

# Training Agenda

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

# Program Life Cycle Management Management

Program management follows a structured approach through three distinct phases that guide organizations from initial concept to successful completion. This systematic framework ensures programs deliver intended benefits while maintaining alignment with strategic objectives.

01

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## Program Definition Phase

Authorize the program and develop comprehensive management plans

02

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## Program Delivery Phase

Execute components and deliver intended intended benefits to stakeholders

03

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## Program Closure Phase

Archive documents, transfer lessons learned, and transition to operations



# Understanding Program Life Cycle Phases

The phases executed within the program life cycle depend on the specific type of program and typically begin before funding approval or program manager assignment. There is often considerable effort expended prior to defining and approving a program.

## Pre-Approval Activities

Significant work occurs before formal program authorization, including initial assessments, stakeholder engagement, and preliminary planning efforts that lay the foundation for success.

Program closure is approved by the program steering committee when desired benefits or program objectives have been realized, or when the committee determines the program should be terminated.

## Post-Program Benefits

Benefits continue to be realized after program closure, not just during the delivery phase. This extended value creation justifies the initial investment.



# Program Definition Phase Overview

Program definition consists of program phases conducted to authorize the program and develop the program management plan required to achieve expected results. This phase establishes the foundation for all subsequent program activities.

**Business Case Development**

Creates compelling justification for program investment and expected returns

**Program Charter Creation**

Formally authorizes the program and defines high-level objectives

**Program Roadmap**

Outlines strategic timeline and key milestones for program execution

Once approved, the comprehensive program management plan is prepared to guide all subsequent phases and ensure alignment with organizational objectives.

# Program Delivery Phase

Program delivery comprises the program phases performed to produce the intended results of each component in accordance with the program management plan. This is where the actual work happens and value is created.

### Component Initiation

Individual components are formally started

### Benefits Delivery

Value is delivered, transitioned, and sustained



### Planning & Execution

Detailed plans are created and work begins

### Monitor & Control

Progress is tracked and adjustments made

### Evaluation & Closure

Components are assessed and formally closed



# Program Closure Phase

This phase technically closes the program by completing essential administrative and knowledge transfer activities. Program closure ensures organizational learning and proper resource management.

1

## Document Archiving

All program documentation is properly stored for future reference and compliance

2

## Lessons Learned Transfer

Knowledge and insights are captured and integrated into organizational process assets

3

## Resource Management

Remaining budget is refunded and resources are properly disposed of or reassigned

4

## Risk Transfer

Remaining risks are transferred to the organization and work transitions to operations

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# Program Definition Phase Purpose

## Progressive Elaboration

The primary purpose of the program definition phase is to progressively elaborate the goals and objectives to be addressed by the program, define the expected program benefits and outcomes, and seek approval for the program.

### Program Formulation Subphase

Develops the business case and establishes initial program structure with sponsor assignment and program manager selection.

### Program Planning Subphase

Creates detailed program management plan after charter approval, establishing governance and assembling the program team.

# Program Formulation Subphase

Program formulation involves the development of the program business case and establishes the foundational the foundational elements for program success. During this critical subphase, the sponsoring organization organization assigns a program sponsor to oversee and govern the program.



## Securing Financing

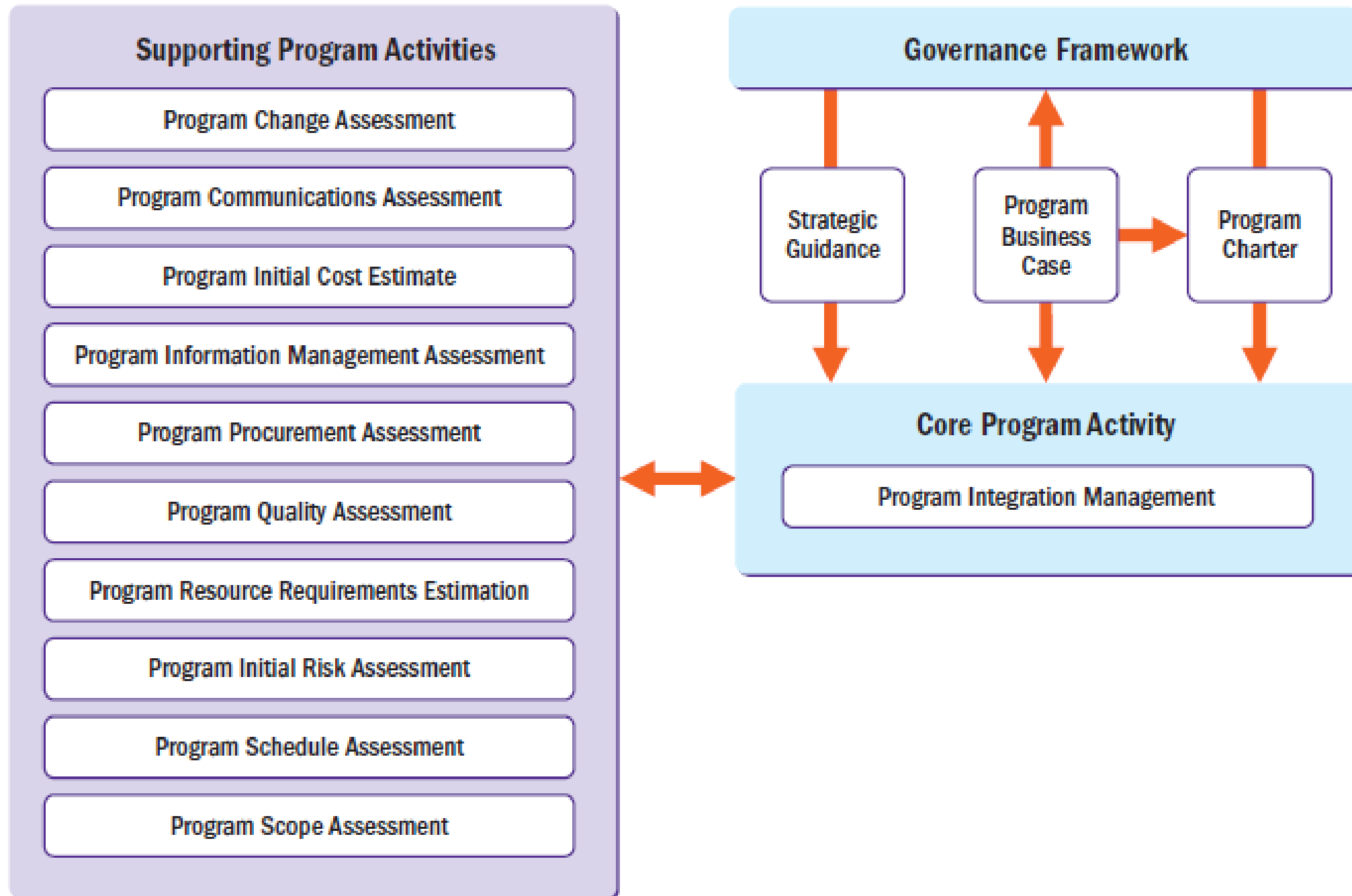
Program sponsor obtains necessary funding for program execution



## Program Manager Selection

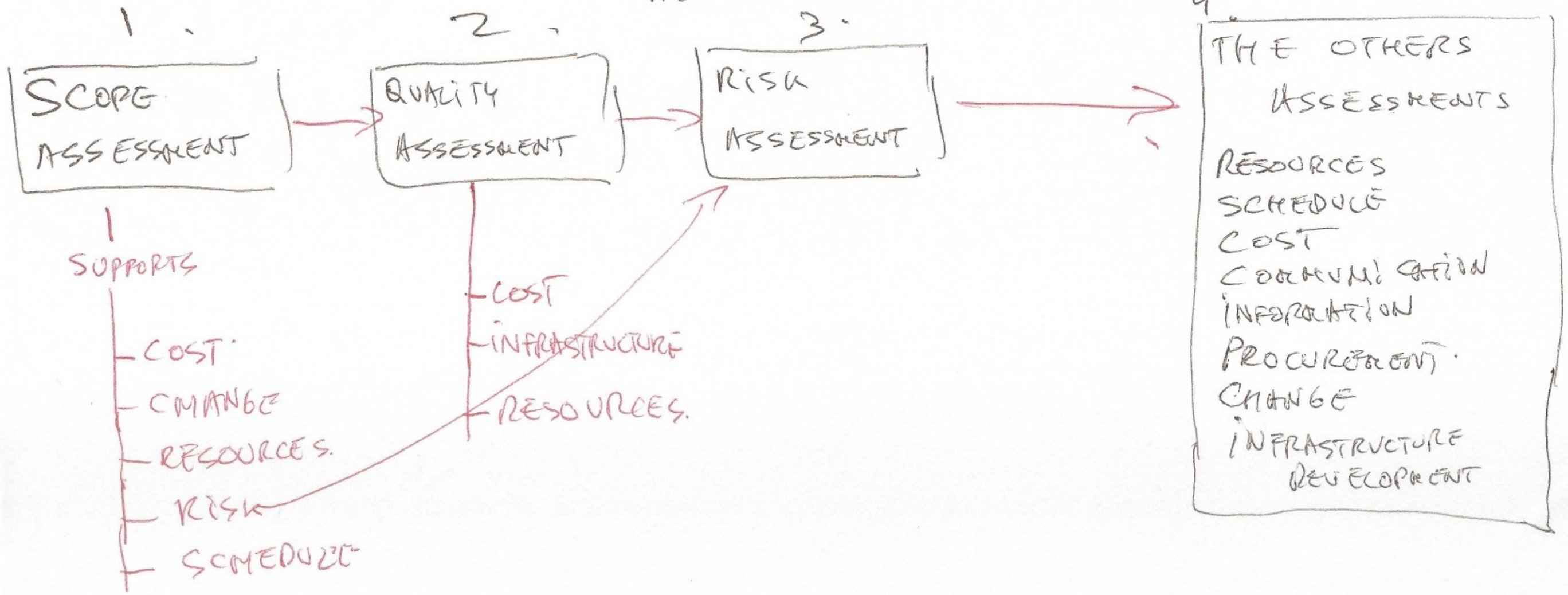
Sponsor selects qualified program manager to conduct and manage the program

The assignment of the program manager and definition of their roles, responsibilities, and organizational organizational interfaces should be done as early as possible, as this individual effectively guides the program the program formulation phase and facilitates development of required outcomes.



1. FORMULATION PHASE

ASSESSMENTS



Studies of scope, resources, and cost are also performed to assess the organization's ability to deliver the program.

At this time, the proposed program is compared with other organizational initiatives to determine the priority of the program under consideration.

This information serves as an important input into the creation of the business case if it was not developed by the portfolio management body. If the business case was developed prior to program formulation, it is revised and updated accordingly.

## PROGRAM INFRASTRUCTURE DEVELOPMENT

Program infrastructure development is performed to investigate, assess, and plan the support structure that should assist the program in achieving its goals.

It establishes both the management and technical resources of the program and its components. This infrastructure refers to both personnel and program-specific tools, facilities, and finances used to manage the program.

This activity is initiated in the program definition phase and may be repeated again at any time during the program life cycle in order to update or modify the infrastructure.

The [program management core team](#) is designated as part of establishing the program infrastructure.

The [program management office](#) is a core part of the program infrastructure.

Another key element of the program infrastructure is the [program management information system \(PMIS\)](#).

## PROGRAM CHANGE ASSESSMENT

Identifies sources of change, such as:

- the volatility of the enterprise environmental factors (EEFs),
- the sensitivity of the proposed program's business case to changes in organizational strategy,
- the possible frequency and magnitude of changes that may arise from components during program delivery.

The output of this activity is the **program change assessment**, which is **an input** to:

- the program business case,
- program charter,
- program change management planning

## PROGRAM COMMUNICATIONS ASSESSMENT

Key input to the **program charter**

It may be useful, as part of program formulation, to survey program stakeholders to identify their expectations for its outcome and their interests in staying informed and involved during its delivery.

The output of this activity is the **program communications assessment**, which is an **input** to:

- the program business case,
- the program charter,
- stakeholder engagement plan,
- program communications management planning.

## PROGRAM INITIAL COST ESTIMATION

A critical element of the program's business case is an estimate of its overall cost and an assessment of the level of confidence in this estimate.

An initial cost estimate is prepared in the program definition phase to determine the cost of its planning and delivery.

This initial rough-order-of- magnitude (ROM) estimate allows financial decision makers to decide if the program should be funded.

The output of this activity is the **program's initial cost estimate**, which is an **input** to:

- The program business case,
- The program charter,
- Detailed program cost estimation during program planning.

## PROGRAM INFORMATION MANAGEMENT ASSESSMENT

The information management needs of the program should be considered as part of program formulation, so that possible **financial, organizational, maturity of project management culture, or resource implications can be assessed.**

The output of this activity is the **program information management assessment**, which is an **input** to:

- The program business case,
- The program charter,
- The program information management planning

## PROGRAM PROCUREMENT ASSESSMENT

Valuable input to the program charter

There are cases (e.g., programs involving public–private partnership or programs involving organizations or work in multiple countries) where the program itself presents unique procurement challenges.

The output of this activity is the **program procurement management assessment**, which is an **input** to:

- The program business case,
- The program charter,

program procurement management planning

## PROGRAM QUALITY ASSESSMENT

An assessment of **quality constraints, expectations, risks, and controls** should be included as part of program formulation.

Expectations about the quality of program outputs may serve as **important inputs to determine program costs and required program infrastructure and resources**.

**The ability of program suppliers** to comply with quality standards may also be an important consideration for **the program procurement and risk assessments**.

The need for **program quality reviews or audits** may be considered important to enable program governance.

The output of this activity is **the program quality assessment**, which is an **input** to:

- The program business case,
- The program charter,
- program quality management

## PROGRAM RESOURCE REQUIREMENTS ESTIMATION

An estimate of the required resources - particularly staff and facilities, which may have LONG LEAD TIMES or affect ongoing activities - is required to prepare **the program business case** and should be reflected in **the program charter**.

The output of this activity is **the program resource requirements estimate**, which is an **input** to:

- The program business case,
- The program charter,
- Program resource management planning during

## PROGRAM INITIAL RISK ASSESSMENT

Two aspects of risk should be assessed during program definition:

- An identification of the key risks that the program may encounter, and their relative likelihood and impact
- An assessment of the organization's willingness to accept and deal with risks (risk appetite) is essential to understanding the level of effort that may be required to monitor and assess risks during program delivery.

The output of this activity is **the program initial risk assessment**, which is an **input** to:

- The program business case,
- program initial cost estimate,
- program charter,
- program roadmap
- program risk management planning.

## PROGRAM SCHEDULE ASSESSMENT

An assessment of expectations for delivery dates and benefits milestones should be part of the program charter.

This initial assessment should also state the level of confidence in the assessment of activity durations and identify where alternative activities could be initiated if activities run into excessive delays.

The output of this activity is **the program schedule assessment**, which is an **input** to:

- The program business case,
- The program charter,
- program management plan,
- program schedule management plan.

## PROGRAM SCOPE ASSESSMENT

An assessment of program scope, which includes boundaries, links to other programs/projects, and ongoing activities, is required as part of the program charter and to support initial cost, change, resource, risk, and schedule assessments.

This initial program scope assessment develops the **program scope statement** from the program goals and objectives.

The output of this activity is **the program scope assessment**, which is an **input** to **the program charter**.

# Collaborative Program Development

To demonstrate how the program can deliver desired organizational benefits, the sponsor, sponsor, sponsoring organization, and program manager work closely together in a collaborative collaborative approach.



## Studies and Estimates

Initiate comprehensive studies and estimates of scope, resources, and cost to establish establish program parameters



## Risk Assessment

Develop initial risk assessment and other high-level assessments covering scope, finance, scope, finance, schedule, resources, change, quality, communication, and procurement procurement



## Charter and Plan Development

Create program charter and program management plan with clearly defined milestones milestones



SYNERGY  
SOLUTIONS

**UNLOCK YOUR TEAM'S  
POTENTIAL**

# Organizational Capability Assessment

Studies of scope, resources, and cost are performed to assess the organization's ability to deliver the program effectively. This comprehensive evaluation ensures realistic program expectations and proper resource allocation.

At this time, the proposed program is compared with other organizational initiatives to determine to determine the priority of the program under consideration. This comparative analysis ensures analysis ensures optimal resource allocation across the organization's portfolio.

This information serves as important input into the creation of the business case if it was not developed by the portfolio management body. If the business case was developed prior to program formulation, it is revised and updated accordingly.





# Initial Risk Assessment

An initial risk assessment is conducted to analyze threats and opportunities that may impact program success. This analysis helps determine the probability of the program's successful delivery of organizational benefits.

**Threat Analysis**

Identify potential negative impacts that could derail program objectives

**Opportunity Identification**

Recognize positive possibilities that could enhance program outcomes

**Response Strategy Development**

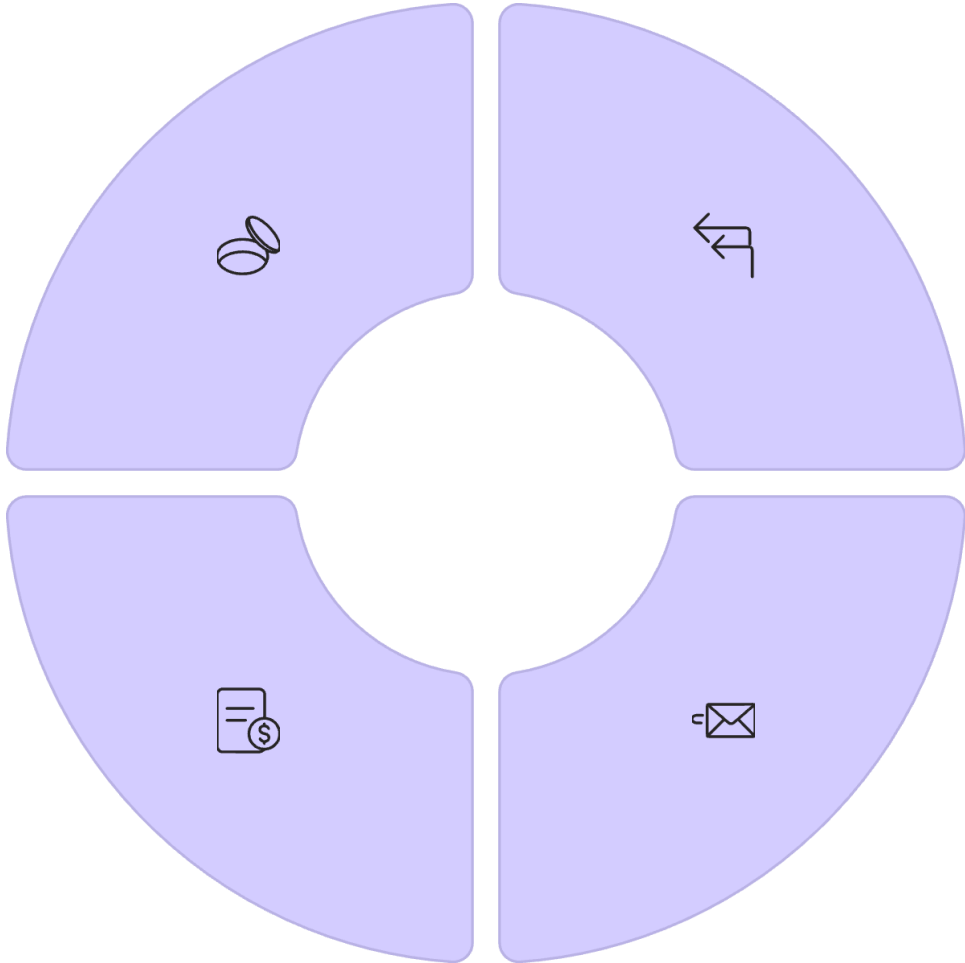
Create risk response strategies and plans to address identified risks

# Program Formulation Activities

The program formulation subphase encompasses multiple interconnected activities that establish the foundation for program success. These activities work together to create a comprehensive understanding of program requirements and capabilities.

**Infrastructure Development**  
Establish support structure and resources

**Cost Estimation**  
Develop initial program cost estimates



**Change Assessment**  
Identify sources and impacts of change

**Communications Assessment**  
Evaluate stakeholder communication needs



# Program Infrastructure Development

Program infrastructure development is performed to investigate, assess, and plan the support structure that should assist the program in achieving its goals. It establishes both the management and technical resources of the program and its components.

**Personnel Resources**  
Program management core team designation and staffing requirements

**Program-Specific Tools**  
Technology platforms and management tools needed for program execution

**Facilities and Finances**  
Physical workspace and financial systems used to manage the program

This activity is initiated in the program definition phase and may be repeated at any time during time during the program life cycle to update or modify the infrastructure as needs evolve.

# Core Infrastructure Components

The program infrastructure includes several critical components that enable effective program management and execution.



## Program Management Core Team

The program management core team is designated as part of establishing the program infrastructure, providing essential leadership and coordination capabilities.



## Program Management Office

The program management office is a core part of the program infrastructure, providing standardized processes and governance support.



## Program Management Information System

Another key element is the program management information system (PMIS), which enables data management and reporting capabilities.

# Program Change Assessment

Program change assessment identifies sources of change that may impact program delivery and outcomes. This proactive approach helps programs adapt to evolving conditions.

→ **Enterprise Environmental Factors**

Volatility of external factors that influence program execution

→ **Business Case Sensitivity**

Sensitivity of the proposed program's business case to changes in organizational strategy

→ **Component Change Frequency**

Possible frequency and magnitude of changes arising from components during program delivery



The output of this activity is the program change assessment, which serves as input to the program business case, program charter, program charter, and program change management planning.

# Program Communications Assessment

The program communications assessment serves as a key input to the program charter by identifying identifying stakeholder expectations and communication requirements.

## Stakeholder Survey

Survey program stakeholders to identify their expectations for program outcomes and their interests their interests in staying informed and involved during delivery

## Communication Needs Analysis

Analyze the frequency, format, and content requirements for effective stakeholder communication communication throughout the program lifecycle

The program communications assessment output becomes input to the program business case, program charter, stakeholder engagement plan, and program communications management planning.



# Program Initial Cost Estimation

A critical element of the program's business case is an estimate of its overall cost and an assessment of the level of confidence in this estimate. This initial cost estimate enables informed financial decision-making.

## ROM

### Rough Order of Magnitude

Initial estimate allows financial decision makers to decide if the program should be funded

#### Planning Costs

Costs associated with detailed program planning activities and resource allocation

#### Delivery Costs

Comprehensive costs for executing all program components and achieving objectives

The program's initial cost estimate serves as input to the program business case, program charter, and detailed program cost estimation during program planning.



# Program Information Management Assessment

The information management needs of the program should be considered as part of program formulation, so that possible financial, organizational, maturity of organizational, maturity of project management culture, or resource implications can be assessed.



1

## Financial Implications

Cost of information systems and data management infrastructure



2

## Organizational Impact

Changes required to organizational structure and processes



3

## Cultural Maturity

Assessment of project management culture and information sharing sharing practices



4

## Resource Requirements

Personnel and technology resources needed for effective information information management

The program information management assessment becomes input to the program business case, program charter, and program information management planning. management planning.



# Program Procurement Assessment

Program procurement assessment provides valuable input to the program charter by identifying unique procurement challenges and requirements that may impact requirements that may impact program success.

## Public-Private Partnerships

Programs involving complex partnerships between public and private sector organizations

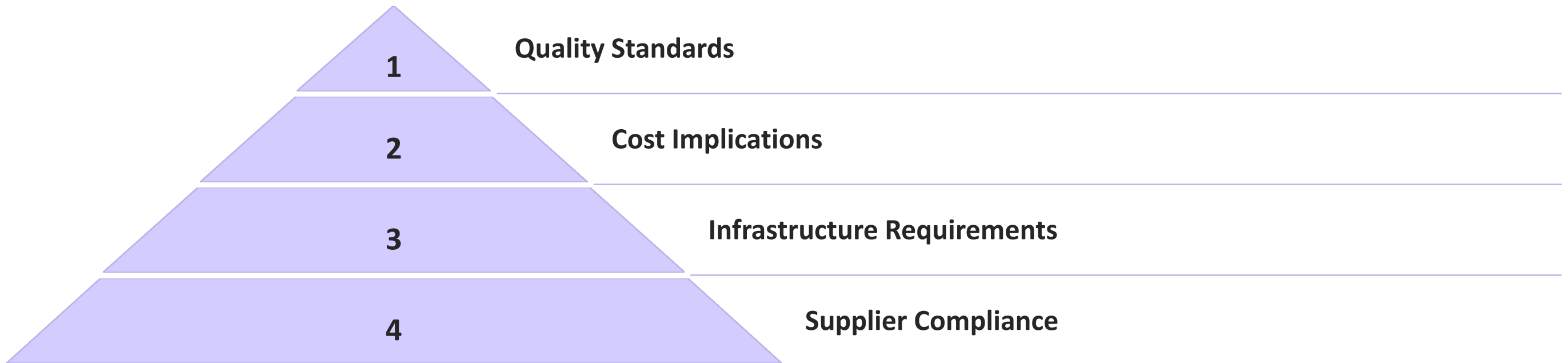
## Multi-Country Operations

Programs involving organizations or work in multiple countries with varying with varying regulations

The program procurement management assessment serves as input to the program business case, program charter, and program procurement management planning, ensuring procurement strategies align with program objectives.

# Program Quality Assessment

An assessment of quality constraints, expectations, risks, and controls should be included as part of program formulation to ensure program outputs meet stakeholder requirements.



Expectations about the quality of program outputs may serve as important inputs to determine program costs and required program infrastructure and resources. The ability of program suppliers to comply with quality standards may also be important for program procurement and risk assessments.

The need for program quality reviews or audits may be considered important to enable program governance and ensure continuous improvement.

# Quality Assessment Outputs

The program quality assessment generates critical outputs that inform multiple aspects of aspects of program planning and execution.

- 1** **Program Business Case**  
Quality requirements and associated costs integrated into business justification justification
- 2** **Program Charter**  
Quality expectations and standards documented in program authorization authorization
- 3** **Quality Management Planning**  
Detailed quality management approach and procedures for program execution



# Program Resource Requirements Estimation

An estimate of required resources - particularly staff and facilities, which may have long lead times or affect ongoing activities - is required to prepare the program business case and should be reflected in the program charter.



## Staff Resources

Human resources with specific skills and expertise needed for program components and management activities



## Facility Requirements

Physical workspace, laboratories, or specialized facilities required for program execution



## Lead Time Considerations

Resources that require extended procurement or preparation time that could impact program schedule

The program resource requirements estimate serves as input to the program business case, program charter, and program resource management planning during management planning during subsequent phases.

# Program Initial Risk Assessment

Two critical aspects of risk should be assessed during program definition to ensure comprehensive risk management throughout the program lifecycle.

## Risk Identification

Identification of key risks that the program may encounter, along with their relative likelihood and potential impact on program objectives and program objectives and outcomes.



## Risk Appetite Assessment

Assessment of the organization's willingness to accept and deal with risks is essential to understanding the level of effort required to monitor and assess risks during program delivery.





# Program Schedule Assessment

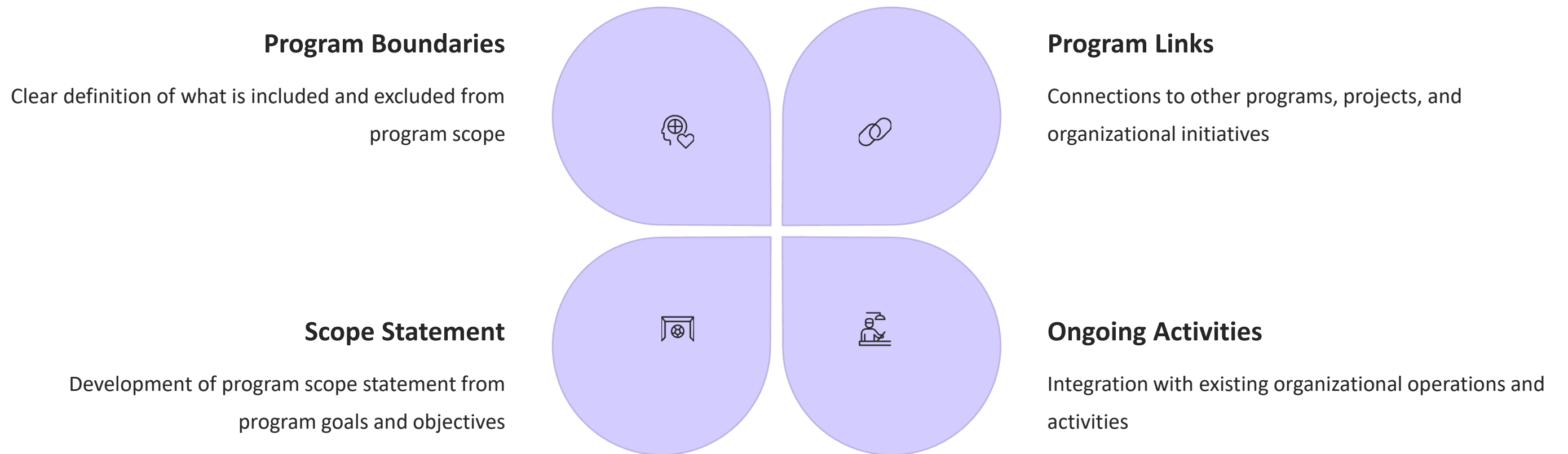
An assessment of expectations for delivery dates and benefits milestones should be part of the of the program charter to establish realistic timelines and manage stakeholder expectations.

- 1 Delivery Expectations**  
 Expected delivery dates for major program milestones and benefits realization
- 2 Confidence Levels**  
 Level of confidence in activity duration assessments and schedule reliability
- 3 Alternative Activities**  
 Identification of alternative activities for situations with excessive delays

The program schedule assessment provides input to the program business case, program charter, charter, program management plan, and program schedule management plan.

# Program Scope Assessment

An assessment of program scope, which includes boundaries, links to other programs/projects, and ongoing activities, is required as part of the program charter and to program charter and to support initial assessments.



This initial program scope assessment develops the program scope statement from the program goals and objectives. The output serves as input to the program charter to the program charter and supports cost, change, resource, risk, and schedule assessments.



## Program Planning Subphase

# Planning Begins

Program planning commences **upon formal approval of the program charter** by the PSC/program sponsor. This marks the transition from formulation to detailed planning activities.



### Governance Structure

A governance structure is established to provide oversight and decision-making authority



### Program Organization

The initial program organization is defined with roles and responsibilities



### Team Assembly

A team is assembled to develop the comprehensive program management plan



# Program Management Plan Purpose

The program management plan's **main purpose** is **to enable** the program to be continually aligned with the strategic priorities of the organization in order to deliver the expected benefits.

## Strategic Alignment

Based on the organization's strategic plan to ensure program contributes to organizational objectives

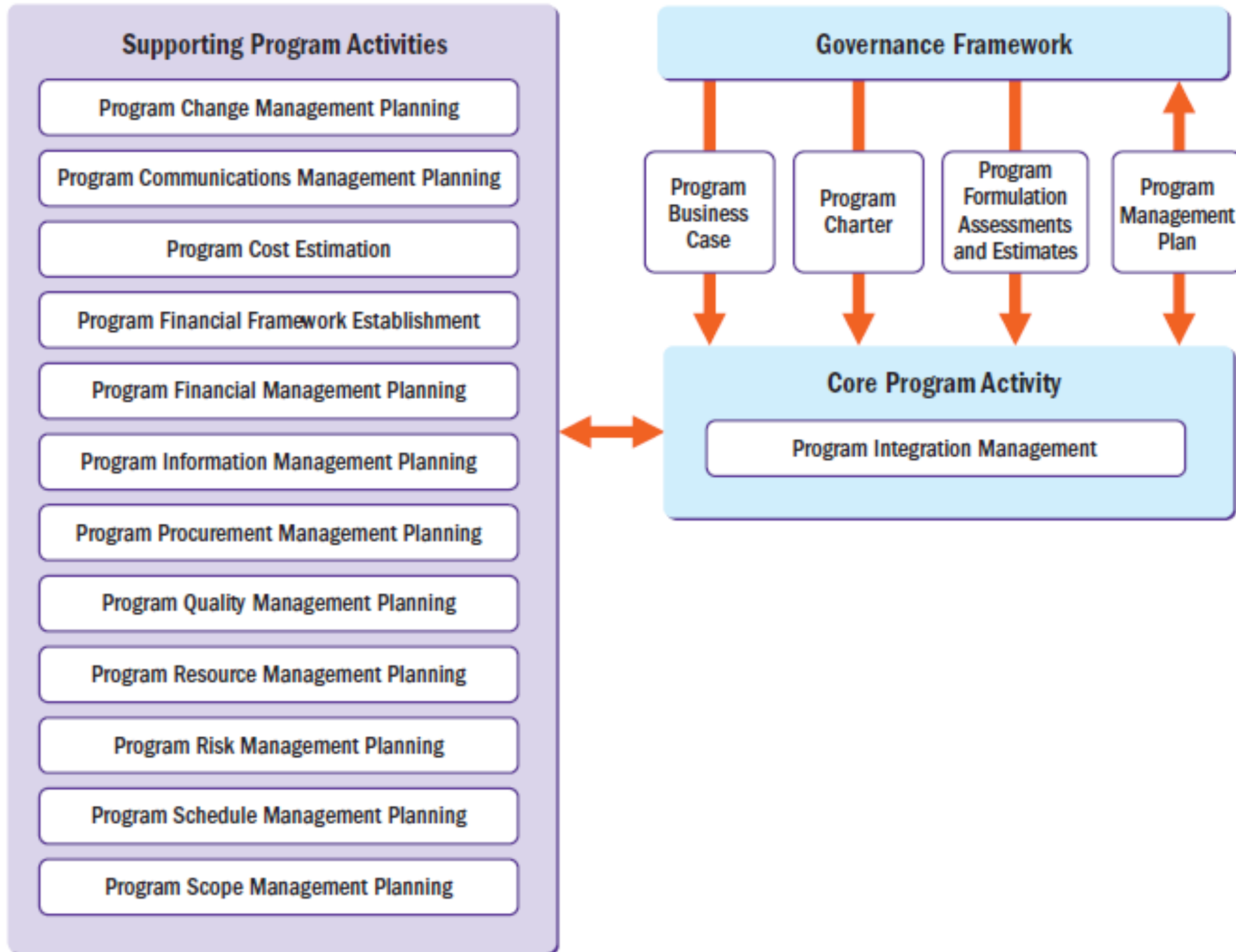
## Foundation Documents

Developed from business case, program charter, and other outcomes from program formulation

## Continuous Alignment

Enables ongoing alignment with changing strategic priorities throughout program execution

# Program Management Plan Components



# Program Management Plan Components

1. Benefits management plan
2. Stakeholder engagement plan
3. Governance plan
4. Change management plan
5. Communications management plan
6. Financial management plan
7. Information management plan
8. Procurement management plan
9. Quality management plan
10. Resource management plan
11. Risk management plan
12. Schedule management plan
13. Scope management plan

The program management plan consists of **13 subsidiary management plans** that collectively guide program execution and ensure comprehensive coverage of all program aspects.

The program delivery phase begins after formal approval of this comprehensive plan.

# Program Change Management Planning

Program change management planning establishes program **change management principles and procedures** with a **focus on evaluating the impact of changes on program outcomes and program outcomes and expected stakeholder benefits.**

**1**

**Change Principles**

Fundamental principles governing how changes are approached and managed

**2**

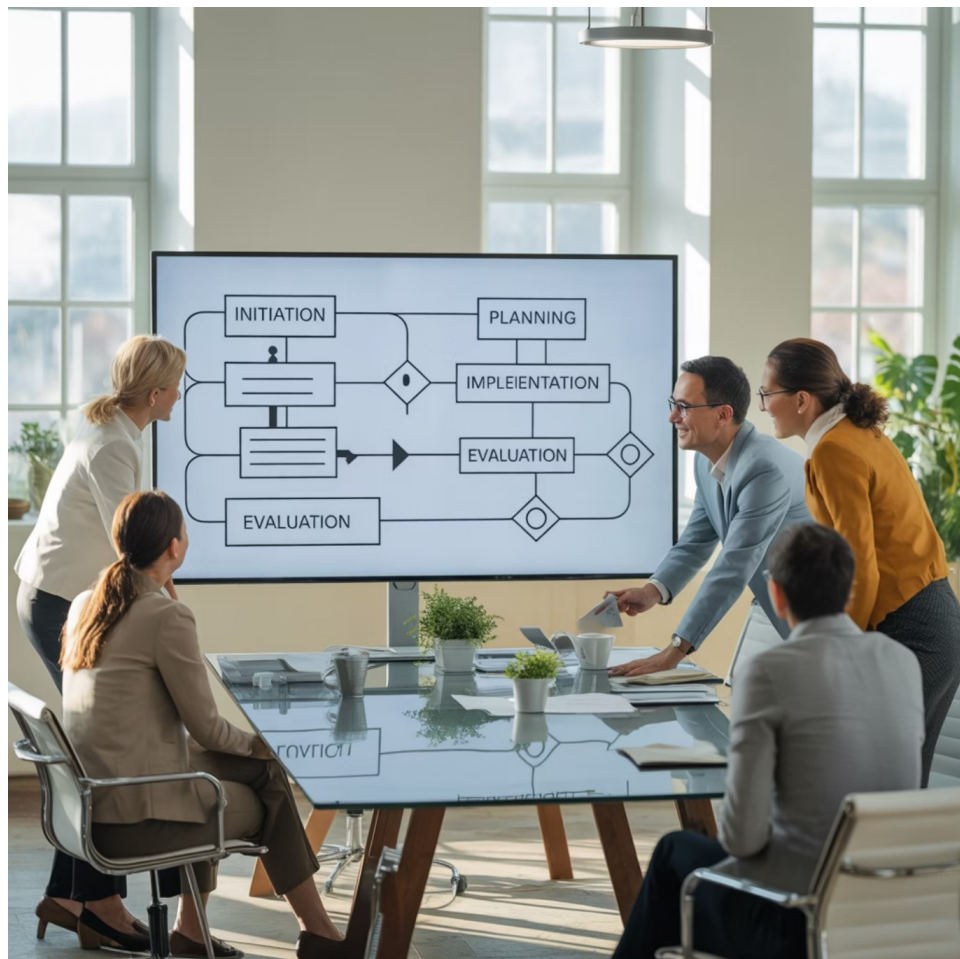
**Change Procedures**

Step-by-step processes for identifying, assessing, and implementing changes

**3**

**Impact Evaluation**

Methods for evaluating change impacts on program program outcomes and benefits



**Key Outputs**

- **Program change management plan**
- **Program change thresholds**

These outputs establish the framework for managing changes throughout the program lifecycle while while maintaining focus on benefit delivery.

# Program Change Management Planning

Program Change Requests steps are:

1. Record the CR in Change log
2. Analyze the CR to determine their urgency and impact on program baseline elements and other program components
3. Submit to program governance board for decision if more than your authority
4. Update the change log once the decision on the CR has been made
5. Update the impacted areas in the program
6. Update the program management plan
7. Reflect the updates to component plans as warranted
8. Communicate the decision and changes to the appropriate stakeholders, according to the program communication plan
9. Implement the CR by the program team

# Program Communications Management Planning

Program managers spend **a significant amount of time and effort communicating**. **Significant problems** may occur if sufficient effort is not committed to communications planning and execution.

- Information Administration**  
Describes **how** information will be administered and disseminated throughout the program
- Communication Timing**  
Defines **when** critical communications will occur and frequency of regular updates
- Communication Responsibility**  
Identifies **who** is responsible for various types of communications and stakeholder stakeholder engagement

Cultural and language differences, time zones, and other factors associated with associated with globalization should be considered when developing the program the program communications management plan. Communication requirements requirements **specific** to particular stakeholders should be **included in the the stakeholder register**.



# Connecting the World




# Communications Planning Outputs

Program communications management planning produces critical outputs that enable effective information flow and stakeholder engagement throughout the program lifecycle.

### Communications Management Plan

Comprehensive plan describing communication strategies, methods, and responsibilities



### Communication Requirements

Specific communication requirements that serve as inputs to the stakeholder register

These activities provide the **critical links between people and information** that are necessary for effective communications and decision-making throughout the program. The outputs ensure all stakeholders receive appropriate information at the **right time and in the right format**.

# Program Cost Estimation

Program cost estimation employs advanced techniques to develop accurate cost projections that support informed decision-making and financial planning.



## Statistical Techniques

**Monte Carlo simulation** and other statistical methods may be used to improve estimation accuracy and assess cost uncertainty.



## Sustainment Costs

**Sustainment costs** should be considered to calculate full life cycle costs, including **transition and sustainment costs**, resulting in **total cost of ownership**.



## Constraints and Assumptions

Identify any **constraints and assumptions** upon which the estimates are made to ensure transparency and accuracy.

**Program cost estimation can support or guide cost estimation at the component level**, ensuring consistency and accuracy across all program elements.



# Cost Estimation Outputs

Program cost estimation produces several critical outputs that guide financial planning and planning and component-level cost development.

1

## Program Cost Estimates

Comprehensive cost projections for all program activities and components components

2

## Cost Estimation Assumptions

Documented assumptions and constraints underlying the cost estimates estimates

3

## Component Cost Guidelines

Guidelines for component-level cost estimation to ensure consistency

# Program Financial Framework Establishment

The objective of financing in program development is

**to obtain funds to bridge the gap between paying out monies for development and obtaining the benefits of the programs.**

**Covering this large, negative cash balance is a key challenge in program financing.**

## Gap

### Cash Flow Challenge

Bridge between expenditures and benefit realization

A program financial framework is a high-level, initial plan for coordinating available funding, determining constraints, and determining how funding is allocated. The financial framework **defines and describes the program funding flows.**

### Funding Coordination

Coordinates available funding sources and establishes allocation priorities

### Constraint Identification

Determines financial constraints and limitations that may impact program execution

Financial framework establishment usually occurs during the **program formulation subphase** to ensure adequate financial planning from the beginning.



# Financial Framework Outputs

Program financial framework establishment generates several important outputs that guide financial management and stakeholder communication throughout the program.

1

## Program Financial Framework

Comprehensive framework defining funding coordination and allocation strategies

2

## Business Case Updates

Updates to the business case reflecting financial framework considerations

3

## Communications Plan Updates

Updates to program communications management addressing financial reporting needs

4

## Stakeholder Engagement Updates

Updates to stakeholder engagement plans reflecting financial framework implications

# Program Financial Management Planning

Program financial management planning describes the management of complex financial items that can significantly impact program success and sustainability.

## Exchange Rates

Management of international exchange rate fluctuations



## Interest Rates

Planning for future interest rate increases or decreases



## Economic Factors

Consideration of inflation, currency devaluation, and local financial laws



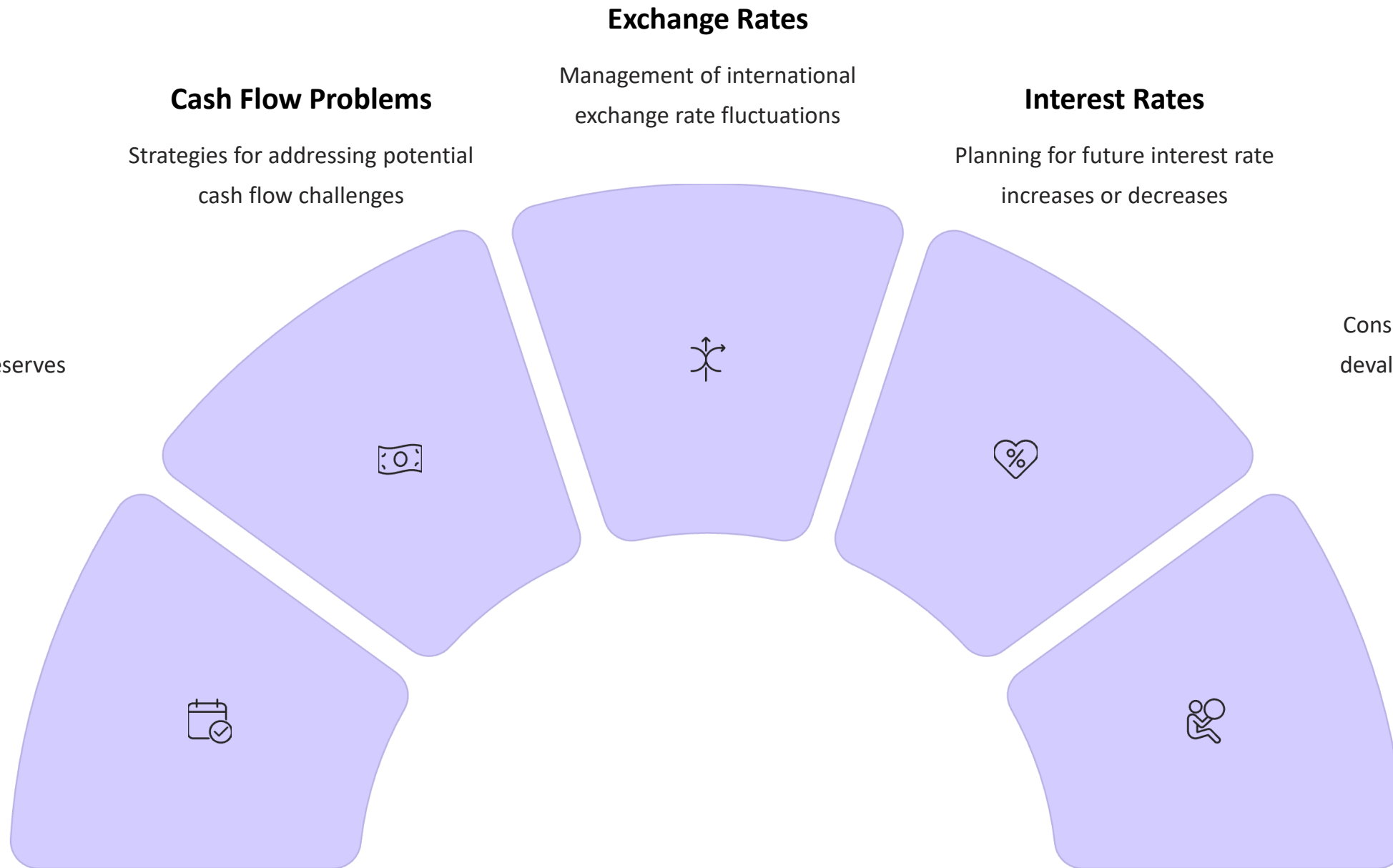
## Cash Flow Problems

Strategies for addressing potential cash flow challenges



## Risk Reserves

Management of financial reserves for risk mitigation



# Financial Management Plan Components

The financial management plan should include comprehensive **processes and procedures for managing program finances** effectively throughout the program lifecycle.

## Approval Process

An approval or authorization process to allocate funds for program components

## Payment Schedules

**Component payment schedules, operational costs, and infrastructure costs**

## Contract Management

Management of contract incentive and penalty clauses and material cost trends

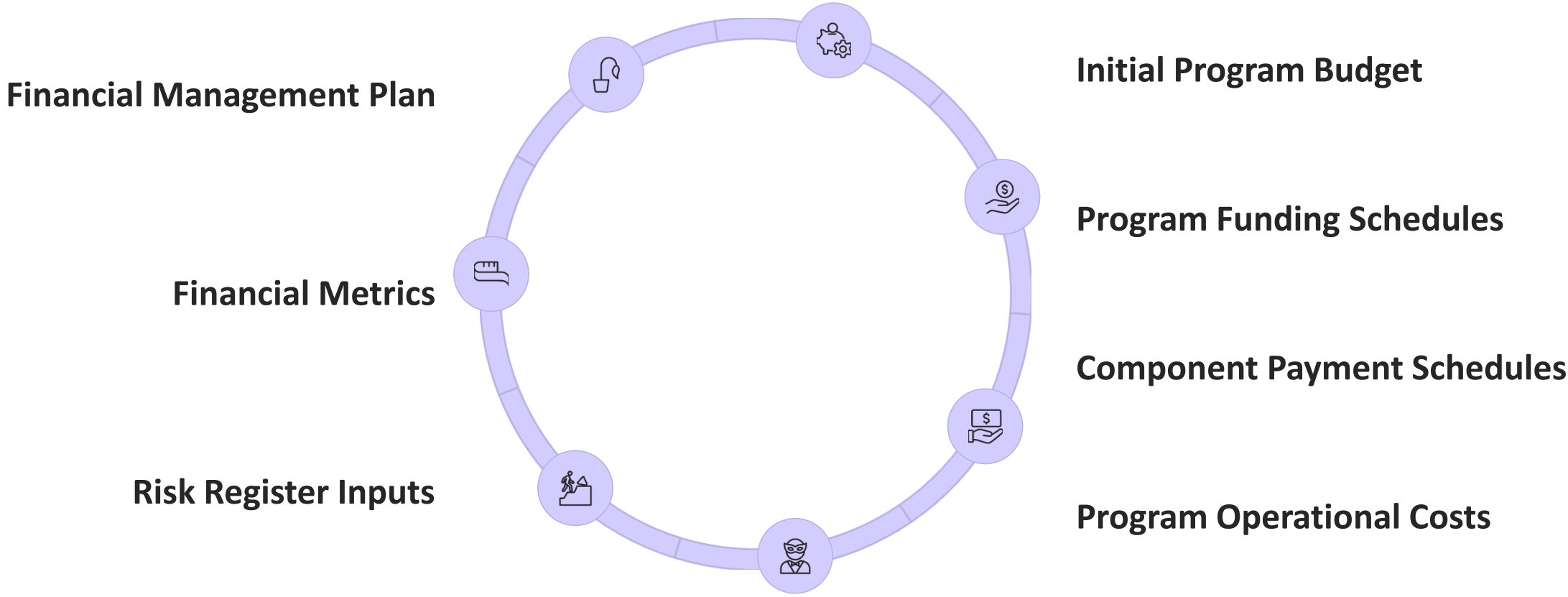
Once baselined, **the budget** becomes **the primary financial target** that the program is measured against.

Developing metrics to measure program benefits is usually a challenge as cause-and-effect and-effect relationships are often difficult to establish.



# Financial Management Planning Outputs

Program financial management planning produces comprehensive outputs that enable effective financial control and measurement throughout the program.





# Program Procurement Management Management Planning

Program procurement management planning describes how the program can acquire goods and services from outside of the performing organization, utilizing proven techniques and methodologies.



## Make-or-Buy Decisions

Analysis of whether to develop capabilities internally or procure externally



## Program WBS

Work breakdown structure to identify procurement requirements and dependencies

This planning **optimizes procurements** and **addresses commonalities and differences for differences for various procurements across the program scope**, ensuring efficient and effective acquisition strategies.

# Procurement Optimization Strategies

Procurement management planning determines optimal approaches for acquiring goods and services across the entire program scope.



## Common Needs Consolidation

Whether common needs of several individual components could best be met with one overall procurement rather than several separate procurement actions



## Competition Strategy

The best program-wide approach to competition, balancing risks of sole source contracts with full and open competition



## Contract Mix Optimization

The best mix of types of procurement contracts planned across the program



## Regulatory Compliance

The best program-wide approach to balancing specific external regulatory mandates

# Procurement Analysis and Outputs

Comprehensive analysis may include **requests for information (RFIs)**, **feasibility studies**, **trade studies**, and **market analyses** to determine the best fit of solutions and services to meet the specific needs of the program.



## Key Analysis Types

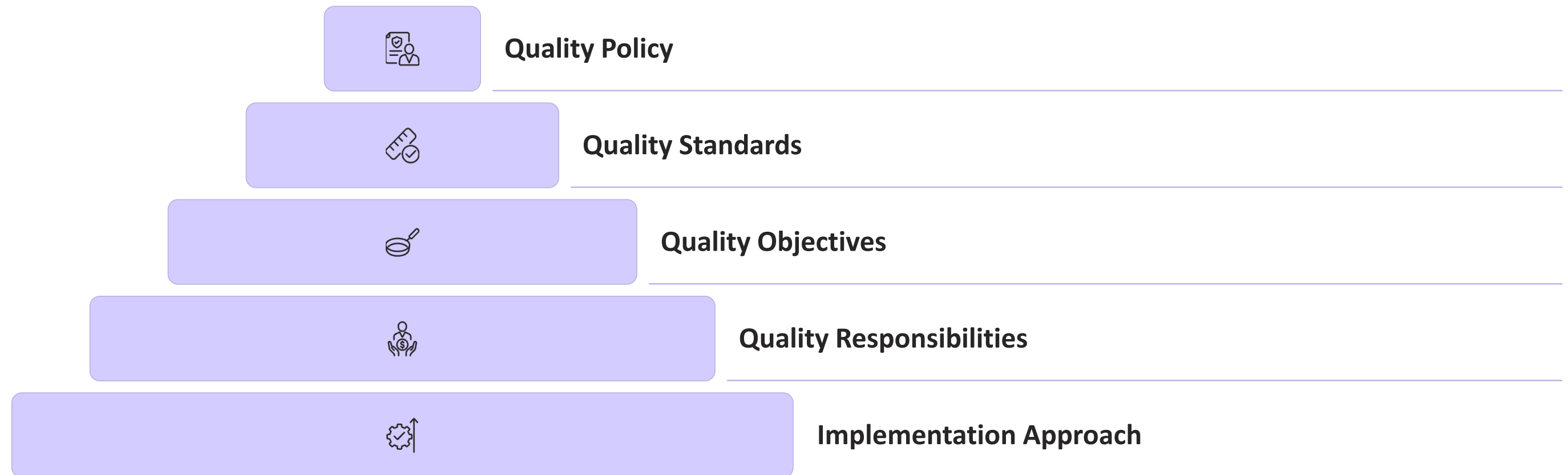
- Requests for Information (RFIs)
- Feasibility studies
- Trade studies
- Market analyses

## Outputs

- Program procurement standards
- Program procurement management plan
- Program budget and financial plan updates

# Program Quality Management Planning

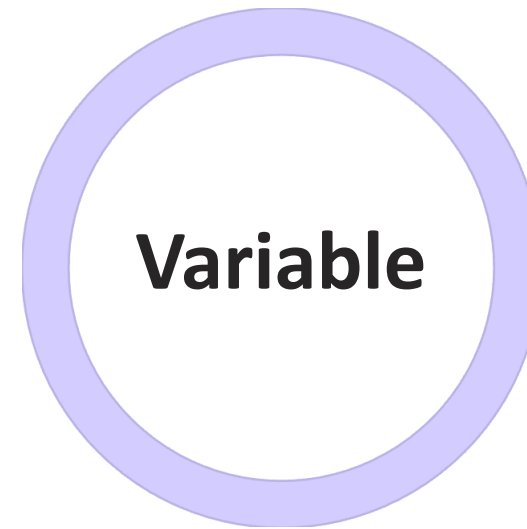
Program quality management planning identifies organizational or regulatory quality standards and determines program quality policies, objectives, and responsibilities to ensure program outputs meet stakeholder expectations.



The program manager should **document the overall program's quality objectives and principles in a quality policy** that is shared with all program components to ensure consistent quality standards across the entire program.

# Quality Cost Considerations

When initiating the program, the cost of the level of quality requirements should be evaluated and incorporated into the business plan. Quality is a variable cost that must be carefully managed.



**Quality Cost**

Quality requirements directly impact program costs and must be balanced with benefits

**Quality management** should be considered **when defining all program activities** as well as **for every deliverable and service**. This comprehensive approach ensures consistent quality throughout the program lifecycle.

## Quality Planning Outputs

- Program quality policy
- Program quality standards
- Program quality cost estimates

## Quality Control Tools

- Quality metrics and service-level agreements
- Quality checklists
- Quality assurance and control specifications

# Quality Planning Outputs

- 1. Program quality policy;**
2. Program quality standards;
3. Program quality estimates of costs;
4. Quality metrics, service-level agreements, or memorandums of understanding;
5. Quality checklists;
6. Quality assurance and control specifications.

# Program Resource Management Planning

Program resource management planning **utilizes historical information** to determine the types of resources needed and forecasts the expected level of resource use across program components relative to the program master schedule.



## Historical Analysis

Historical information may be used to determine the types of resources required for similar program activities and components.



## Resource Forecasting

Forecasts expected level of resource use across program components and relative to the program master schedule.



## Conflict Resolution

Describes **guidelines for making program resource prioritization decisions** and resolving resource conflicts.

# Resource Management Strategies

When resources are unavailable within the program, the program manager calls upon the larger organization for assistance. This collaborative approach ensures program success despite resource constraints.

1

## Internal Resource Assessment

Evaluate available resources within the program and organization

2

## Organizational Support

Engage larger organization for additional resource assistance when needed

3

## External Contracting

Develop statement of work (SOW) to contract necessary resources when required



## Key Outputs

- Program resource requirements
- Program resource management plan

These outputs provide comprehensive guidance for acquiring, allocating, and managing resources throughout resources throughout the program lifecycle.



# Program Risk Management Planning

Program risk management planning identifies how to approach and conduct risk management management throughout the program lifecycle. A key outcome is the **program risk register** that captures and tracks all identified risks.

## Risk Approach

Defines methodology and approach for identifying, analyzing, and responding to program risks

## Risk Register

Comprehensive database of identified risks, their characteristics, and response strategies

## Risk Profiles

Essential to define organizational risk profiles expressed in **policy statements or revealed in actions**

The **program risk management plan** and **program risk register** serve as foundational documents for ongoing risk management throughout program execution.

# Program Schedule Management Planning

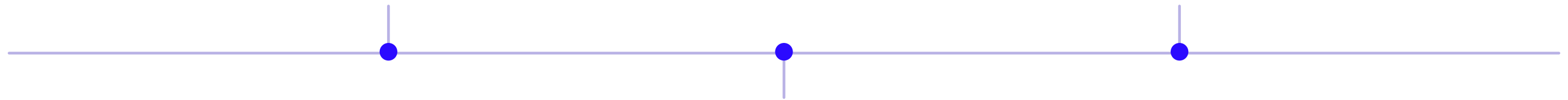
Program schedule management planning determines the order and timing of the components and **begins with the program scope management plan and the management plan and the program work breakdown structure (WBS).**

## Component Sequencing

Determine optimal order and timing of program components

## Schedule Standards

Establish scheduling standards that apply to all program components



## Master Schedule Development

Create initial program master schedule with key interdependencies  
interdependencies

The **initial program master schedule** is often created **before detailed schedules of individual components** are available.

The **first draft** typically only identifies **the order and start and end dates of components and their key interdependencies** with other components.

**Program schedule risk** inputs identified as part of the program master schedule development should be incorporated into the **program risk register**.



# Schedule Management Outputs

Program schedule management planning produces several critical outputs that guide timing and coordination throughout the program lifecycle.

1

## Schedule Management Plan

Comprehensive plan describing scheduling approach, standards, and procedures

2

## Program Master Schedule

High-level schedule showing component timing and key interdependencies

3

## Risk Register Inputs

Schedule-related risks identified during master schedule development

4

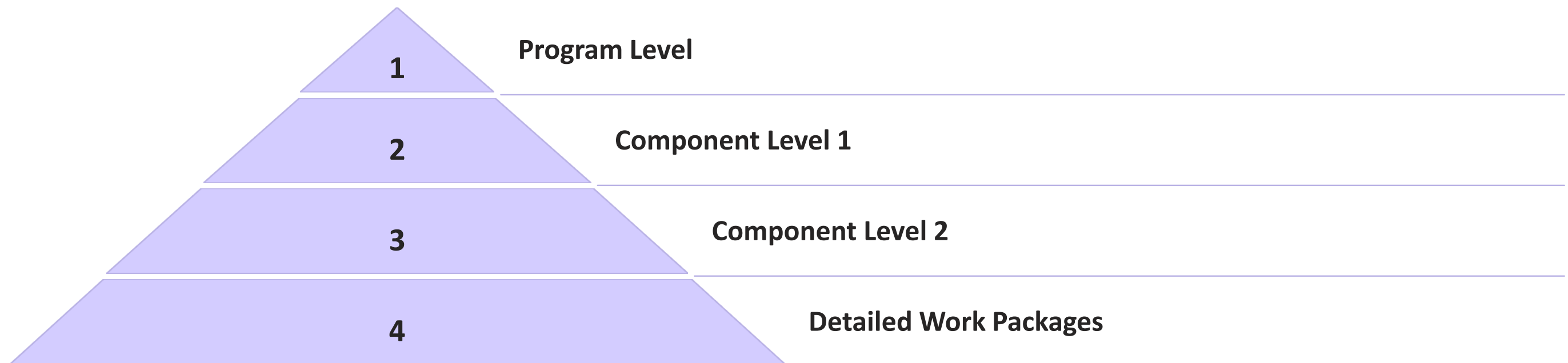
## Program Management Plan Updates

Updates to the overall program management plan reflecting schedule considerations

# Program Scope Management Planning

Program scope is typically described in the form of **expected benefits or outcomes**.

**A program WBS** is a **deliverable-oriented hierarchical decomposition** encompassing the total scope of the program and includes the deliverables to be produced by the constituent components.



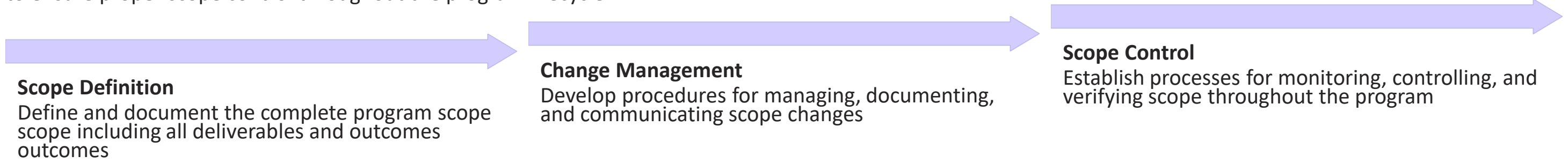
Decomposition stops at the level of control required by the program manager (typically to the first one or two levels of a component).

The program WBS serves as the framework for developing the program master schedule and defines the program manager's management control points.

It also provides the framework for reporting, tracking, and controlling program progress and deliverables.

# Scope Management Plan Development

Once the scope is developed, a plan for managing, documenting, and communicating scope changes should be developed during the program definition phase to ensure proper scope control throughout the program lifecycle.



The program scope management plan is a component of the program management plan that describes **how** the scope will be defined, developed, monitored, controlled, and verified.

## Key Outputs

- Program scope statement
- Program scope management plan
- Program WBS



# Program Cost Budgeting and Component Estimation

Program budgets should include **costs for each individual component** as well as **costs for the resources to manage the program itself**. The baselined program budget becomes the primary financial target that the program is measured against.

## Majority

### Component Costs

The majority of the program's cost is attributable to individual components within the program

#### Program Payment Schedules

Funding schedules that define when money will be made available to the program

#### Component Payment Schedules

Payment schedules that define when money will be paid out to individual individual components

# Program Cost Budgeting Outputs

1. The program budget baseline
2. Program payment schedules
3. Component payment schedules

# Component Cost Estimation

- It is good practice to calculate component cost estimates **as close to the beginning of a work effort as possible**.
- If costs are **lower** than planned, the program manager **may present opportunities for additional products** that may need to be acquired later in the program.
- If costs are **significantly higher**, a **change request** may be generated.

Output:

**Component cost estimates**