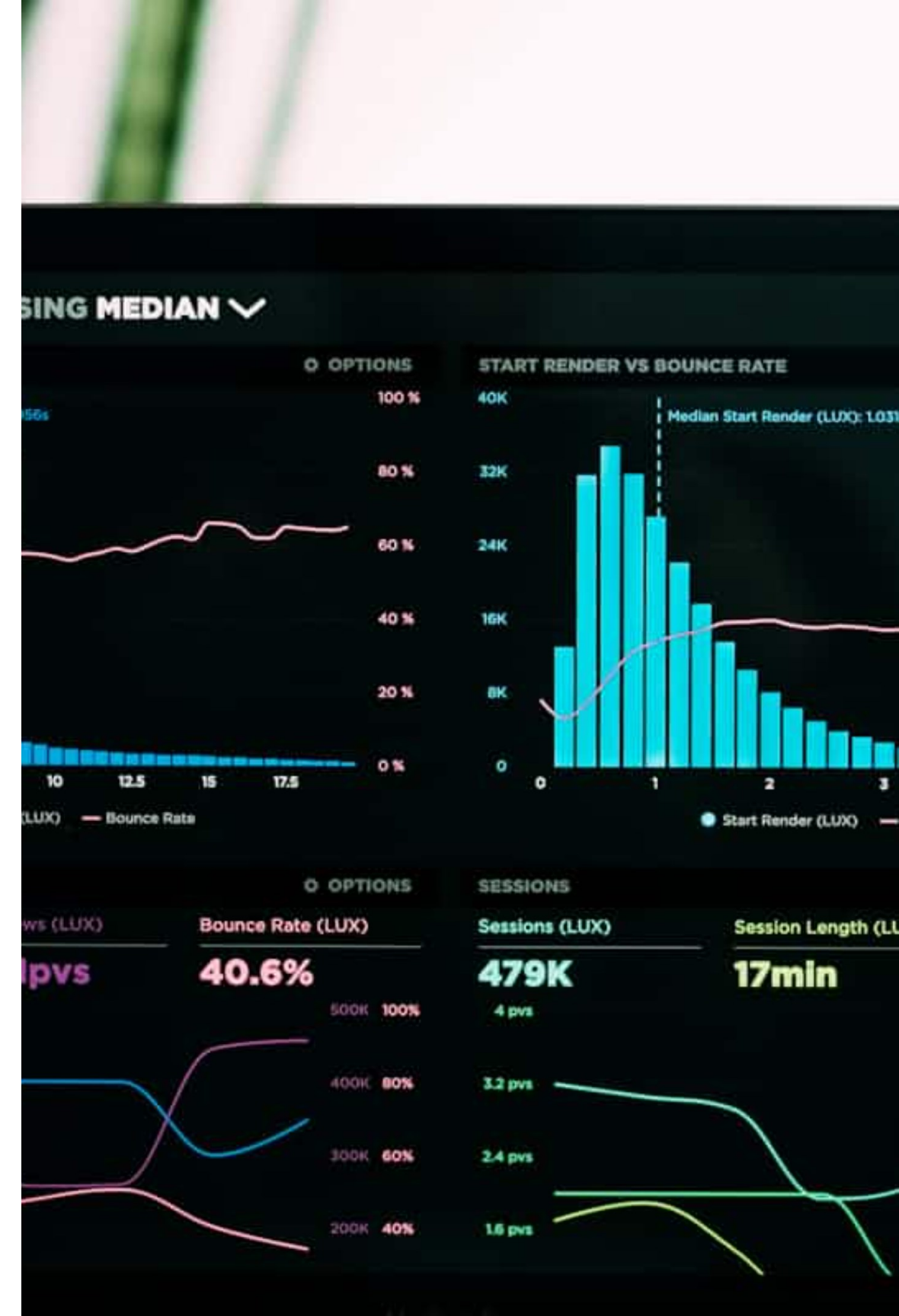
This analysis helps identify and qualify the benefits that program stakeholders expect to realize.



Benefits Register: Overview

The benefits register is a critical tool used to [measure and communicate the delivery of delivery of benefits](#) throughout the duration of the program.

It serves as the central repository for all identified benefits and their status, providing providing transparency and accountability for benefit realization.



Benefits Register: Development

In the benefits identification phase, the benefits register is developed based on:



Program Business Case

Outlines the justification and expected value of the program

Organization's Strategic Plan

Provides the broader context and goals the program supports

Program Documents & Objectives Objectives

Define specific program aims and deliverables

The register is then reviewed with key stakeholders to develop appropriate performance measures for each benefit.

Key Performance Indicators

Key performance indicators (KPIs) are **identified in the benefits identification identification phase**.

Their associated quantitative and qualitative measures are **defined and elaborated** in the next phase (benefits analysis and planning).

During this elaboration, the program benefits register is updated with detailed with detailed measurement criteria.



Benefits Register: Content

The benefits register may take many forms but typically includes, at a minimum:

List of planned benefits, benefits planned per period (ideally, quantitatively), and benefits achieved (ideally, quantitatively)

Description of how each benefit will be measured

Mapping of the planned benefits to the program components, as reflected in the program management plan

Key performance indicators and thresholds for evaluating their achievement

Benefits Register: Additional Content

Risk assessment and probability for achieving the benefit

Status or progress indicator for each benefit

Target dates and milestones for benefits achievement

Person, group, or organization responsible for delivering each benefit



Benefits Register Checklist

1. List of planned benefits, benefits planned per period (ideally, quantitatively), and benefits achieved (ideally, quantitatively);
2. Mapping of the planned benefits to the program components, as reflected in the program management plan;
3. Description of how each benefit will be measured;
4. Key performance indicators and thresholds for evaluating their achievement;
5. Risk assessment and probability for achieving the benefit;
6. Status or progress indicator for each benefit;
7. Target dates and milestones for benefits achievement;
8. Person, group, or organization responsible for delivering each benefit.

2. Benefits Analysis and Planning

The purpose of the benefits analysis and planning phase is to:

Establish the Benefits Management Management Plan

Create the strategic document that will guide benefits management throughout the program

Develop Benefits Metrics

Define how benefits will be measured and evaluated

Develop Monitoring Framework

Create systems for monitoring and controlling controlling both the components and the the measurement of benefits within the program

Benefits Analysis and Planning: Activities

- Establishing the benefits management plan that will guide the work throughout the remainder of the program
- Defining and prioritizing program benefits, as well as components and components and their interdependencies
- Defining the key performance indicators required to monitor the delivery of program benefits
- Updating positive and negative risks to benefits as more information information becomes known



Key Considerations: Costs

- ❏ Program costs may continue after program closeout as operational costs to sustain to sustain the benefits included in the program funding; program costs may also end may also end at program closeout.
- ❏ When the program continues, it may or may not provide additional funds to the organization accepting the benefit to cover the deferred costs of new benefits.



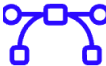
Key Considerations: Risks

As the program's benefits are further defined, current risks to these benefits should be further refined and new risks quantified.



Stakeholder Acceptance

Resistance or lack of buy-in from key stakeholders



Transition Complexity

Challenges in moving from program to operations



Change Absorption

The amount of change being absorbed by the organization



Unexpected Outcomes

Realization of unplanned or unforeseen results

Benefits Management Plan: Purpose

The benefits management plan is:

- Used during the benefits delivery phase to **verify that benefits are being realized as planned**
- A formal document that **records the activities necessary for achieving the program's planned benefits**
- The **baseline document** that guides the delivery of benefits during the program's performance



Benefits Management Plan: Function

Delivery Timeline

Identifies HOW and WHEN benefits are expected to be delivered to the organization

Realization Mechanisms

Specifies mechanisms that should be in place to ensure the benefits are fully realized over time

Supporting Systems

Identifies the associated activities, processes, and systems needed for the change driven by the realization of benefits

Transition Planning

Identifies HOW and WHEN the transition to an operational state will occur

Benefits Management Plan: Content (1/2)

1 Define each benefit and associated assumptions

2 Determine how each benefit will be achieved

3 Link component outputs, outcomes, objectives, and key results to benefits

4 Define the metrics, including key performance indicators and procedures, to measure benefits

Benefits Management Plan: Content (2/2)

4 Define roles and responsibilities required to manage the benefits

5 Define how the resulting benefits and capabilities will be transitioned into an operational state

6 Define how the resulting capabilities will be transitioned to those responsible for sustaining the benefits

7 Provide processes for managing benefits and removing benefits no longer needed

Benefits Register Update



Initial Creation

The benefits register is initiated during benefits identification



Update

The register IS UPDATED during benefits analysis and planning



Mapping

Program benefits ARE MAPPED to the program components



Review

The register is REVIEWED with appropriate stakeholders

During review, stakeholders define and approve key performance indicators and other measures that will be used to manage program performance. performance.



3. Benefits Delivery

The benefits delivery phase ensures the program remains aligned with organizational objectives while actively managing the realization of benefits through component execution and monitoring.

Benefits Delivery: Activities (1/2)

Environmental Monitoring

Monitoring the organizational environment (including internal and external factors), program objectives, and benefits realization to ensure the program remains aligned with strategic objectives

Component Management

Initiating, performing, transitioning, and closing components, and managing the interdependencies among them

Benefits Delivery: Activities (2/2)

Risk Evaluation

Evaluating opportunities and threats affecting benefits, including updating the benefits register for new opportunities and risks, and updating realized or obsolete risks

KPI Evaluation

Evaluating key performance indicators related related to program financials, compliance, compliance, quality, safety, and stakeholder stakeholder satisfaction to monitor benefits benefits delivery

Progress Reporting

Recording program progress in the benefits benefits register and reporting to key stakeholders, as directed in the program program communications management plan plan

Benefits Delivery: Reporting

The benefits delivery phase ensures there is a defined set of reports or metrics reported to:

- The program management office
- Program steering committee
- Program sponsors
- Other program stakeholders



These reports provide transparency and accountability for benefit realization.

Benefits Management: An Iterative Process

Benefits management is an [iterative process](#).

Benefits analysis and planning and benefits delivery, in particular, have a [cyclical relationship](#) where information from delivery informs adjustments to analysis and planning.

Benefits and Governance Framework: Viability

A key aspect to consider is whether program components, and even the program as a whole, are still viable.

Should the program's benefit proposition change, such as if:

- The overall life cycle cost exceeds the proposed benefits
- The benefits are delivered too late (window of opportunity no longer exists)

The program management plan should be assessed.

Benefits and Governance Framework: Key Aspects

Strategic Alignment

Focuses on ensuring the linkage of enterprise and program management management plans; on defining, maintaining, and validating the program program value proposition; and on aligning program management with management with enterprise operations management.

Value Delivery

Focuses on ensuring the program delivers the intended benefits. There may be a window of opportunity for the realization of a particular planned benefit and for that benefit to generate the desired value.

4. Benefits Transition

The purpose of the benefits transition phase is to ensure that program benefits are **transitioned to operational areas** and can be **sustained** once they are transferred.

Value is delivered when the organization, community, or other program beneficiaries can utilize these benefits.



Benefits Transition: Activities



Verification

Verifying that the integration, transition, and closure of the program and its components meet or exceed the benefits realization criteria



Transition Planning

Developing a transition plan to facilitate the ongoing realization of benefits when turned over to the impacted operational areas

Benefits Transition: Key Elements

Scope Definition

Ensuring the scope of the transition is clearly defined

Stakeholder Engagement

Identifying stakeholders in the receiving organizations and ensuring their ensuring their participation in planning

Measurement & Planning

Ensuring program benefits are measured and sustainment plans are are developed

Execution

Carrying out the transition according to the plan

Program Closure Without Transition

A program may also be closed or terminated with no transition to operations.

This situation may occur when:

- The charter is fulfilled and operations are not necessary to continue realization of ongoing benefits
- The chartered program is no longer of value to the organization



Benefits Transition and Risks

Should any remaining risks affecting the transitioned benefit remain open, the open, the program manager should transfer the risks to the appropriate appropriate organization.

The organization accepting the benefit may not be the team to monitor ongoing risk for the benefit.

The risks may be monitored by a governance organization such as a program program management office.



Benefits Sustainment

A benefits sustainment plan should be developed [prior to program closure](#) to identify:

- Risks
- Processes
- Measures
- Metrics
- Tools

These elements are necessary to ensure the continued realization of the benefits delivered.





Planning for Sustainment

Ongoing sustainment of program benefits should be planned by the program manager and the component project managers [during the performance of the program](#).

This forward-thinking approach ensures that benefits continue to be realized long after the program has concluded.

Benefits Register vs. Benefits Management Plan

Aspect	Benefits Register	Benefits Management Plan
Definition	A documented list (repository) of all identified identified benefits	A strategic plan that describes how benefits will be managed
Purpose	To capture and track each individual benefit's benefit's details (like a logbook)	To define the overall approach, governance, and processes for managing benefits
Focus	The "what" → the inventory of benefits	The "how" → the method to manage and realize benefits
Format	Usually a spreadsheet or database (dynamic, updated regularly)	Usually a formal document/plan (framework, less frequent updates)



Benefits Register: Content Details

Benefit Information

- Benefit ID & description
- Type (tangible/intangible)
- Owner
- Baseline & target values
- Expected realization date
- Dependencies & risks
- Status updates



Benefits Management Plan: Content Details

Management Framework

- Roles and responsibilities (who manages benefits)
- Measurement methods & KPIs
- Governance & review cycle
- Benefit tracking and reporting process
- Timing of benefit reviews
- Escalation & decision-making approach

Benefits Management Plan vs. Benefits Realization Plan

Benefits Management Plan

A planning document created early (usually during program initiation or planning) that describes how benefits will be identified, planned, tracked, and managed throughout the program lifecycle.

Think of it as the "playbook": How will we make sure benefits are delivered and sustained?

Benefits Realization Plan

An execution-focused plan that lays out when and how each specific benefit will actually be achieved.

Think of it as the "schedule": When exactly will we see these benefits, and how will we prove it?

Benefits Management Plan: Content

Expected Benefits

List of expected benefits (aligned with business case & strategy)

Benefit Owners

Who is accountable for each benefit

Measurement Approach

KPIs, metrics, baselines, targets

Management Processes

Processes for tracking, reviewing, and reporting benefits

Timing

When each benefit should start being realized

Benefits Realization Plan: Content

Benefit Mapping

Specific benefits mapped to program components/projects

Realization Milestones

Milestones when benefits are expected

Dependencies

Dependencies and prerequisites for benefits to materialize

Sustainment Activities

Benefit sustainment activities after program closure

Key Takeaways

Comprehensive Framework

Benefits management encompasses identification, analysis, delivery, delivery, transition, and sustainment of program benefits

Documentation

Benefits Register tracks individual benefits, while Benefits Management Management Plan provides the strategic framework

Iterative Process

Benefits management is cyclical, with continuous refinement throughout throughout the program lifecycle

Strategic Alignment

Benefits must align with organizational objectives and be regularly regularly assessed for viability

Effective benefits management ensures that programs deliver their intended value to the organization.

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