

Program Delivery Phase

The Program Delivery Phase is where the core work of the program is executed. It includes:

- Component authorization and planning
- Component oversight and integration
- Component transition and closure





Component Authorization and Planning Planning

Component authorization involves the initiation of components based on the organization's specified criteria and **individual business cases** developed for each component.

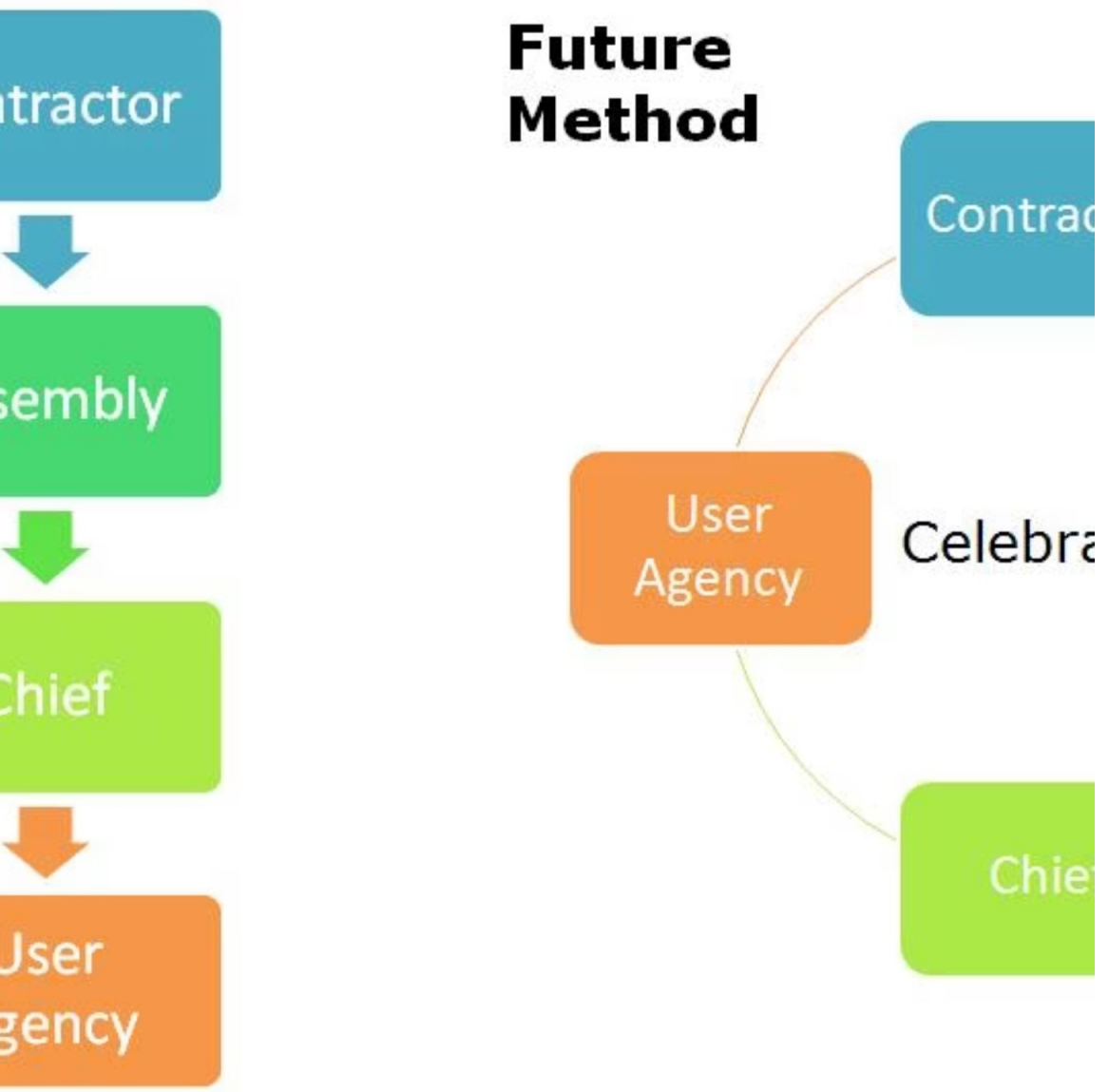


Component Oversight and Integration

Some components may produce benefits individually, while some components should be integrated with others before the associated benefits may be realized.

There might be cases where the program manager may initiate a new component to consolidate the integration efforts of multiple components.

Project Handover



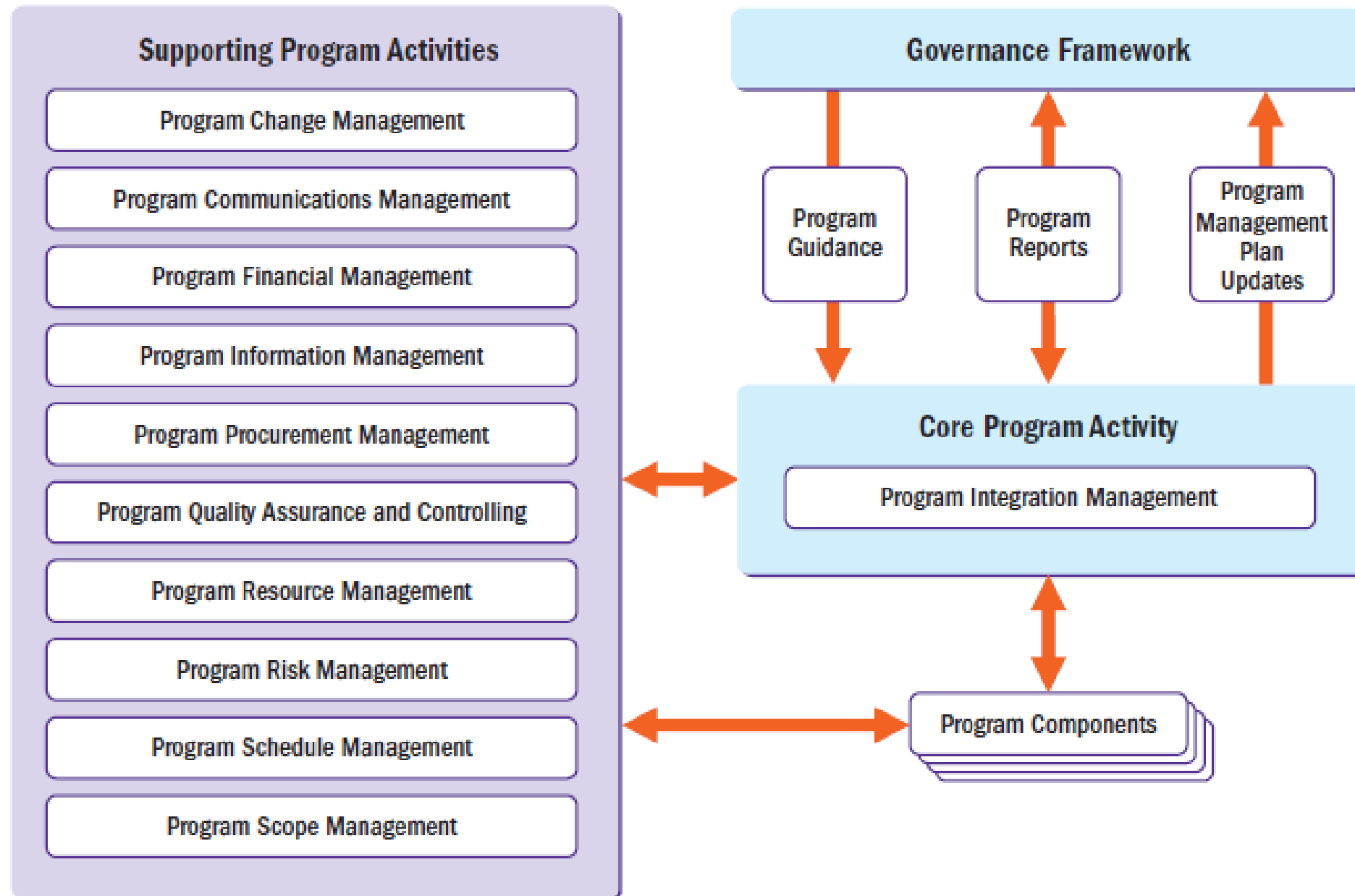
Component Transition and Closure

Components are typically scheduled for closure or transition to operations or ongoing work.

Component transition addresses the need for ongoing phases, such as product support, service management, change management, user engagement, or customer support from a program component to an operational support function, in order for the ongoing benefits to be achieved.

Program Delivery Phase Activities

This diagram summarizes the main activities within the program delivery phase, highlighting the flow from authorization to integration, transition, and closure.



Program Change Management

Program change management identifies, documents, approves, or rejects modifications to program documents, deliverables, or baselines. All changes must be:

- Recorded in the program change log
- Communicated to stakeholders per the communications plan
- Reflected in updates to component plans, including financial and schedule management



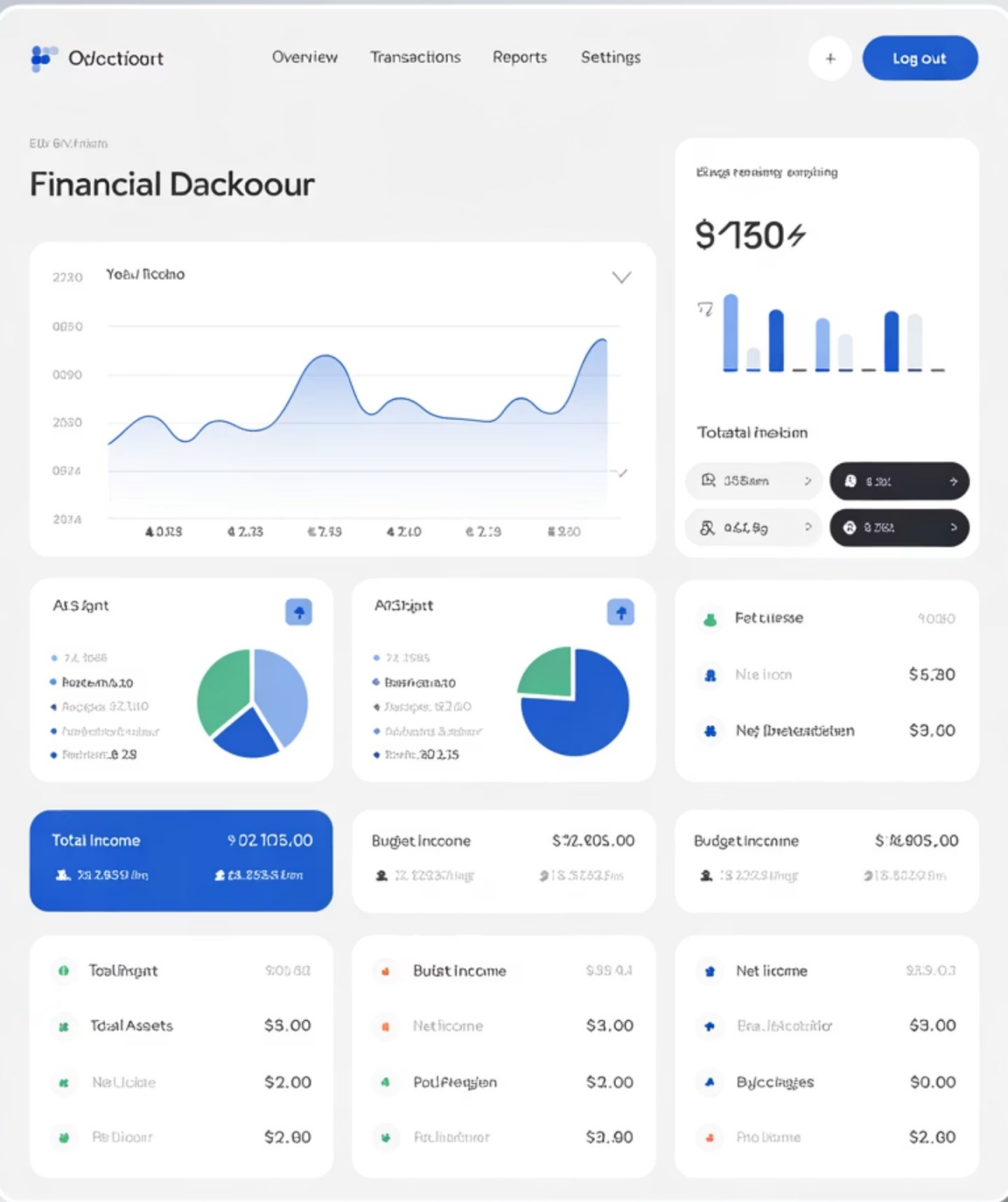
Program Communications Management Management

Effective communications management ensures **timely** and **appropriate** generation, generation, collection, distribution, storage, retrieval, and disposition of program program information. This supports transparency, stakeholder engagement, and informed and informed decision-making throughout the program lifecycle.

Program Financial Management

- Tracks and manages program funds and expenditures
- Ensures payments align with contracts and deliverables
- Closes component budgets upon completion
- Updates budget baseline for significant changes
- Prepares and communicates regular financial forecasts

Cost overruns may trigger audits or program termination if the business case is no longer satisfied.



Financial Management: Best Practices

All financial activities may result in updates to the program management plan.

Even minor overruns require justification and may be subject to management oversight.

Maintaining financial discipline is essential for program credibility and sustainability.

Program Information Management

Information management involves collecting, organizing, and storing documents and information products from all program activities.

Outcomes include **updates to the information repository** and **inputs for reporting**.

Lessons learned are **prioritized** and **discussed with key stakeholders**, becoming **critical assets for future programs**.

Lessons Learned: A Critical Asset

Inputs to the lessons learned register should be prioritized.

Key lessons are discussed with the portfolio manager, program sponsor, and stakeholders, ensuring that valuable knowledge is retained and applied to future initiatives.

Program Procurement Management

Program-level procurement sets standards for components through:

- qualified seller lists,
- prenegotiated contracts,
- blanket purchase agreements, and
- formal proposal evaluation criteria.

This standardization streamlines procurement and ensures consistency across the program.

Procurement: Component and Program Roles

Component managers **report procurement results** and **closeouts** to the program manager.

When contracts are managed at the program level, component managers **coordinate deliverable acceptance** and **contract changes** with program staff.

The program manager ensures proper budget expenditure for program benefits.

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Program Quality Assurance and Control

- Periodic evaluation of **overall** program quality
- **Quality assurance** involves not only program quality planning, but also **meeting customer expectations** and **ensuring benefits can deliver value** as defined and expected by the intended beneficiary. This quality review is the key deliverable of quality assurance.
- **Program quality assurance** focuses on cross-program, intercomponent quality relationships, and how one component's quality specification impacts another component's quality when they are interdependent.
- **Program quality assurance** also includes the analysis of the quality control results of the program components to see that **overall** program quality is delivered.

Program Quality Assurance and Control

- **Program quality control** involves the monitoring of **specific** components or program deliverables and results to determine if they meet the quality requirements and lead to benefits realization.
- **End-user satisfaction** is a **metric** that should be obtained to gauge the program quality.
- **The fitness for use** of the benefits, products, or services delivered by the program is **best evaluated by those who receive it**.
- Programs often use **customer satisfaction surveys** as one **quality control measurement**.

Customer Satisfaction Survey

Survey

Was the shop's appearance pleasant?

Was the service or product available?

Was your request addressed properly?

Was the staff friendly and accomodating?

Was the price of the product reasonable?

Did the cashier serve you in a timely manner?

Overall, are you satisfied with with your visit?

Program Resource Management

- The program manager should oversee and adapt program resources to provide benefits delivery.
- **Resource prioritization** allows the program manager to prioritize the use of limited resources and to optimize their use across all components within the program. This prioritization often **involves human resource planning** to identify, document, and assign program roles and responsibilities to individuals or groups.
- **Resource prioritization** decisions should be based on the **guidelines in the program resource management plan**.
- The program manager **enables resources to be released** to other programs when they are no longer necessary for the current program.
- The output of this activity includes **updates to the program's resource management plan**.



Program Risk Management

The program manager needs to update the risk register and manage program risks.

Risk monitoring is also conducted to determine whether:

- Program assumptions are still valid
- Effective program risk management also requires coordination with component risk management functions
- Effective crisis management is in place

The program contingency reserve is not a substitute for the component contingency reserve



Program Schedule Management

- Program schedule management is the activity of enabling the program to produce the required capabilities and benefits **on time**.
- Includes tracking and monitoring **the start and finish of all high-level component and program activities and milestones** against the program master schedule's planned timelines.
- Schedule control involves identifying **not only slippages but also opportunities to accelerate program or component schedules** and should be used for risk management.
- Program schedule risks should be tracked as part of the risk management activity.
- The program schedule management activity includes **updates to the program master schedule and program roadmap, and identification of schedule risks**.



Program Scope Management

Scope changes that have a significant impact on a component or the program may originate from:

- Stakeholders,
- Components within the program,
- Previously unidentified requirements issues,
- External sources.

Major change requests, when approved, may require updates to **the program management plan** and **program scope statement**.

In **very large programs**, the number of components affected may be substantial and difficult to assess.

Program managers should restrict their activities to managing scope only to the allocated level for components.

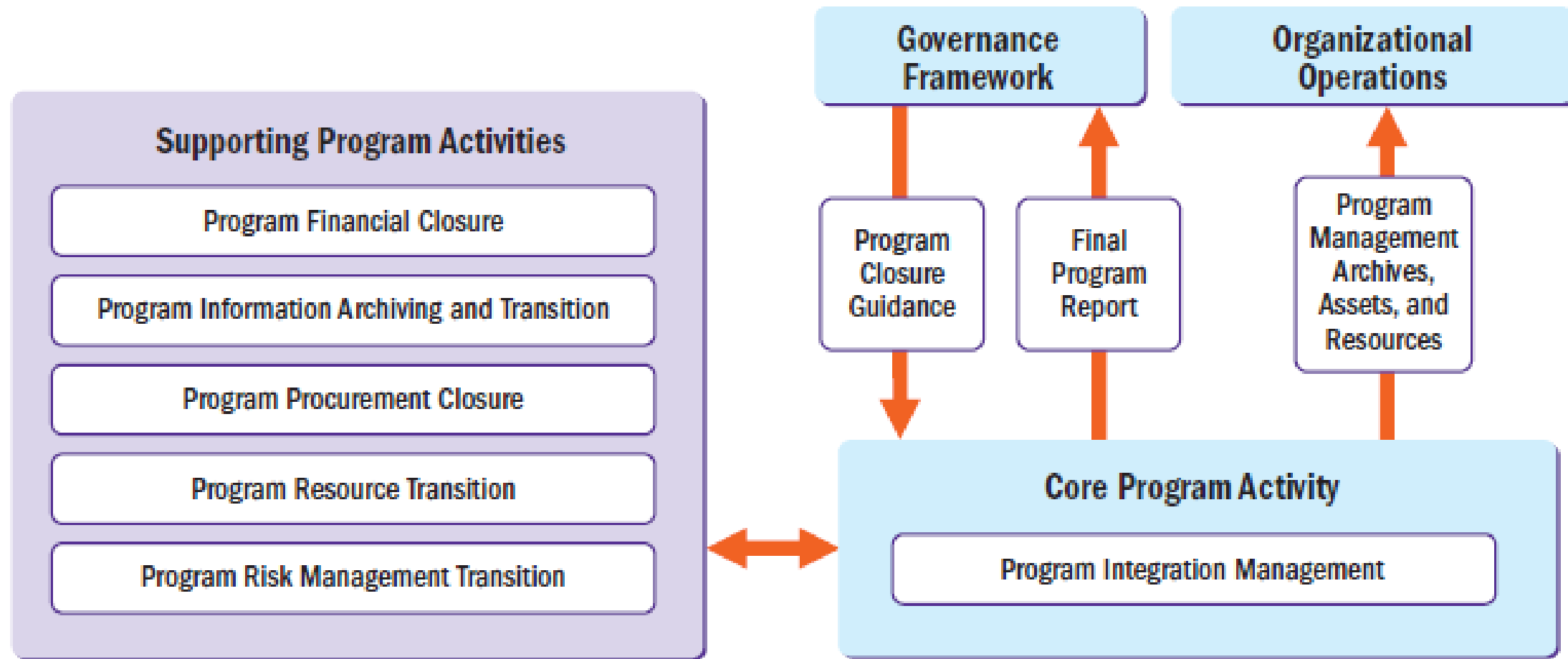
Program Closure Phase

- The program closure phase includes the program phases necessary to transition program benefits to the sustaining organization and formally close the program.
- During program transition, **the program steering committee** is **consulted** to determine whether:
 - (a) the program has met all of the desired benefits and that all transition work has been performed within the component transition, or
 - (b) there is another program or sustaining activity that will oversee the ongoing benefits for which this program was chartered.



Program Closure Activities Overview

This diagram outlines the main closure activities, including financial and procurement closure, and the transition of information, risk, and resources.



Closure and Transition Focus Areas

- **Closure:** Financial, Procurement
- **Transition:** Information, Risk, Resources

Each area requires careful attention to ensure all obligations are met and benefits are sustained beyond program completion.

Criteria for Program Closure

A program is closed either because **the program charter is fulfilled** or internal/external conditions arise that bring the program to an early end.

Successful completion of the program is judged against:

- **the approved program business case,**
- **actual program outcomes,**
- **the current goals and strategic objectives of the organization.**

1. All components should be completed or terminated
2. Assigned resources released
3. All contracts should be formally closed

Before the program is ended

Final Program Report

The final report, as part of the governance plan, may include:

- Benefits transition plan,
- Benefits sustainment plan
- Financial and performance assessments,
- Lessons learned,
- Successes and failures,
- Identified areas for improvement,
- Risk management outcomes,
- Risks that were unforeseen,
- Customer approval,
- Reason(s) for program closeout,
- Histories of all baselines,
- Archive plan for the program documentation, program charter, program roadmap, and program management plan.

PROJECT CLOSURE REPORT TEMPLATE

outcomes and closure details for comprehensive evaluation



Program Financial Closure

- To enable program closeout, estimates may be required to determine the costs of sustaining benefits created by the program.
- Any unspent monies are returned to the funding organization.
- Program financial transition is complete once sustainment budgets are developed, benefits are delivered, and sustainment has commenced.

Information Archiving and Transition

- For legal reasons, or to support ensuing operations or other programs, there may be a need to collect program records and organize them for archiving or for use by other elements of the organization.
- Includes the transfer of program knowledge to support the ongoing sustainment of program benefits by providing the new supporting organization with documentation, training, or materials.
- The program manager may assess the program's performance, collect observations from program team members, and provide a final lessons learned report that incorporates the individual findings from continuous lessons learned captured throughout the program/component activities.



Procurement Closure

Formally close out each agreement of the program after making sure:

1. All deliverables have been satisfactorily completed,
2. All payments have been made
3. There are no outstanding contractual issues.

In the case of a program that is closed early, program procurement closure manages the termination of active contracts to **avoid unnecessary costs**.

Resource Transition

- At the program level, **the program steering committee**, other group, or designated individual **releases resources** as a part of activities leading to program closure approval.
- The outputs of this activity include:
 - Resources released to other organizational elements,
 - The return or sale of purchased infrastructure,
 - Canceled leases and liabilities, and
 - Transfers of materials to reuse in other programs.

Risk Management Transition

- Although the program is closed, there may be **remaining risks** that could undermine the realization of benefits by the organization.
- Program risk management activities should transfer these risks, along with any supporting analysis and response information, to the appropriate organizational risk register.
- This may be managed by a different organizational group than the one intended to realize the benefits, such as an **organizational program management office**.



Closure Report

The closure report, may include:

- Final program report
- Checklist for
 - Financial Closure
 - Procurement Closure
 - Resources Transition
 - Risk Transition
 - Information Transition
- Transition completed/sign off from Receiving organization
- Formal closure acceptance / Approval from PSC

Training Agenda

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