



Programme Management

Guide 1.0

European Commission
Centre of Excellence in Project Management (CoEPM²)
and
Council of the European Union
GSC.SMART - Digital Services

PM² Programme Management Guide



Brussels, 2021

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1 An Introduction to the PM²-PgM Guide

This publication provides guidelines for applying the PM² Programme Management methodology. While remaining as lean as possible, there is extensive information to help you understand and start implementing Programme Management protocols effectively and efficiently in your organisation.

This guide is:

- for Senior Management and staff wishing to learn more about programme management.
- for PM Practitioners who wish to learn more about the PM²-PgM Methodology.
- a source of information that empowers organisations to run programmes within their organisations.

It provides:

- a common vocabulary (glossary) to apply project management concepts and improve communication within organisations
- A selection of PM²-PgM best practices for individuals and groups active in management that provides maximum value to the leadership of their organisation's programmes

1.1 About PM²-PgM

PM²-PgM provides programme management guidance and support. This set of programme management guidelines and tools, enables Programme Managers to better manage and monitor programmes in any field, including IT and beyond. Techniques for effective reporting and tracking of programme benefits along with appropriate communication to senior management and relevant stakeholders is another primary objective of this methodology.

PM²-PgM incorporates elements from a range of globally accepted programme management best practices, described in standards and methodologies, as well as relevant operational experience from the European Institutions.

The PM²-PgM methodology provides:

- a programme governance structure.
- a set of programme management processes and activities.
- artefact templates.
- guidelines for applying the processes and using the artefacts.
- a set of effective mindsets.

1.2 The Centre of Excellence in PM² (CoEPM²)

The objective of Centre of Excellence in PM² is to provide the European Commission and EU Institutions with high-quality project, programme and portfolio management infrastructure, support and consulting services. The CoEPM² supports internally the PM² Methodology in all its aspects, coordinates an inter-institutional Project Support Network (PSN) and promotes PM² through the Open PM² initiative.

1.3 The Open PM² Initiative

Open PM² is an ongoing initiative taken by the European Commission bringing the PM² Methodologies and its benefits closer to its broader stakeholders and user community.

The goal of the Open PM² is to provide open access to the PM² Methodologies to all European Union Institutions, contractors and the broader EU stakeholder groups. This will enable increased effectiveness in the management and communication of project work serving the objectives of the European Union and needs of the Member States and EU citizens.

Open PM² aims to help avoid repeating mistakes of the past of replicating efforts and sponsoring divergent Project Management approaches based on *differences* rather than investing in converging approaches based on *similarities and common interest* of the broader EU Public Administration and beyond.

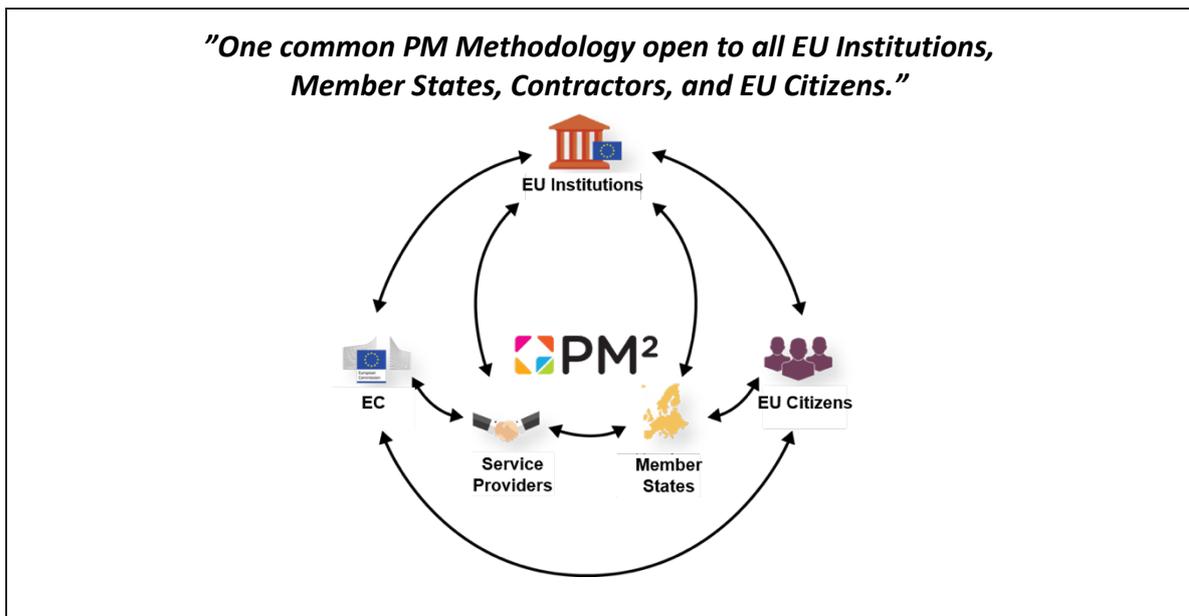


Fig. 1.1 Open PM² Vision & Synergies

Opening PM² aims to contribute towards the increase in project management competency within the European Union and lead to increased project efficiency and success. Open PM²:

- achieves rationalisation of project, programme and portfolio management approaches across the EU.
- establishes a common language & processes resulting in effective project communication.
- enables work transparency and visibility for cross-organisational project collaborations.
- enables higher quality project, programme and portfolio management enabling cost/effort efficiency.
- enables better monitoring and controlling of EU funded projects and grants.
- materialises the European Commission decision of 12 December 2011 (2011/833/EU) on the *"reuse of Commission documents to promote accessibility and reuse."*

PM² Resources, Publications and Support

The CoEPM² provides a central online location for all PM²-related information, publications, etc.

- PM² website europa.eu/pm2
- Contact EC-PM2@ec.europa.eu

Project Support Network (PSN)

The PM² Project Support Network (PSN) is a network of Project Support Offices (PSOs) which are coordinated and supported by the Centre of Excellence in PM² (CoEPM²). The PM² Project Support Network (PSN) aims to become a decentralised Project Management support network, providing guidance and support to PM² users on both the PM² Methodology and the effective use of Project Management Tools & Techniques.

The Project Support Network (PSN):

- promotes the exchange and sharing of knowledge, experiences and best practices.
- makes it possible to collect feedback to continuously improve and build on the PM² Methodology.
- enables the Project Support Offices (PSOs) to support each other as a community.
- depends on the contributions of PM² champions (individuals and organisations).

Join the Open PM² Community and stay in touch for updates:

- <https://joinup.ec.europa.eu/collection/open-pm2-project-management-methodology>
- <https://ec.europa.eu/eusurvey/runner/openpm2-contact>

2. Programme Management

This section introduces basic programme management concepts and provides the context for a better understanding of the PM² Programme Management methodology.

2.1 What is a programme?

A programme is a set of **related projects and activities** managed in a **coordinated** way to **achieve strategic objectives and benefits** that could not be obtained if they were managed individually. The projects within a programme all contribute to the common programme goals and are interdependent. In addition to projects, a programme often includes elements of related work (programme-level activities) outside the scope of its projects. Programmes specifically are introduced in response to structural change and implement benefits that impact the organisation's environment.

A programme also tends to have a significant longer duration compared to a project. A project emphasises on delivering output, while a programme is more focused on operational outcomes and benefits, which are based upon these outputs.

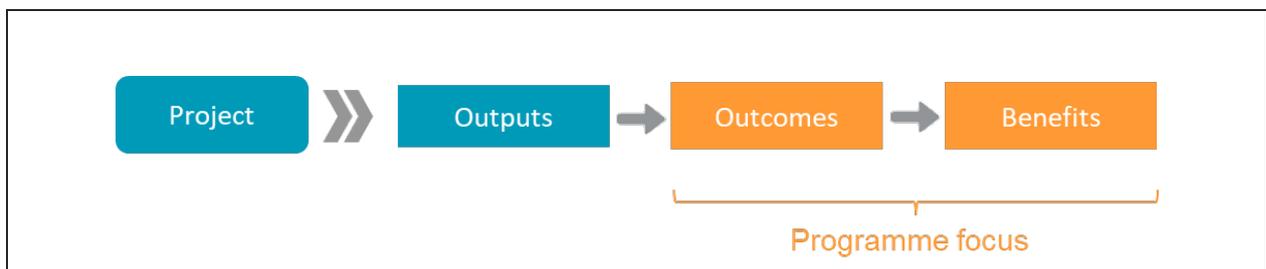


Fig. 2.1: The programme focus

Projects can be related to each other by sharing the same resource pool, using the same technology or possessing the same stakeholders. However, if they do not share the same goals nor contribute to the delivery of common benefits, these projects should be either managed individually or may be included within a generic sector or unit –level portfolio.

2.2 What is programme management?

Programme management is the process of applying knowledge, skills and actions to a programme to achieve the programme's objectives and benefits.

Programme management functions as an important enabler for both good project management and strategy implementation. The implementation of programme management principles empowers organisations to:

Align programme management governance and activities with the PM² Methodology.

- Bring guidance for the overall execution of the programme.
- Find synergies within the underlying projects that maximise the business value.
- Report programme performance and benefits to senior management.

Programme management differs from multi-project management, which is the management of parallel projects, drawing on the same resource pool. These projects are not necessarily interdependent, nor do they relate to the same overall goals.

2.3 Programmes and Portfolio Management

A portfolio is a collection of projects, programmes and other work packages that are grouped for better control over financial and other resources, and to facilitate their effective management in terms of meeting **strategic objectives**. The projects or programmes of the portfolio may not necessarily be dependent on or related to each other.

From a governance point of view, portfolios are higher-level components than programmes and projects. The **portfolio management** layer is where priorities are identified, investment decisions are made, and resources are allocated.

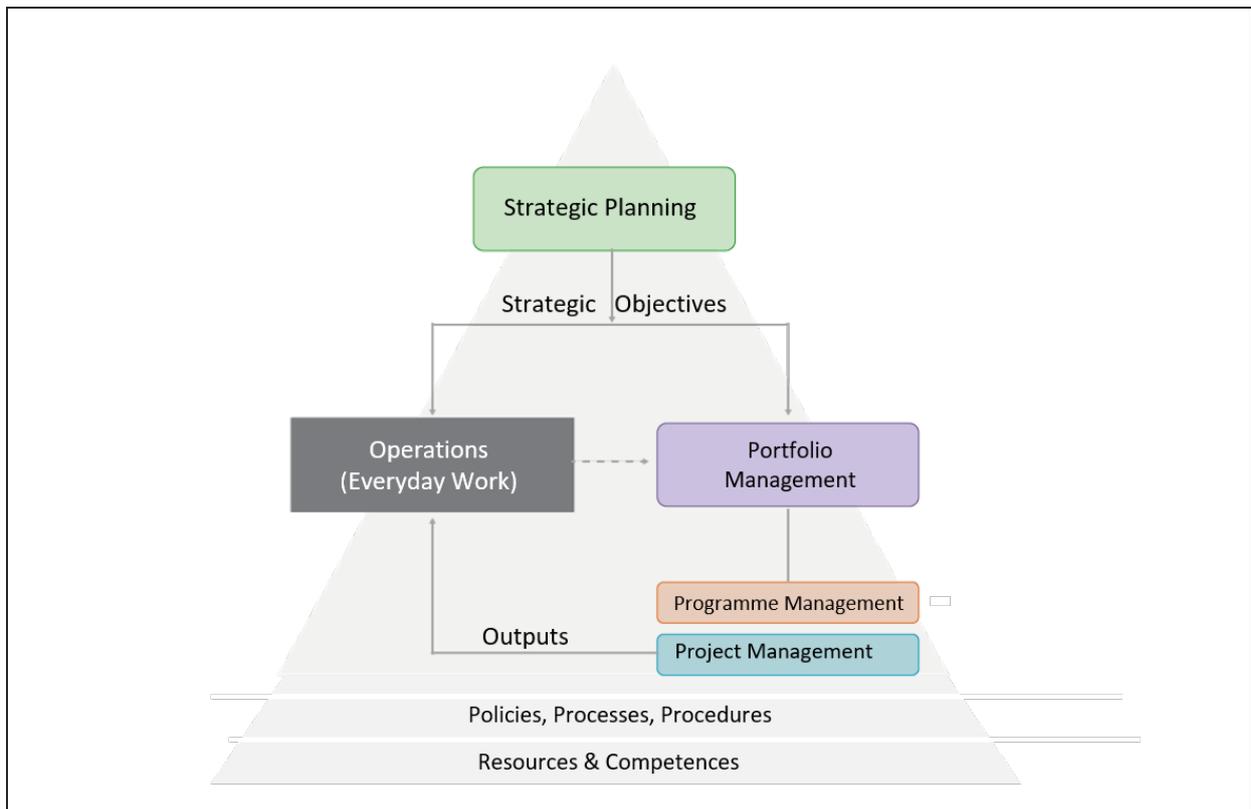


Fig. 2.2: Relationship between strategy, operations, portfolio, programme and project management

In the portfolio layer, initiatives are translated into **programmes and projects** that will deliver products and services (outputs) to on-going operations that provide business value. Therefore, one can view programmes as a means to implement the organisational strategy, while portfolios focus more on strategic alliance.

Over time, the organisational strategy may adapt to changing circumstances. The portfolio layer, therefore, monitors these evolutions and maintains the programmes and projects aligned to this new direction.

2.4 Programmes and Project Management

Project management can be described as the activities of planning, organising, securing, monitoring and managing the necessary resources and work to deliver project outputs in an efficient way. Incorporating the project outputs into the performing organisation will lead to outcomes that enables the delivery of the programme benefits.

The projects that belong to a programme also need to respect certain constraints, such as aligning schedules to the programme milestones. These projects also need to consider the requirements for budget management and reporting to the programme level.

3. PM²-PgM Overview

3.1 Programme Lifecycle

Just as a project, a programme has a lifecycle during its existence from the programme start until its end. This lifecycle consists of four phases, each of which bundles a set of activities that are specific for that phase of the programme:

- **Initiating:** identify the programme need, assess the viability and define the programme;
- **Planning:** plan programme work and identify the benefit areas;
- **Executing:** initiate and coordinate projects, accomplish outcomes and benefits;
- **Closing:** gather lessons learned, disband the organisation, plan to sustain the benefits delivered.

Other activities are not phase-specific, but are performed throughout the programme:

- **Monitor & Control:** monitor performance, control schedule & cost, manage risks/issues/changes, manage stakeholders, manage business implementation (including benefits management).



Fig. 3.1: The Programme Lifecycle

Top-down vs. Emergent programmes

In a *top-down* programme, the programme is started and then, during the executing phase, new projects are initiated within the programme structure. Therefore, the majority of the programme effort will be performed during this phase.

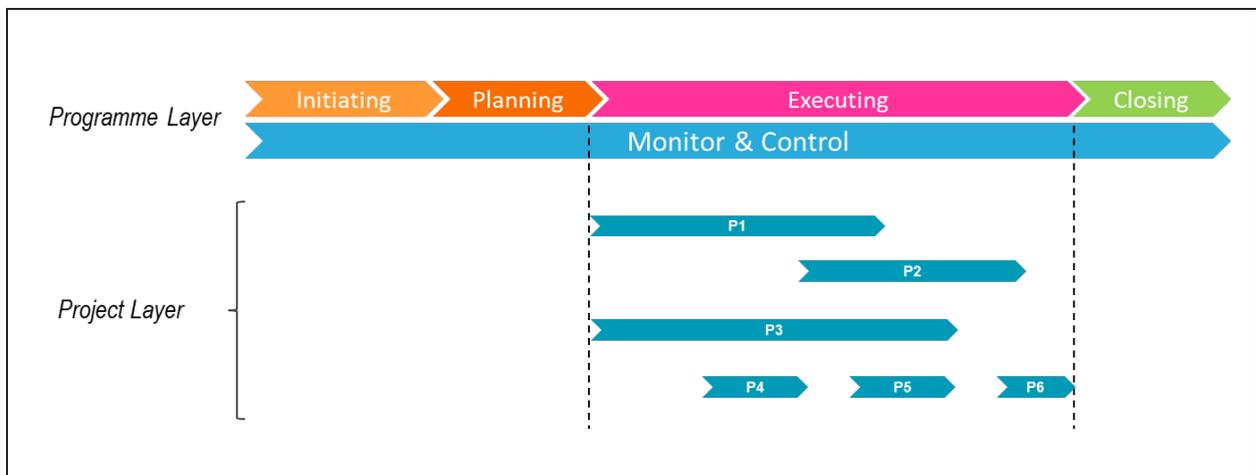


Fig. 3.2: A top-down programme and its projects

In an *emergent* programme, on-going projects are assembled within a programme structure. This doesn't change the programme lifecycle, although the programme Initiating & Planning phases can be accelerated in this case.

For clarification, this PM²-PgM Guide assumes a top-down approach. Considerations for emergent programmes will be discussed separately in chapter 10 "Considerations for emergent programmes".

Programme Stages

Typically, a programme has a longer duration than a project, often spanning several years. Therefore, the programme's end objectives are met gradually in several intermediate steps as opposed to reaching a sudden abrupt end.

Such an intermediate step of the organisation evolving in terms of people, processes and systems towards the final to-be state, is called a **stage**. A stage can span significant time intervals (several months, quarters or even years) to allow the gradual delivery of benefits.

Once the benefits have been reached or maximised according to plan, the programme will enter the Closing phase. However, even after the programme has ended, the programme’s specific benefits may continue to accumulate.

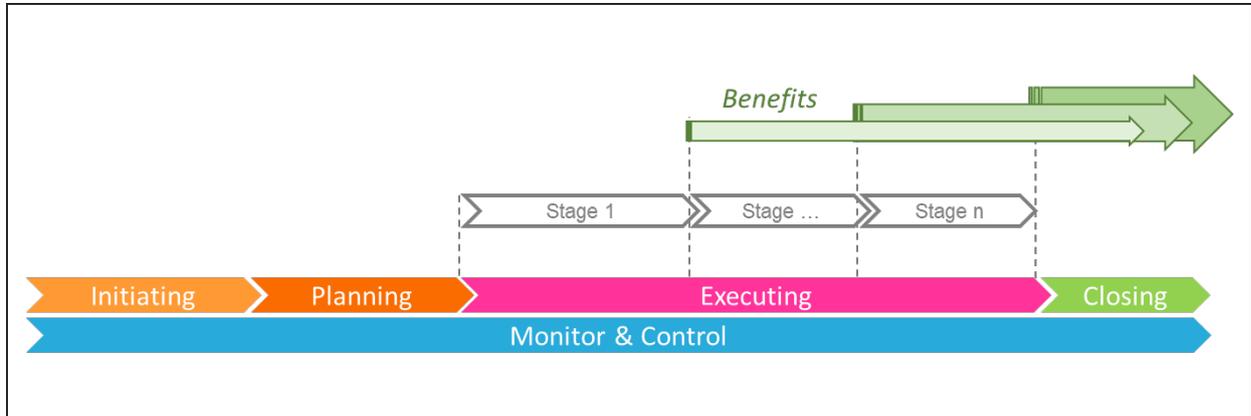


Fig. 3.4: Programme Stages

3.2 PM²-PgM Artefacts

Programme management documentation is an essential instrument for initiating, planning, executing monitoring & controlling and finally closing a programme. The purpose of programme documentation is to:

- Provide all stakeholders with a clear picture of the programme's goals and status.
- Facilitate communication with internal and external groups.
- Provide a baseline to monitor and control a programme's implementation.
- Document vital decisions made.
- Provide the information required by audits.
- Acts as a historical reference that can be used for the success of future programmes.

Note that programme documentation should adhere to the organisation’s quality standards regarding format and style. However, the documentation should fulfil its purpose and be easily understandable and user-friendly.

Therefore, determining what documentation is required, is an important decision. The complexity, the possible risks and the Programme Steering Committee (PgSC) influence this decision. Use the list below or/and add/delete items as needed.

Key Artefact	Description
Programme Initiation Request	Formalises the commitment to explore a problem, need or opportunity and captures the context of the future programme.
Programme Business Case	Assesses the viability of the programme by comparing the intended benefits over time with the estimated cost of the programme.
Programme Charter	Defines the programme mandate, in terms of structure, high-level roadmap and cost.
Programme Handbook	Describes the overall programme management approach, together with the roles and responsibilities.
Programme Business Implementation Plan	Includes the programme level business implementation activities, together with the benefits management plan.

Programme Work Plan	Provides a view on the programme and project key milestones, project interdependencies, and programme level activities.
Programme-End Report	Summarises the programme experience, performance and lessons learned (successful programme management practices and potential pitfalls).

For a more complete overview of the PM²-PgM artefacts, please refer to the artefacts landscape in annex.

3.3 PM²-PgM Mindsets

The PM²-PgM Methodology governance, processes, artefacts, tools and techniques help programme management teams, and Programme Managers (PgM) make decisions on optimising the delivery of their programmes.

The PM²-PgM Mindsets are the attitudes and behaviours that help people involved in programme management focus on what is essential to achieve the programme's goals. Together they enable you to navigate the complexities of managing programmes in organisations and make the PM²-PgM Methodology both more effective and complete.

PM² Mindsets:

- Apply PM² best practices to manage their programmes.
- Remain mindful that methodologies are there to serve programmes and projects.
- Maintain an outcomes orientation for all projects and project management activities.
- Are committed to delivering results with maximum value rather than just following plans.
- Foster a culture of collaboration, clear communication and accountability.
- Balance in the most productive way the often-conflicting project/programme management “Ps” of product purpose, process, plan, people, pleasure/pain, participation, perception and politics.
- Invest in developing technical and behavioural competences to become better contributors
Involve project stakeholders in the organisational change needed to maximise benefits.
- Share knowledge, actively manage Lessons Learned, and contribute to the improvement of programme management within their organisations.
- Draw inspiration from the PM² Guidelines on Ethics and Professional Virtues.

In addition to these standard PM² mindsets, there are additional mindsets are specific to **PM²-PgM**:

- Focus on achieving the intended programme **benefits** and assess impact on the organisation rather than just coordinating the projects output delivery.
- Engage the stakeholders to actively support the **organisational change** the programme is going to bring in terms of working practices, structures and tools.

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4. Roles & Responsibilities

Introducing a clear and convincing programme governance structure is critical to programme success. One must consider several factors to ensure the assignment of roles to people and the establishment of appropriate governance meets the needs of the programme. Successful programme governance requires an effective combination of the following:

- Assigned roles
- Clear accountabilities and responsibilities defined for each of these roles
- Management structures and reporting arrangements in place

There are roles within programme management that hold distinct responsibilities and require specific skills. Contrary to the project level however, there is no customer or provider side in programme governance, because programme management is essentially a business function.

The Appropriate Governance Body (AGB) is the principal governing body responsible for the efficient delivery of the programme. Usually this role is fulfilled by the Portfolio Management layer or by an existing executive committee or other management board of the organisation.

The Programme Steering Committee (PgSC) is composed of a Programme Owner (PgO) who monitors and controls the execution of the programme and is accountable for the programme's success. In contrast, the day-to-day management of the programme is the responsibility of the Programme Manager (PgM), who focuses on delivering the programme outcomes.

Because programme management is essentially a business function, the Programme Business Manager (PgBM,) is responsible for regular business activities and collaborates closely with the Programme Manager (PgM). The Programme Business Manager (PgBM) focuses on achieving the intended benefits in the business organisation based on the programme outcomes. In case the programme impacts multiple business domains, several Programme Business Managers (PgBM) might be required.

Note that the role a person performs should be independent of his function in the organisation. It is obvious though, that a certain authority within the organisation is required to fulfil these programme roles effectively.

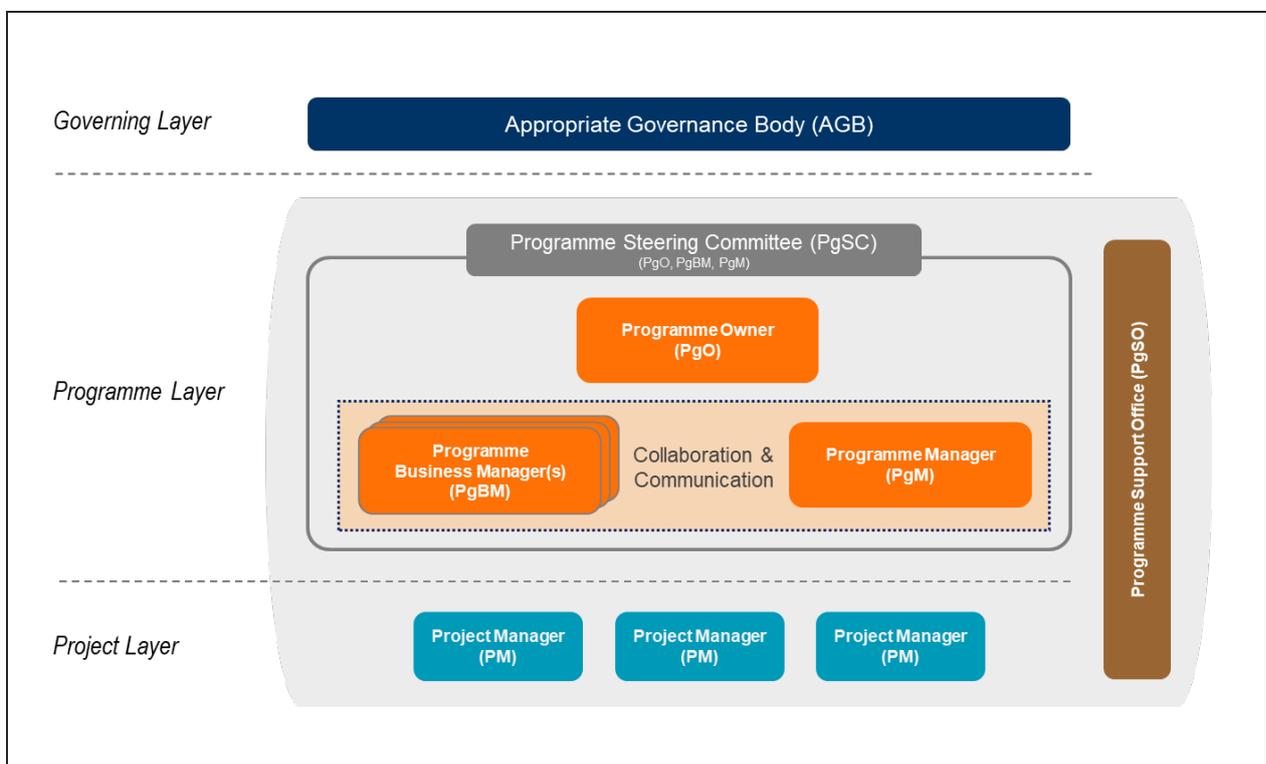


Fig. 4.1: Programme Organisation

4.1 Appropriate Governance Body (AGB)

Description

The Appropriate Governance Body (AGB) has the overarching authority over the programme and represents senior managers who are responsible for the investment decisions, defining the direction of the business, and ensuring the overall alignment of the programme with the strategic direction of the organisation. This body also ensures the programme complies with the corporate delivery standards and practices.

Responsibilities

- Defines the vision of the programme.
- Ensures alignment of the vision with the organisation's strategic direction.
- Takes the investment decision and delivers the mandate of the programme.
- Appoints the Programme Owner (PgO).
- Gives strategic direction to the Programme Steering Committee (PgSC).
- Resolves issues that cannot be resolved on programme level.

4.2 Programme Steering Committee (PgSC)

Description

Chaired by the Programme Owner (PgO), the prime purpose of the Programme Steering Committee (PgSC) is to drive the programme forward and deliver the outcomes and benefits. Members provide resources and specific commitment to support the Programme Owner (PgO), who is ultimately accountable for the overall success of the programme.

Responsibilities

- Delivers the programme within the defined mandate.
- Signs off key programme artefacts.
- Provides high-level monitoring and control of the programme.
- Scrutinises the delivery of the desired benefits.
- Defines projects within the programme priorities and resolves escalated conflicts, issues and risks.
- Supports mitigating programme risks.
- Reports and escalates to the Appropriate Governance Body (AGB) when required.

4.3 Programme Owner (PgO)

Description

The Programme Owner (PgO) is accountable for the success of the programme, ensuring that it meets its objectives and achieves the expected benefits. The individual who fulfils this role must be empowered to direct the programme and take decisions. The Programme Owner (PgO) provides leadership to the programme and assumes total accountability for delivery. This role requires seniority and authority.

Responsibilities

- Is accountable for the success of the programme.
- Develops and shares the vision of the programme.
- Ensures the programme budget is correctly allocated to the needs of the programme.
- Represents the interests of the programme in the Appropriate Governance Body (AGB).
- Keeps the programme aligned to any change in the organisation's strategy affecting the programme.
- Chairs and directs the Programme Steering Committee (PgSC) and appoints its members.

4.4 Programme Business Manager (PgBM)

Description

The Programme Business Manager (PgBM) represents the Programme Owner (PgO) on a daily basis within the programme and collaborates closely with the Programme Manager (PgM). The focus of the Programme Business Manager (PgBM) is the achievement of the intended benefits in the business domain. In case multiple business domains are impacted by the programme, each domain might have its own Programme Business Manager (PgBM) appointed and represented in the Programme Steering Committee (PgSC).

Because a deep understanding of the performing organisation's responses to change is required, it is highly recommended that this role is filled internally and not out-sourced.

Responsibilities

- Assists the Programme Owner (PgO) on the specification of the programme regarding the business objectives and benefits to be delivered.
- Establishes an efficient collaboration and communication channel with the Programme Manager (PgM).
- Designs the future operational state(s) for the impacted organisation.
- Is responsible for the programme's business implementation.
- Monitors the delivery of the benefits according to plan.
- Identifies business side risks affecting the programme.
- Reports to the Programme Owner (PgO).

4.5 Programme Manager (PgM)

Description

The Programme Manager (PgM) assures the day-to-day management of a programme. Working in close collaboration with the Programme Business Manager (PgBM), the Programme Manager (PgM) reports to the Programme Owner (PgO).

Responsibilities

- Manages the programme and provides direction to the projects in order to achieve the intended programme objectives and benefits.
- Structures the programme in collaboration with the Programme Business Manager (PgBM).
- Gives direction to Project Managers (PM) and manages the project interdependencies.
- Develops and implements the programme management plans.
- Reports to the Programme Owner (PgO).
- Organises the Programme Steering Committee (PgSC) sessions and implements its decisions.
- Makes proposals to the Programme Steering Committee (PgSC) in agreement with the Programme Business Manager (PgBM), e.g. start a new project, delay a project, cancel a project.
- Escalates unresolvable programme risks or issues to the Programme Steering Committee (PgSC).
- Manages communication with programme stakeholders.

4.6 Programme Support Office (PgSO)

Description

The Programme Support Office (PgSO) is a team that provides administrative support and assistance to both programmes and projects. It has an advisory role on the use of methodology, procedures, tools and functions as the custodian of the programme's archive.

Responsibilities

- Provides assistance with the use of project scheduling, resource planning, coordination and project supporting tools.
- Supports the Programme Steering Committee (PgSC) meetings and gather lessons learned from project experiences.

- Maintains a central programme and project repository (project artefacts, changes, risks, issues, lessons learned) and coordinate configuration management activities.
- Monitors the adherence to methodology guidelines and other organisational standards.
- Establishes tools, procedures and methods for use in the programmes and projects.
- Participates in the continuous improvement of the Programme and Project Management Methodologies.

4.7 RAM (RASCI) — Documenting Responsibility Assignments

RASCI (pronounced 'rasky') is also known as the Responsibility Assignment Matrix (RAM) and is a technique for representing and clarifying the roles and responsibilities associated with an activity or deliverable. RASCI stands for:

RASCI		Description
R	Responsible	Does the work. Can ask others to assist in a supporting role. There is only one responsible person.
A	Accountable	Ultimately answerable for the correct and thorough completion of the work. There is only one accountable person.
S	Supports	As part of a team, works with the person responsible. Unlike the consulted role, the support role helps to complete the task.
C	Consulted	There is two-way communication and supplies opinions, advice and other ideas.
I	Informed	Those who are informed (kept up-to-date).

Regular reminders and programme updates allow stakeholders and team members of their vital involvement and roles and responsibilities in the programme management process. This PM²-PgM guide includes a RAM (RASCI) table for each Programme Management activity, as well as for each programme artefact produced (see appendix C.1 PM²-PgM Artefacts & Activities Summary Table).

5. Initiating Phase

The first phase of a PM² programme is the Initiating Phase. It begins with the identification of a need, problem or opportunity, and ends with receiving formal organisational sponsorship for the programme. Addressing the required organisational change, the Initiating Phase defines the relevant programme goals, and benefits to obtain. Effective programme initiation is critical for successful programme management.

Three key programme artefacts are created during the Initiating Phase: the Programme Initiation Request, the Business Case and the Programme Charter.

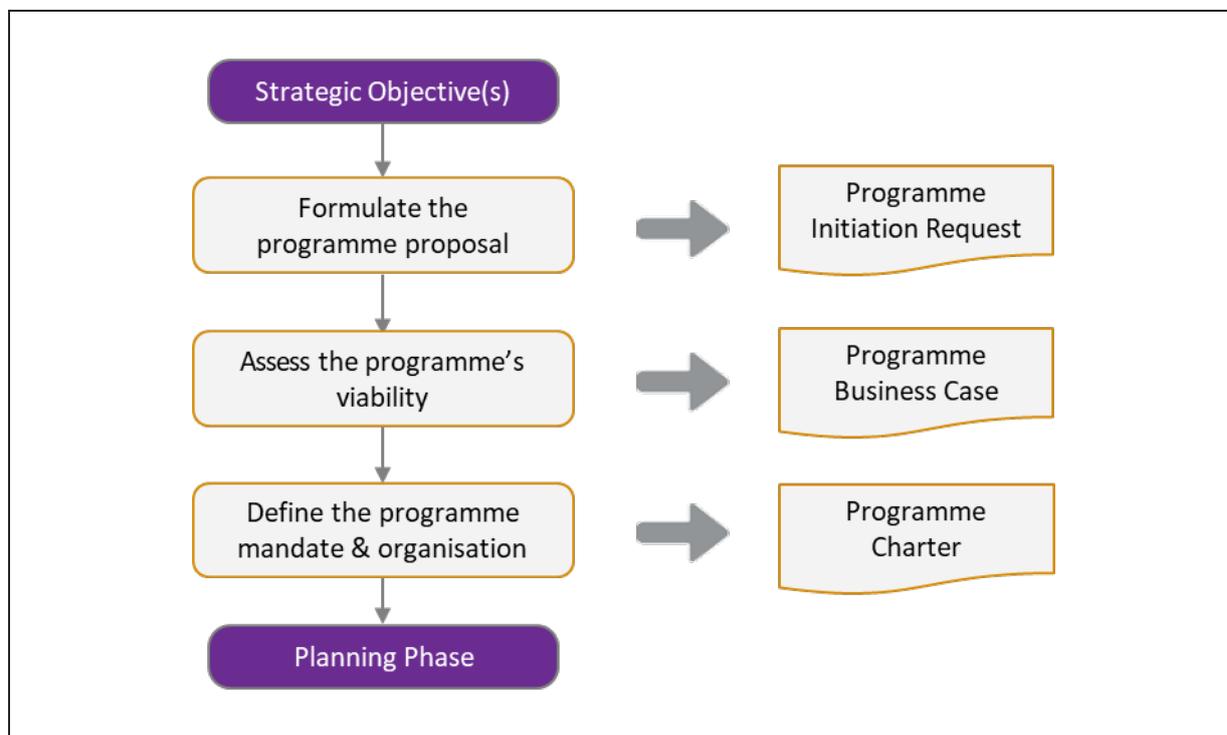


Fig. 5.1: Programme Initiating Phase activities and main outputs

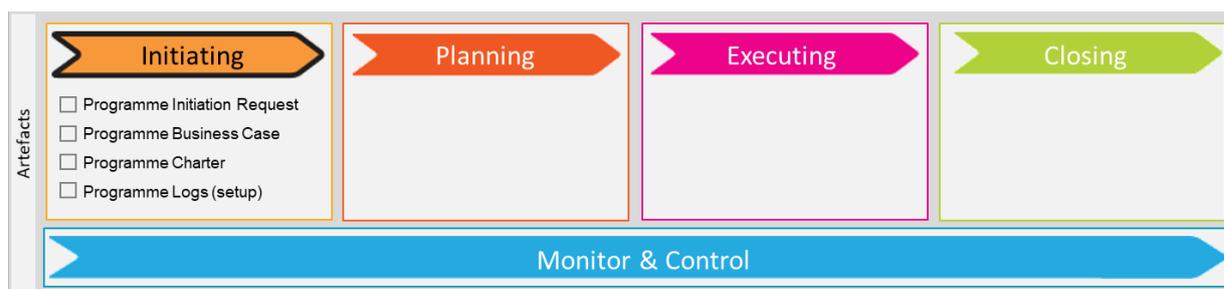


Fig. 5.2: Programme Initiating Phase artefacts

5.1 Programme Initiation Request

The Programme Initiation Request is the programme’s starting point and formalises its initiation. By creating a Programme Initiation Request, the programme initiator ensures that the current context/situation (i.e. problem, need or opportunity) and the programme’s objectives are formally captured and can be used as a basis for further exploration and elaboration.

This artefact is significantly different from a Project Initiation Request because of the emphasis towards the management of benefits and organisational change. Once high-level benefits are identified and described here, they may serve as input for the Programme Business Case.

- **Guidelines**

- The Appropriate Governance Body (AGB) usually nominates a person who is accountable to create the Programme Initiation Request. This person might later become the Programme Owner (PgO).
 - Note that the creation of this artefact may be delegated to a person in the business organisation who is familiar with this domain and might later become the Programme Business Manager (PgBM).
 - The lifecycle of the Programme Initiation Request ends with the creation of the Programme Business Case and Programme Charter. All the information included in the Programme Initiation Request is copied over, updated and further clarified in these two documents, at which point the Programme Initiation Request becomes obsolete.
- **Input:** A problem, a need or an opportunity expressed by the initiator.

- **Steps**

1. Draft the Programme Initiation Request.
2. Submit the Programme Initiation Request for approval to the Appropriate Governing Body (AGB).
3. The Appropriate Governance Body (AGB) accepts the Programme Initiation Request and authorises to prepare a more elaborate Programme Business Case.
4. The Appropriate Governance Body (AGB) assigns officially the Programme Owner (PgO).

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Initiation Request	I	n/a	A/S	R	n/a	n/a	n/a

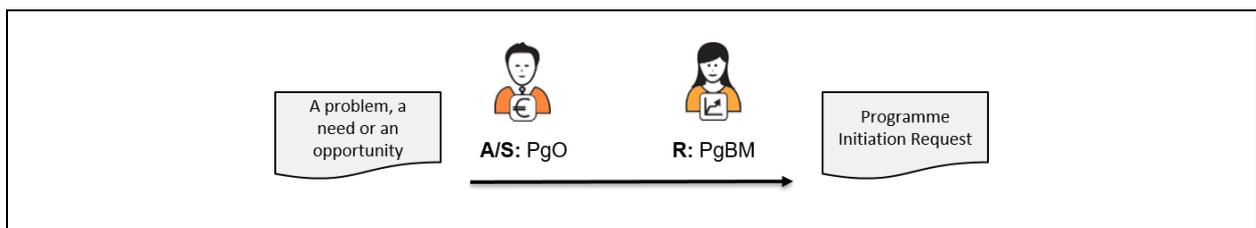


Fig. 5.3: Programme Initiation Request inputs/outputs and main roles.

- **Output:** Programme Initiation Request

5.2 Programme Business Case

The purpose of the Business Case is to capture the reasoning behind the programme and to describe the programme's alignment with the organisation's strategic objectives. It also provides justification for the investment in time and effort and sets out the budget expectations for soon-to-be delivered benefits.

The Programme Business Case summarises the goals and benefits to be obtained by this programme. It considers the impacts of the programme in terms of organisational change, the expected achievements from the programme and allows upper management to decide on the programme's viability.

- **Guidelines**

- Provides decision-makers with the information they need to determine whether the programme is worth undertaking.
- Is a living document and therefore, should be re-examined at critical programme milestones to validate that the expected benefits are still attainable, if the costs/schedule fall within the budget/timeline, and the programme is still relevant to the organisation and should be continued.
- For larger strategic programmes, the Programme Business Case may also include an assessment of impact and risks along with a more detailed cost-benefit analysis.

- **Input:** Programme Initiation Request

- **Steps**

1. The Programme Business Manager (PgBM) drafts the Programme Business Case based on the information captured in the Programme Initiation Request. The main aspects to be analysed and presented are:
 - The programme's areas to address and anticipated benefits stemming from the programme's execution
 - If possible, a notion of the programme's scope and the identification of key milestones
 - The programme's positioning in the overall organisational strategy
 - A general cost per benefit, per identified area (see Step 1)
 - Synergies and interdependencies within the portfolio, other programmes and initiatives
 - High-level roadmap, including major milestones in regards to the delivery of benefits
2. The Programme Owner (PgO) evaluates the Programme Business Case and decides to approve or reject it.
3. The Programme Owner (PgO) sends the Programme Business Case to the Appropriate Governance Body (AGB) for further decision making.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Business Case	I	(C)	A	R	(S)	n/a	n/a

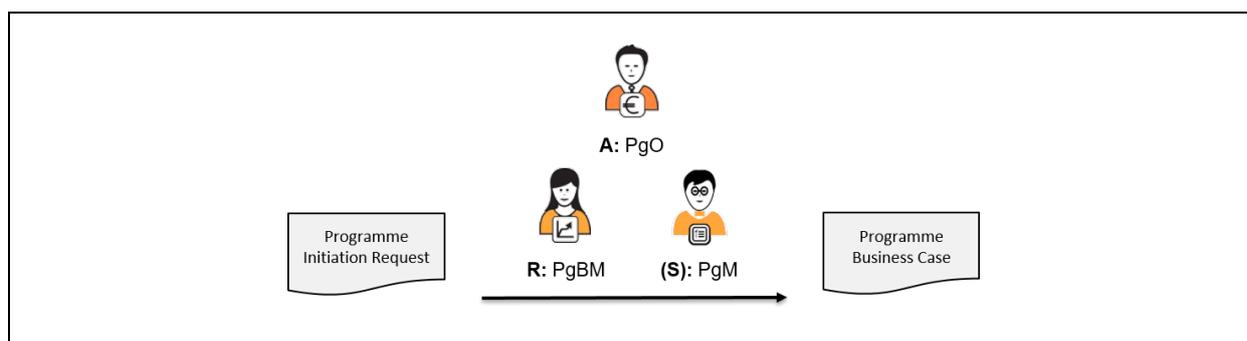


Fig. 5.4: Programme Business Case inputs/outputs and main roles.

- **Output:** Programme Business Case

5.3 Programme Charter

The Programme Charter is a required document that outlines the mandate of the programme. It summarises the objectives to be achieved and documents the selected approach that address the “functional” areas implementing these goals. While specifying the scope and specific project selection, the Programme Charter provides insight in the outcomes that are required to enable the delivery of the intended benefits in a programme roadmap. Finally yet importantly, it also defines the programme's budget and governance structure.

- **Guidelines**

- Ensure that input from all concerned programme stakeholders is considered.
- Focus on the high-level programme structure and roadmap instead of presenting detailed information.
- The roadmap divides the programme in stages, as intermediate steps to the final vision. Determine high-level capabilities for each stage, together with the intended benefits.
- This document serves as a baseline evaluation document. The Programme Charter can be re-baselined, if necessary, but is not a document subject to change.

- **Input:** Programme Initiation Request, Programme Business Case

- **Steps**

1. The Programme Owner (PgO) appoints a Programme Manager (PgM). The latter role completes the Programme Steering Committee (PgSC), together with the already appointed Programme Business Manager (PgBM).
2. The Programme Manager (PgM) starts to progress on the Programme Charter, based on the information contained in the Programme Initiation Request and Business Case.
3. It is necessary to capture the programme's governance, overall approach and programme structure.
4. The Programme Business Manager (PgBM) supports the Programme Manager (PgM) to define the intermediate steps (stages) towards the delivery of the final vision by the end of the programme. The required outcomes are listed per stage together with the expected benefits.
5. The Programme Owner (PO) sends the Programme Business Case and Charter to the Appropriate Governance Body (AGB) for approval, if needed.
6. The Appropriate Governance Body (AGB) evaluates and accepts or rejects the Programme Charter.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Charter	I	A	C	S	R	n/a	n/a

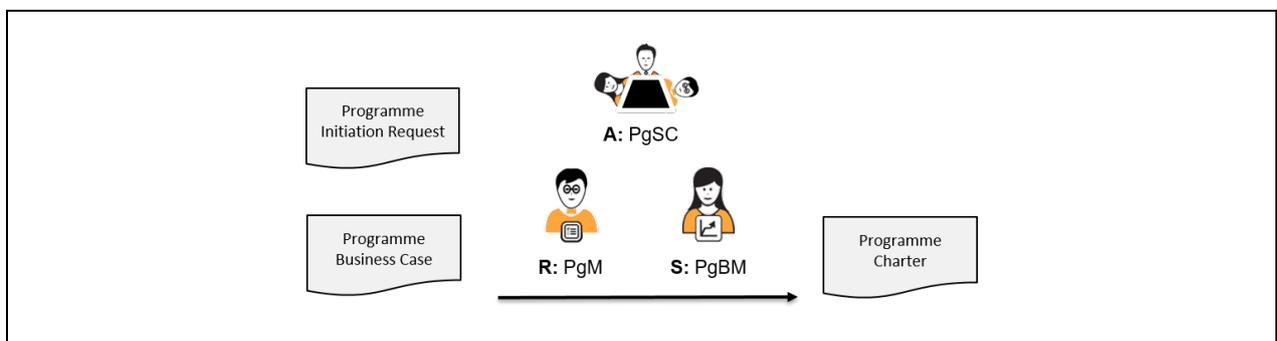


Fig. 5.5: Programme Charter inputs/outputs and main roles.

- **Output:** Programme Charter

6 Planning Phase

The second phase of a PM² programme is the Planning Phase. Similar to projects, programmes also need to be planned, although the focus on programme level differs from the project level. The delivery of benefits and the related change to the performing organisation are the main priorities in programme management.

Several artefacts will be produced during this phase, starting with the **Programme Handbook** that describes the way of working within the programme. Following this step is an analysis of stakeholders (in the **Programme Stakeholder Matrix**) which results in an adapted communication strategy captured in the **Programme Communication Plan**. Finally yet importantly, **Programme Business Implementation Plan** defines the intermediate steps (stages) towards the desired end-state in terms of required outcomes and benefits. The latter goes hand-in-hand with the **Programme Work Plan** to position and schedule these outcomes. These artefacts collectively will then drive the Executing Phase.

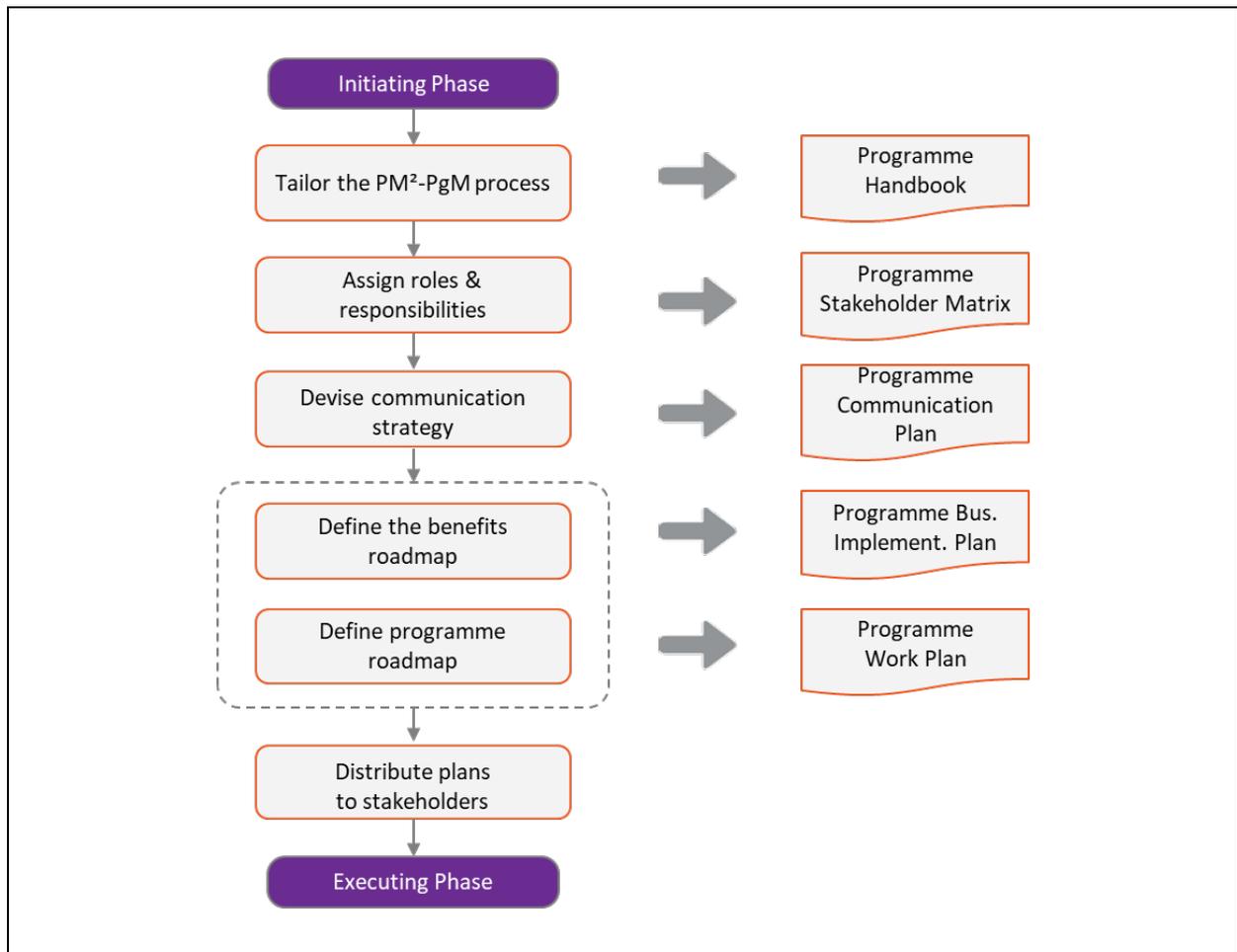


Fig. 6.1: Programme Planning Phase activities and main outputs



Fig. 6.2: Programme Planning Phase artefacts

6.1 Programme Handbook

The Project Handbook establishes the high-level approach and way-of-working in the programme. It is one of the first artefacts created in the Planning Phase and identifies the programme standards, roles & responsibilities, approach and the artefacts to be used. The Programme Handbook is an important point-of-reference for the Executing, Monitor & Control and Closing activities and should be kept up to date throughout the life of the programme.

Some level of tailoring or/and customisation may be required to ensure that the PM²-PgM methodology effectively serves the organisation's programme management needs. The tailoring steps can be performed in the Programme Handbook, which describes how the programme will be managed.

- **Guidelines**

- Understand the purpose and value of the methodology element to be tailored
- Proceed to execute the desired customisations
- Avoid simplifying the methodology by eliminating entire portions (e.g. a phase, a role, an activity or an artefact), but rather scale down (or up) the scope of that element.
- Balance the desired level of control against the extra effort required
- Eliminate waste (utilise a lean approach)
- Remember that this methodology is an integrated whole, so avoid unnecessary deviations.

- **Input:** Programme Charter

- **Steps**

1. Research and locate documentation from similar programmes identifying possible reusable components, thereby reducing the effort, cost and time required.
2. Discuss possible/necessary customisations and/or tailoring of the PM² Methodology.
3. Define specific rules that the projects within the programme must respect in terms of planning alignment, budget management, management meetings, reporting, etc.
4. Define a conflict resolution and escalation procedure for the both the projects within the programme and for the programme itself.
5. Highlight the main programme controlling processes, such as change and risk/issue/decision management.
6. Determine which artefacts (plans and other documents) are necessary for the programme and its projects.
7. Define the way in which programme benefits will be measured.
8. Document the roles involved in the programme along with their respective responsibilities.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Handbook	I	A	C	S	R	n/a	S

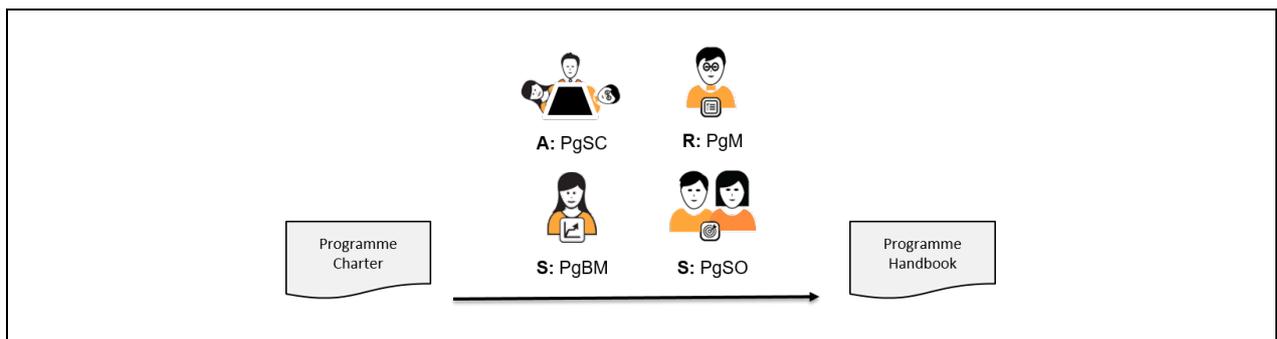


Fig. 6.3: Programme Handbook inputs/outputs and main roles.

- **Output:** Programme Handbook

6.2 Programme Stakeholder Matrix

The Programme Stakeholder Matrix is where the key stakeholders of the programme are identified and analysed. It is the basis for the stakeholder management and communication activities to assure that stakeholders expectations are anticipated and managed appropriately.

- **Guidelines**

- Understand the programme's key stakeholders expectations, attitude, level of interest and influence.
- Devise appropriate communication and management strategies to achieve stakeholder involvement and contribution.
- This document is constantly evolving, so a one-off exercise is not enough. This information should be revisited on a regular basis.
- Monitor stakeholders' reactions and re-strategise and manage accordingly.
- The Programme Stakeholder Matrix can contain sensitive information and is mainly utilised by the Programme Manager (PgM) and Business Manager (PgBM). Therefore, ensure that this artefact is not publically available to the entire team and stakeholders.

- **Input:** Programme Business Case, Programme Charter

- **Steps**

1. Identify all programme stakeholders, by analysing the organisational structure, the beneficiaries of the programme, and the key-decision makers.
2. For each stakeholder or stakeholder group, determine their power and interest in the programme. Register their interests, expectations and concerns.
3. Indicate the role each stakeholder will have in the programme.
4. Store the Programme Stakeholder Matrix in a private area and revisit on a regular basis to adjust to evolving circumstances.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Stakeholder Matrix	I	I	A	S	R	n/a	S

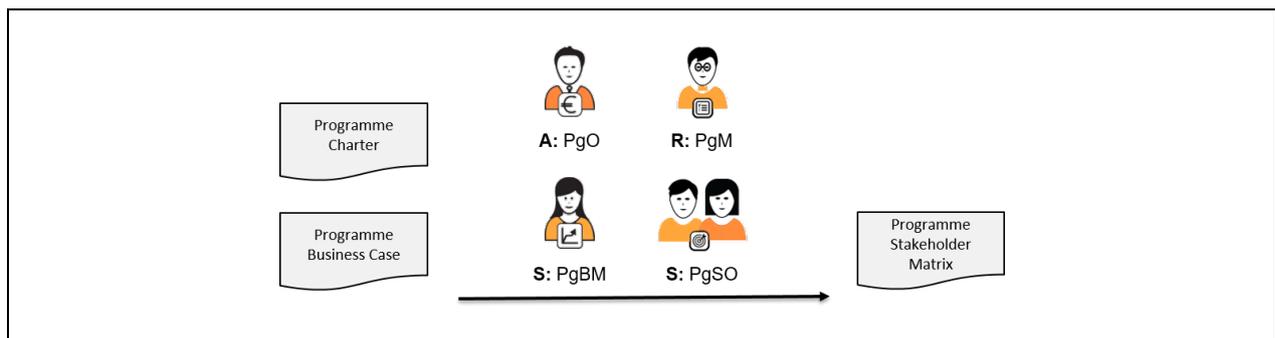


Fig. 6.4: Programme Stakeholder Matrix inputs/outputs and main roles.

- **Output:** Programme Stakeholder Matrix

6.3 Programme Communication Plan

The Programme Communication Plan defines and documents the communication items content, format, frequency, the audience and expected results. It also defines the communication strategy for stakeholders, based on their interests, expectations and influences.

- **Guidelines**
 - Use the separate Programme Communication Plan when the communication activities of the programme require a more elaborated approach than being incorporated in the Programme Handbook.
 - If a Programme Communication Plan is used, ensure that there is no duplication of communication activities described elsewhere.
- **Input:** Programme Stakeholder Matrix
- **Steps**
 1. Determine what information needs to be communicated and the purpose of this information for each identified stakeholder group or individual.
 2. Define all artefacts to collect, analyse and distribute programme information and manage stakeholders' expectations.
 3. Regulate the frequency of the communication items.
 4. Decide on the format and media of the communication to be employed (e.g. reports, presentations, meetings, emails, calls) and adapt accordingly for specific audiences.
 5. Establish who will be responsible for each communication item and describe the expected result.
 6. Share the plan with the key programme stakeholders.
 7. Revisit the plan on a regular basis, either to incorporate new stakeholders or to acknowledge the fluctuating attitude of existing stakeholders.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Communication Plan	I	A	C	S	R	n/a	S

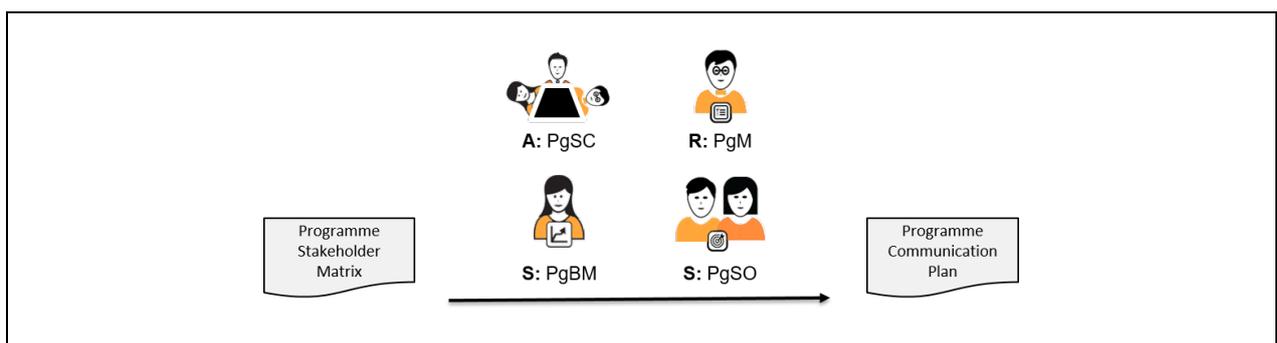


Fig. 6.5: Programme Communication Plan inputs/outputs and main roles.

- **Output:** Programme Communication Plan

6.4 Programme Business Implementation Plan

The Programme Business Implementation Plan is the principle working instrument for the Programme Business Manager (PgBM). It focuses primarily on benefit management and links the programme benefits to the related strategic objectives. Programme benefits delivery can be easily tracked by consulting the detailed benefit definition along with the projected Key Performance Indicators (KPIs). Key performance indicators are an important indication of the success of the programme because they reflect the improvements that have been accomplished.

In summary, the benefits delivery schedule indicates which benefits will be delivered at each stage. This plan should align with the staged approach defined earlier in the Programme Charter.

- **Guidelines**

- While creating this plan, iterate with the Programme Work Plan to assure the schedules are aligned.
- Address any constraints or assumptions that are defined in the Programme Charter.
- Focus on accrual and value of the anticipated benefits based on the project outcomes.

- **Input:** Programme Business Case, Programme Charter, Programme Stakeholder Matrix

- **Steps**

1. Indicate the strategic objectives that the programme needs to achieve. Link the projected benefits to these objectives.
2. Create the benefit definition for each benefit and indicate the intended results.
3. Define the metrics per benefit, together with their baseline and target values.
4. Assign each benefit to a Benefit Owner, who will be responsible to drive the delivery of the benefit. The Programme Stakeholder Matrix can be consulted to determine eligible candidates for the Benefit Owner role.
5. Define the delivery schedule for the benefits. When a benefit is delivered, it should align with the approach and timeline as indicated in the Programme Charter and Work Plan.
6. Define the Key Performance Indicators (KPIs) for the programme. The KPIs determine the metrics to be consulted in order to assess benefit delivery progress.
7. Determine who will manage the metrics and measurement of the benefit. This might be the Benefit Owner, or another delegate in the business organisation.
8. Indicate a schedule to baseline the metrics and the frequency in which to measure the metrics.
9. Create the Benefit Log, which will contain the actual values for each metric as part of the Monitor & Control activities.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Business Implementation Plan	I	A	C	R	S	n/a	S

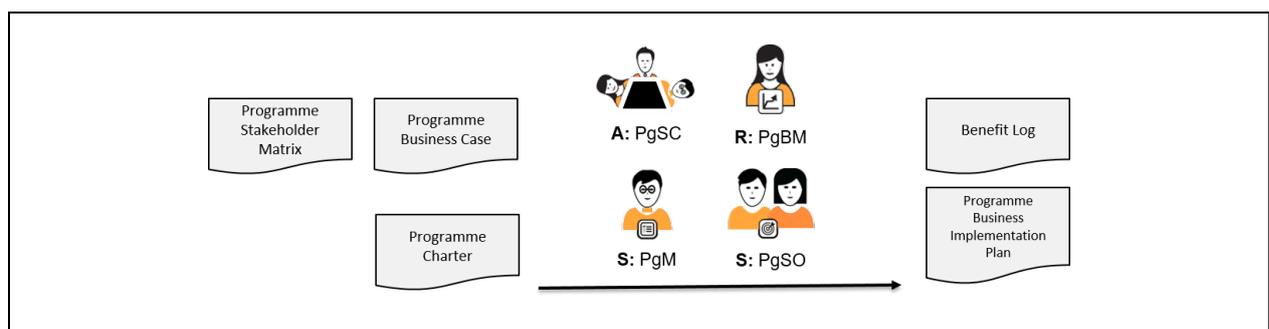


Fig. 6.6: Programme Business Implementation Plan inputs/outputs and main roles.

- **Output:** Programme Business Implementation Plan, Benefit Log

6.5 Programme Work Plan

The Programme Work Plan is one of the most important artefacts for the Programme Manager (PgM), along with the Programme Charter. It defines which outcomes will need to be completed per stage in order to enable the benefit delivery as outlined in the Programme Business Implementation Plan. These outcomes relate to key milestones for the underlying projects that should produce the necessary output according to schedule.

The Programme Work Plan also contains a programme roadmap, which is a further evolution of the high-level roadmap provided in the Programme Charter. It contains a programme level activity timeline, project dependencies and the key milestones of the projects' core outputs.

Lastly, the Programme Work Plan also contains a planned distribution of the programme budget into the different components (programme-level activities, projects).

- **Guidelines**

- Iterate with the Programme Business Implementation Plan to ensure that the schedules are aligned with the Programme Work Plan.
- Allow for the constraints and assumption previously defined in the Programme Charter.
- Consider the outputs of the projects contained within the programme and focus the programme level outcomes accordingly.
- Producing the outputs will be managed on project level later on using the Project Work Plans.
- Consult the specific Project Work Plans that manage and produce project level outputs

- **Input:** Programme Charter, Programme Business Implementation Plan, Project Work Plans

- **Steps**

1. List the required outcomes for each benefit and per stage. This should be associated with the outcomes listed in the Programme Business Implementation Plan.
2. Define the required outputs for each outcome and per stage.
3. Identify activities that are not specific to the projects included in the programme.
4. Create the programme roadmap, containing programme level activities and key milestones of the underlying projects
5. Align these elements with the anticipated outputs related to the milestones
6. Consider project dependencies.
7. Determine and distribute the programme budget into the programme level activities and projects.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Work Plan	I	A	C	S	R	n/a	S

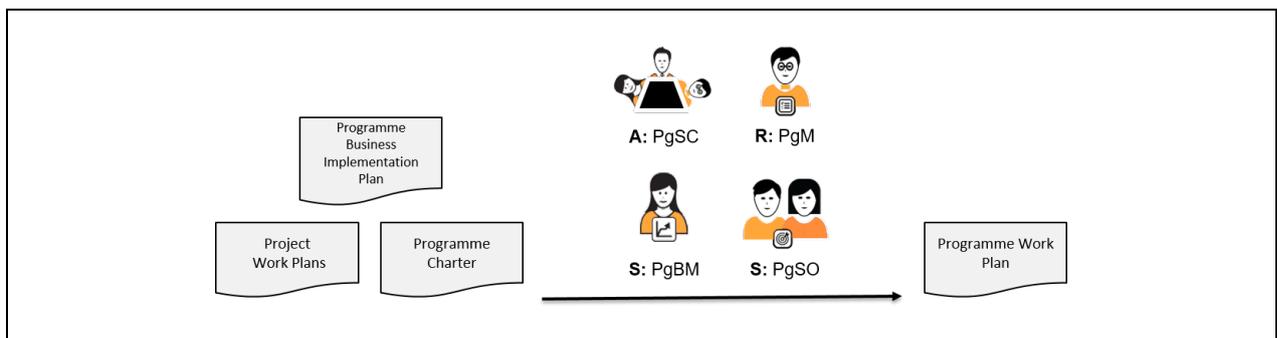


Fig. 6.7: Programme Work Plan inputs/outputs and main roles.

- **Output:** Programme Work Plan

7 Executing Phase

The third phase of a PM² programme is the Executing Phase that addresses the organisation's goals and response to change by the management and coordination of projects and activities. The programme consists of projects that should follow the normal PM² project lifecycle along other related programme-level activities.

This phase is mainly related to the execution of projects contained within the programme until they are closed or removed. The activities included in this phase are primarily focused on the examination and review of project-level artefacts, such as project initiation requests and status reports, in comparison to the programme's desired objectives.

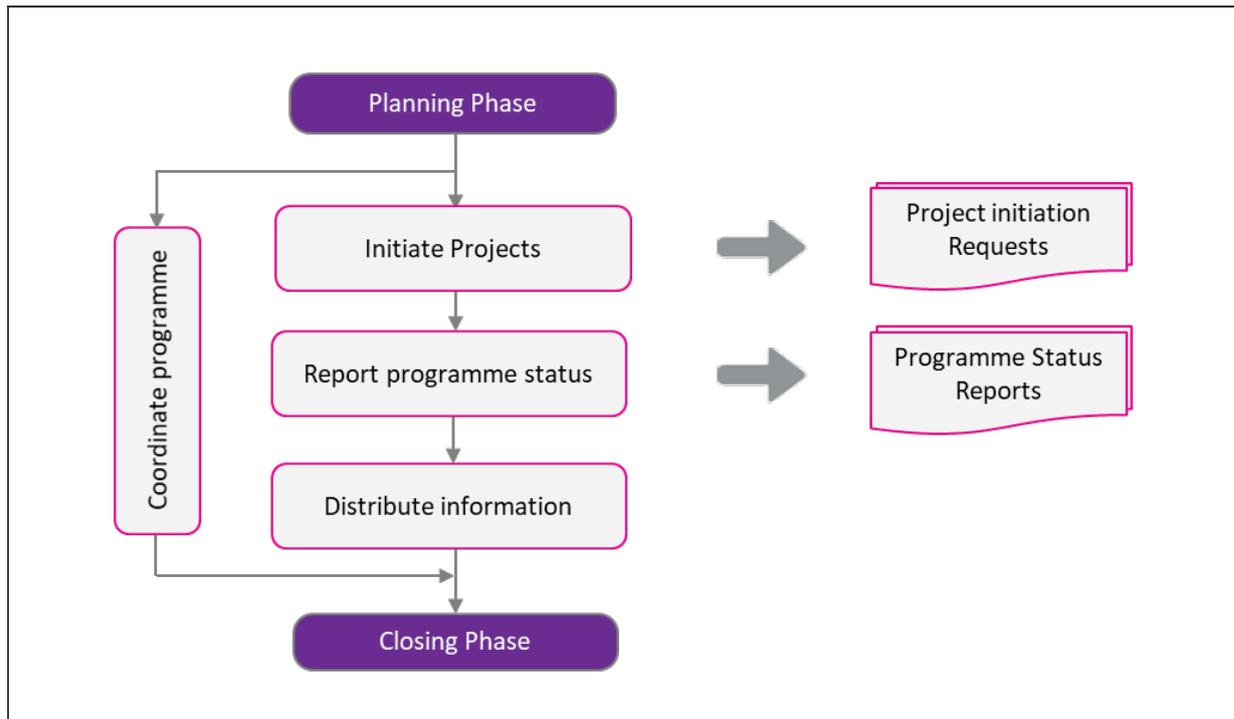


Fig. 7.1: Programme Executing phase activities and main outputs

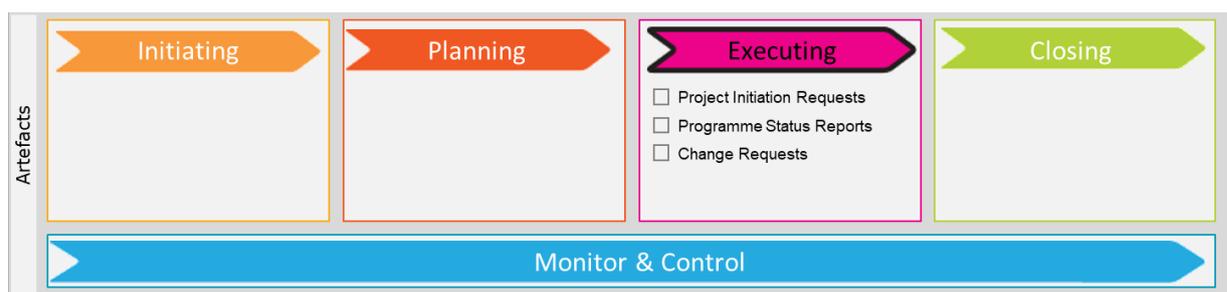


Fig. 7.2: Programme Executing phase artefacts

7.1 Project Initiation Requests

Specific outputs are identified in order to achieve the programme outcomes and benefits during the planning of the programme. The delivery of the overall programme goals mainly consists of a collection of the outputs from the projects that are normally initiated at the programme level.

Therefore, the programme level issues the Project Initiation Request for each of these projects, assuring that there are no gaps or overlaps between the projects. Following the Programme Work Plan, it is normal that projects start at different same time.

- **Guidelines**
 - Ensure each project has the relevant information, such as the listing of viable outputs, in order to be initiated properly within the programme context.
 - Projects will start and end at different times in the programme. Try to avoid gaps or overlaps with the projects and related activities.
- **Input:** Programme Work Plan, Programme Stakeholder Matrix
- **Steps**
 1. Draft the Project Initiation Requests of the projects that need to be started, based on the Programme Work Plan. Approving authority in this specific case is the Programme Steering Committee (PgSC).
 2. Indicate any constraints the project will need to respect, such as aligning to programme milestones, budgets and schedules.
 3. Highlight dependencies with other projects in the programme as risks, issues and decisions.
 4. Identify the candidate Project Owner (PO) and Business Manager (BM) for the project using the Programme Stakeholder Matrix and involve them in the completion of the PIR.
 5. Initiate the other programme level activities not included in the project(s).
 6. Repeat these steps for the other projects that will eventually start at later stages.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Project Initiation Request	I	I	A	S	R	I	S

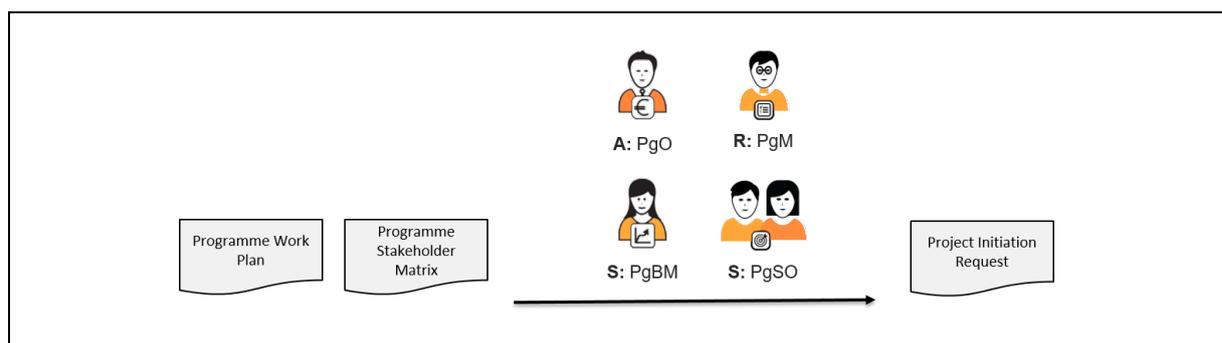


Fig. 7.3: Project Initiation Request main inputs/outputs and main roles.

- **Output:** Project Initiation Requests

7.2 Programme Status Report

The Programme Status Report communicates consolidated information regarding programme performance and health to the appropriate stakeholders. This information should be presented in the appropriate form and level of detail as defined in the Programme Communication Plan.

These status reports are important working document for the Programme Steering Committee (PgSC) in order to take informed decisions regarding the optimisation of the programme.

- **Guidelines**
 - Programme Status Reports are a result of programme monitoring and an important input for programme control and decision-making.
 - They capture historical information and are as such an input to the lessons learned exercise during the Programme Closing Phase.
 - Tailor the Programme Status Reports to the information needs of the stakeholders that are specified in the Programme Communication Plan.
- **Input:** Programme Communication Plan, Programme Work Plan, Programme Business Implementation Plan, Project Reports, Programme Logs
- **Steps**
 1. Create the Programme Status Reports based on the stakeholders needs as defined in the Programme Communication Plan.
 2. Provide a consolidated view on the progress accomplished within a particular timeframe in comparison to the goals specified in the Programme Work Plan.
 3. Consider and consolidate the information collected via the Project Status Reports.
 4. Indicate the progress that has been made in achieving the benefits compared to the Programme Business Implementation Plan and linked to the Key Performance Indicators (KPIs). Use the Benefit Log as an input.
 5. Highlight any risks, issues, changes captured in the related programme logs.
 6. Share the report with the programme stakeholders.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Status Report	I	I	A	S	R	S	S

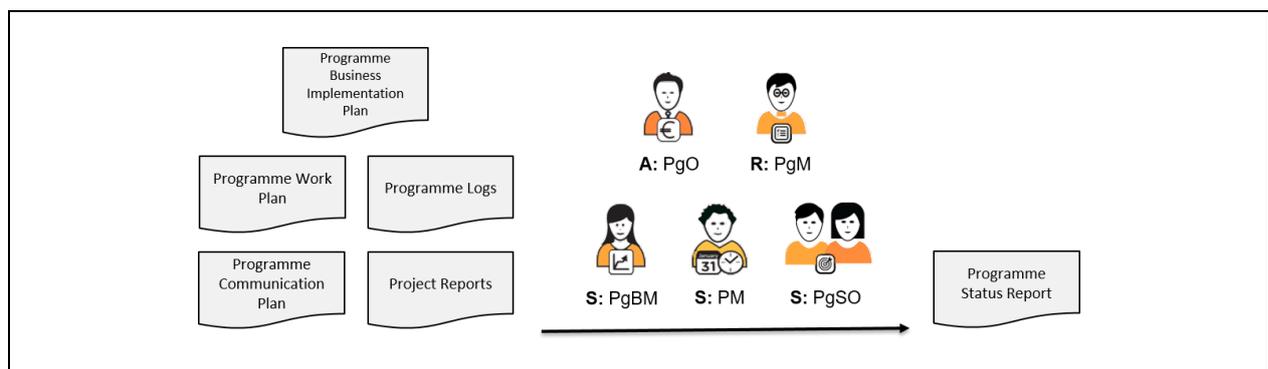


Fig. 7.4: Programme Status Report inputs/outputs and main roles.

- **Output:** Programme Status Report

7.3 Programme coordination

Programme coordination provides the overall leadership to the programme by managing the various activities in a harmonised approach. Coordination includes maintaining open communication with the upper management regarding the projects and related activities as well as employing and applying negotiation and conflict resolution techniques.

- **Guidelines**
 - Provides overall leadership to the programme and direction to the projects and related activities.
 - Is mostly about soft skills, such as addressing conflict and people management and the use of negotiation for the programme resources.
 - Consists of a series of activities and is not an artefact. However, specific and concrete issues can be addressed in the Programme Status Report.
- **Input:** Programme Handbook, Programme Work Plan
- **Steps**
 1. Manage and direct programme-level activities (such as managing project interdependencies, resources and change control processes and stakeholders).
 2. Provide direction to the projects as required for their efficient progress.
 3. Motivate programme participants and manage team dynamics.
 4. Use negotiation, conflict resolution and people management techniques to ensure smooth collaboration amongst the programme participants.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme coordination	I	I	A	S	R	C	S

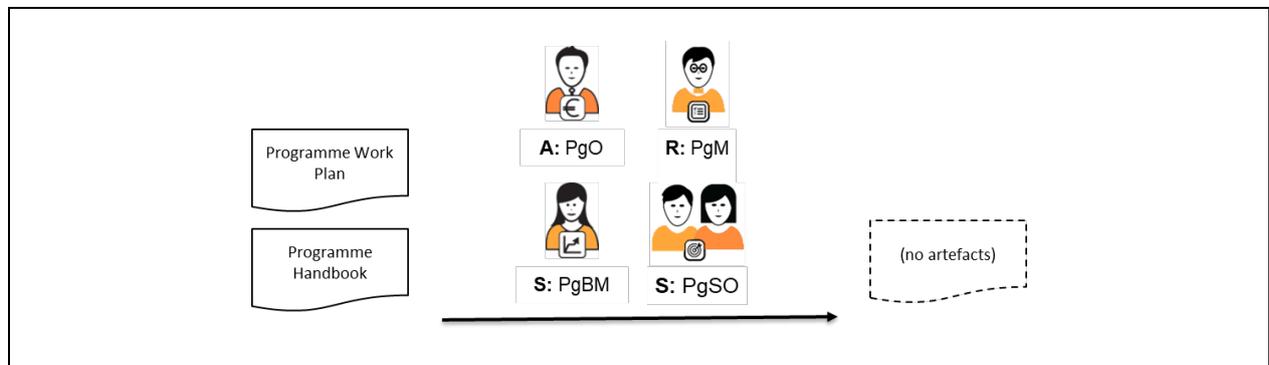


Fig. 7.5: Programme coordination inputs/outputs and main roles.

- **Output:** (no artefact)

8 Closing Phase

The final phase of a PM² programme is the Closing Phase. This phase starts when the benefits have been reached or have been maximised within the agreed timeframe, according to the Programme Charter. The decision to close the programme must be approved by the Program Steering Committee (PgSC) and consists of activities such as capturing the lessons learned and formulating any post-programme recommendations.

It is also important to acknowledge and document the benefits that have been acquired during the programme. Therefore, even after the programme has ended, sustaining the value of these benefits and tracking them for additional delivery should also be a significant consideration.

The last step into the Closing Phase is the administrative closure of the programme, when the programme organisation structure is disbanded. This marks the official end of the programme.

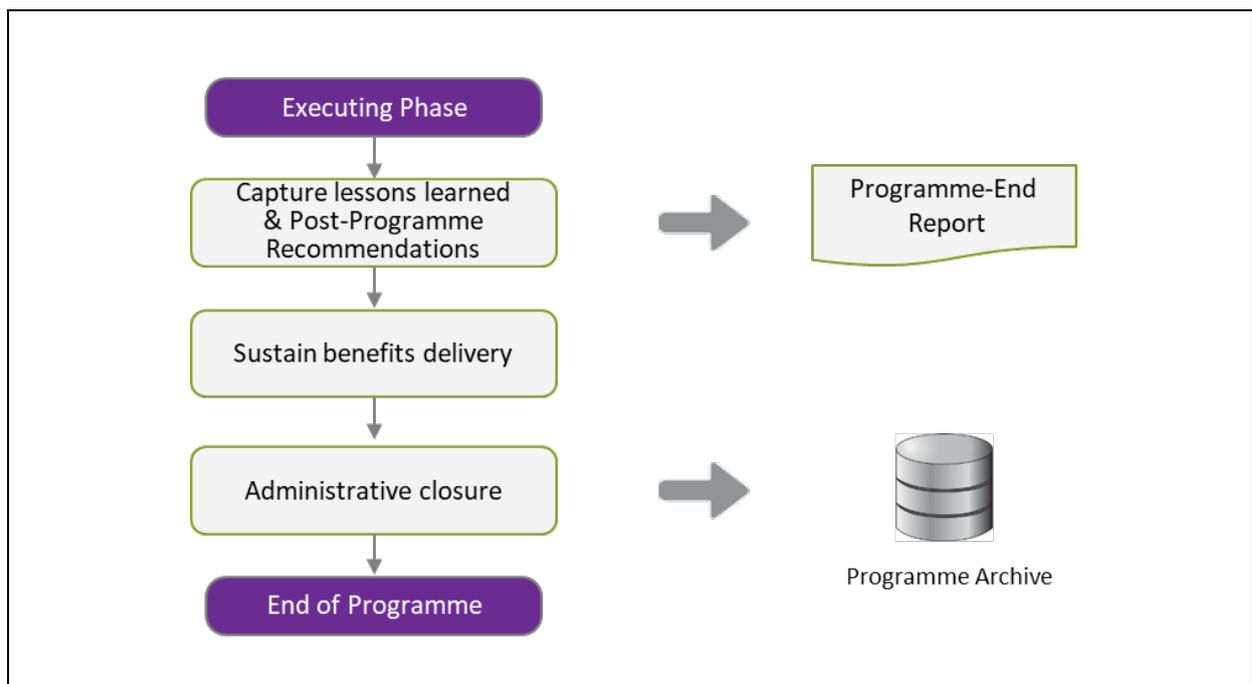


Fig. 8.1: Programme Closing Phase activities and main outputs

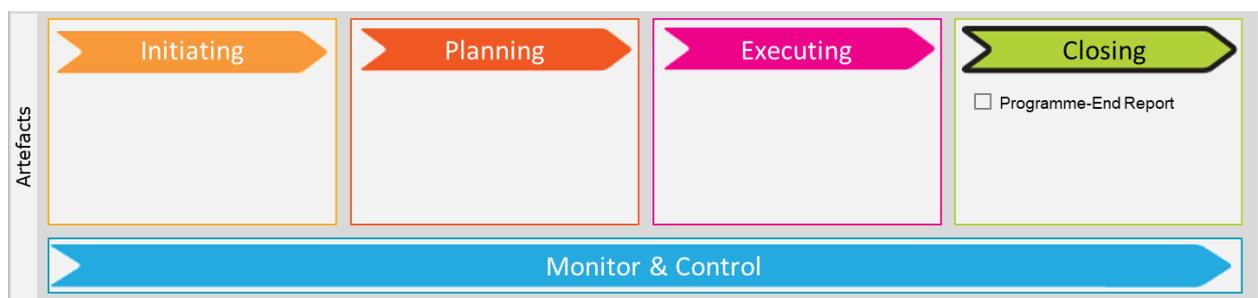


Fig. 8.2: Programme Closing Phase artefacts

8.1 Programme-End Report

The Programme-End report review the performance and outputs of the programme. It is initiated when the Executing Phase is deemed complete.

Because the end-report contains best practices, lessons learned, pitfalls and solution to problems encountered, it can and should be used as a knowledge base for future programmes.

- **Guidelines**
 - Involve key stakeholders to produce an overall, comprehensive assessment of the programme.
 - Engage in open communication with the relevant stakeholders in different programme domains to obtain ideas, opinions and a final review.
 - Consider what would be the important for future programmes to consider
 - This document should be part of a central repository or knowledge base, describing best practices and common pitfalls.

- **Input:** Programme Charter, Programme Work Plan, Programme Business Implementation Plan, Programme Status Reports, Programme Logs, Project-End Reports

- **Steps**
 1. Organise one or more review meetings with the relevant stakeholders to discuss the overall programme experience in their domain.
 2. Present programme statistics as well as the benefits and outcomes accomplished.
 3. Discuss challenges faced during the programme and how they were resolved.
 4. Formulate lessons learned and best practices useful for future programmes.
 5. Discuss any post-programme recommendations.
 6. Produce the Programme-End Report based on the collected input.
 7. Communicate the results to the relevant stakeholders.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme-End Report	I	A	C	S	R	C	S

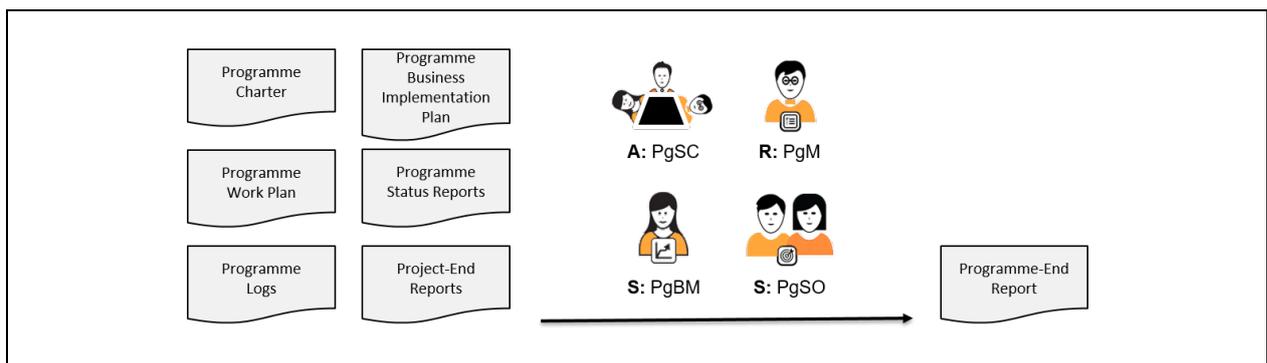


Fig. 8.3: Programme-End Report inputs/outputs and main roles.

- **Output:** Programme-End Report

8.2 Sustain benefit delivery

The benefits that were acquired during the course of the programme should be maintained even after the official closure of the programme.

There is a possibility that the benefits may continue to increase in value even after the programme has ended. Therefore, it is in the organisation's best interest to continue to observe and execute a plan to monitor these benefits.

- **Guidelines**

- Transition the knowledge, resources and lessons learned to an operational entity in order to continue the benefits delivery after the programme closure.
- Incorporate the residual activities to safeguard the benefits in the business operations or optionally structure them in a new project that would start upon programme closure.

- **Input:** Programme Business Implementation Plan, Programme Work Plan, Programme Stakeholder Matrix

- **Steps**

1. Identify the activities that are required to safeguard the benefits delivery after programme closure.
2. Engage with the stakeholders that will address and manage the responsibilities related to these activities (e.g. the existing Benefit Owners).
3. Transfer the required knowledge to these sustaining stakeholders by providing documentation and training.
4. Optionally, initiate a new project that will bundle these activities and responsibilities.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Sustain benefit delivery	I	A	C	R	S	I	S

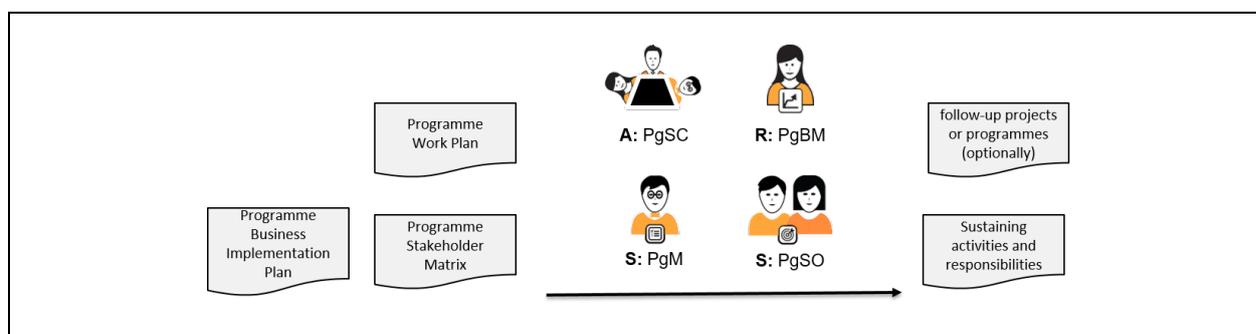


Fig. 8.4: Sustain benefits delivery inputs/outputs and main roles.

Output: Sustaining activities and responsibilities, follow-up projects or programmes (optionally)

8.3 Administrative closure

The Programme Manager (PgM) ensures with the help of the Programme Support Office (PgSO) that the programme documentation and records are up-to-date, organised and securely archived. Once all Closing Phase activities are completed, the programme officially concludes and the programme resources are released.

- **Input:** Programme documentation
- **Steps**
 1. Ensure all programme documents and records are up-to-date, organised and archived.
 2. Verify that all contractual obligations have been fulfilled before closing the programme procurement contracts.
 3. Perform the financial closing so that the programme budget is either determined fully consumed or re-allocated.
 4. Close the access to the programme tools.
 5. Release the programme resources.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Administrative closure	I	C	A	C	R	I	S

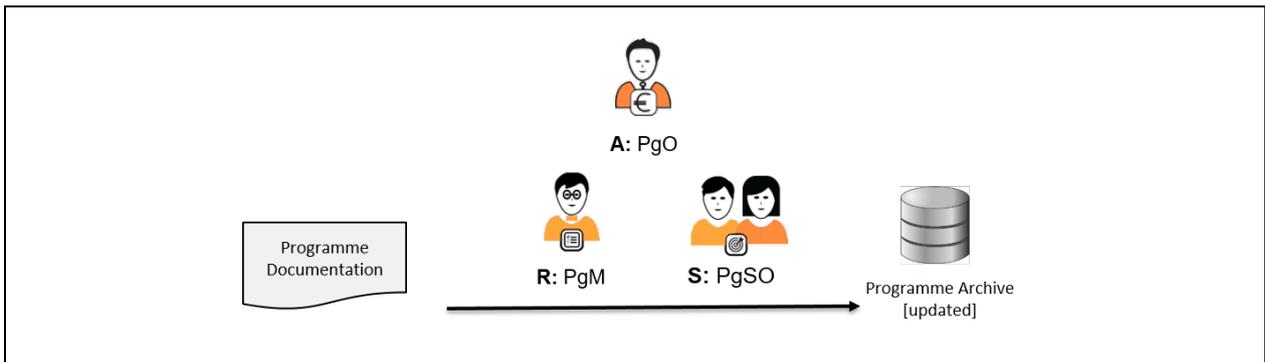


Fig. 8.5: Administrative closure inputs/outputs and main roles.

- **Output:** Programme's Archive [updated]

9 Monitor & Control

Programme monitoring includes the systematic collection and analysis of status information and performance indicators to assess both the projects contained within the programme as well as the programme's overall performance. These criteria are then analysed for deviations in regards to the intended scope, schedule, budget and benefits delivery.

The act of taking specific measures to mitigate the deviances in order to restore the programme is defined as programme control.

The Programme Manager (PgM) is responsible for reviewing deviances in programmes/projects that may impact the intended objectives. Adjustments are then proposed to the Programme Steering Committee (PgSC) to guarantee the strategic alignment of the programme to the organisation's desired goals. The Programme Manager (PgM) ensures that these actions are implemented as described in the following steps and artefacts.

• Guidelines

- **Collect information from current programmes, activities and project components.** The collection of the programmes'/projects' status info, performance indicators and other metrics should be consulted regularly to guarantee that the programme is on-track. This activity refers to consolidated status reports sent by the Project (PM) or Programme Managers (PgM) and can also be supported by a programme dashboard/information system.
- **Provide an accurate view of programme performance.** Review programmes'/projects' data such as achievements, cost and schedule performance, changes, risks, issues and the status of the planned actions. This information should assist the Programme Manager (PgM) to define appropriate recommendations/steps and can be integrated into a programme performance dashboard/information system.
- **Analyse baseline deviations and recommend adjustments.** Scrutinise and understand any programme's/project's variation from the baselines and programme objectives. Benchmarking and analysing past trends may be useful when assessing these deviances.
- **Identify corrective actions.** Verify if programme's/project's deviations require additional measures at the programme level and propose them to the Steering Committee (PgSC). For example, if specific projects are consistently underperforming or if the conditions under which they were started are no longer applicable, they can be brought as candidates for early termination.
- **Communicate decisions taken.** Document and communicate the recommended actions to the Programme Manager (PgM) or Project Manager (PM) using the guidelines and steps as outlined in the Communications Plan.
- **Review programme and project metrics and targets on a regular basis.** To ensure the programme's benefits objectives and metrics remain valid, consistently examine the organisation's goals for changes and adjustments.
- **Evaluate if the level of monitoring is adequate.** Consistently engage with stakeholders and update communication frequency requirements to improve decision-making and programme alignment.

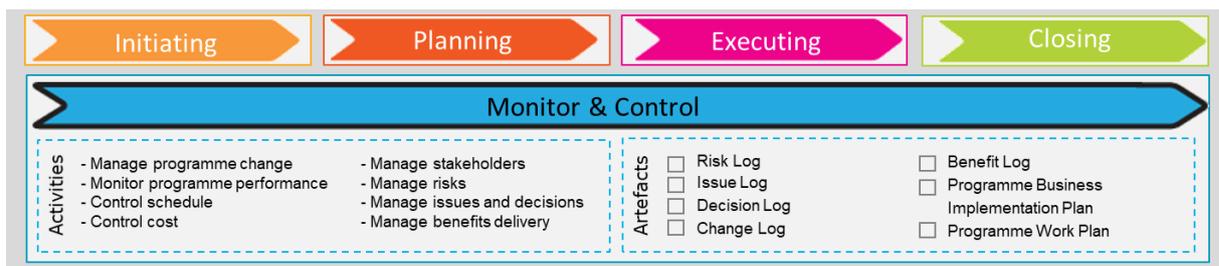


Fig. 9.1: Monitor & Control activities and main artefacts

9.1 Manage programme change

Programme change management considers fluctuations in the external environment. Monitoring activities consists of identifying deviations from the programme planning that may result in significant changes to the programme's foundation – especially in terms of delivery (schedule) and budget (costs).

Therefore, a formal change control procedure is necessary to determine whether corrective actions should be introduced to the programme.

Managing programme change is a vital aspect of the programme management in order to protect the strategic objectives or benefits of the programme and its related composition.

Programme change can be initiated by the overall environment of which the programme is positioned or from specific projects within the programme.

Tolerances should be clarified in which to consider a change a major or minor deviation. This allows for validation and acceptance from the appropriate governance body. Additionally, note that reshuffling the resources from one project to another is not considered as a programme composition change as it does not affect the boundaries of the programme.

Guidelines

- **Scan for changes in the programme/project s environment.** The Programme Manager (PgM) should be aware of variations in the organisation's environment that can impact the programme's performance and objectives as a whole, or for one or more of its components.
 - **Identify escalated programme/project changes.** Evaluate the impact of escalated programme changes to the other components, such as the projects. Consider project and activity dependencies in terms has implications towards the resource pool, overall deliverables, costs and schedule.
 - **Recommend changes and coordinate actions implementation** Recommend remediation actions to avoid or reduce the impact of the change. Discuss and agree on the required steps with the relevant stakeholders and request approval for the allocation of funds and resources.
 - **Use the Programme Change Log.** Use a Change Log to serve as a single reference point for all changes within the programme.
 - **Involve an “action owner”.** When documenting the change, the person who has been assigned to the action item should provide details to execute the recommended steps and impacts to the deliverables, cost, timescale and resources.
 - **Inform management of the programme changes.** Provide a clear understanding of the impact of the changes on the programmes/projects' overall objectives, characteristics and metrics to the Programme Steering Committee (PgSC) and other appropriate governing bodies.
 - **Monitor the implementation of the change.** Supervise the performance of the recommended remediation actions and report on the status. Verify on a predefined frequency if these actions are bringing the anticipated results.
- **Input:** Programme Charter, Programme Work Plan
 - **Steps**
 1. Describe tolerance thresholds for acceptable change in the Programme Handbook.
 2. Establish a framework for the process. A template may be used and should include:
 - Change details (who identified it, when, why)
 - Delivery impact of the change (i.e. schedule)
 - Cost of the change
 - Consequences if the change would not be implemented
 - Revised programme work plan
 - Required approval date

- Discuss the changes and related impacts regularly (at the Programme Steering Committee (PgSC))

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Manage programme change	I	A	I	S	R	I	S

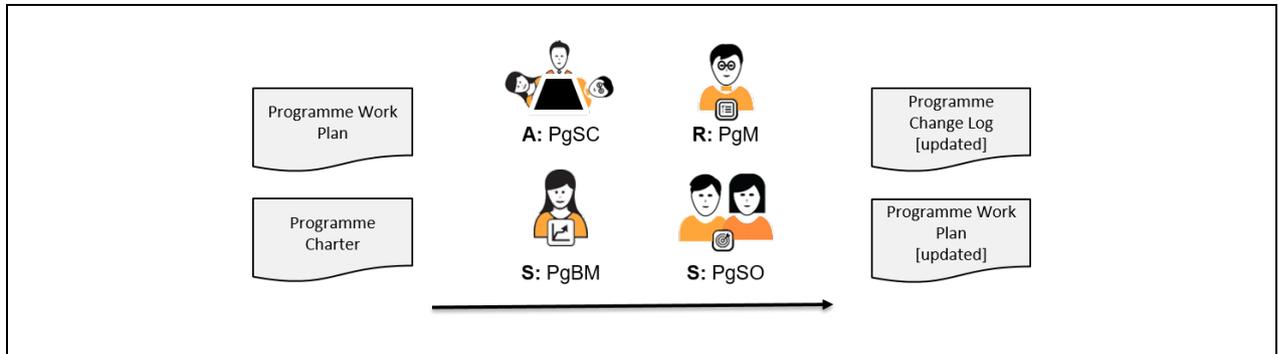


Fig. 9.2: Manage programme change inputs/outputs and main roles.

- Output:** Programme Change Log [updated], Programme Work Plan [updated]

9.2 Monitor programme performance

Monitoring and managing the performance of a program is an essential element of program management. The programme work plan establishes the intended goals for programme performance and should be used as the primary input to this activity. This activity is observational and does not consist of the control and corrective actions that are defined in the following steps.

However, to maintain the alignment of the programme and project activities with the business benefits, the Business Implementation Plan should also be consulted. Elements such as the measurement of benefits delivery are identified in this plan, although the tracking of benefits itself is a separate activity (see par. 9.8 9.8Manage benefits delivery)

- **Guidelines**

- Revisit the Programme Work Plan for particular metrics, such as overall programme delivery deadlines, and milestones. Items such as specific project deployments and SLAs (Service Level Agreements) for the handling and velocity of service tickets also should be considered.
- Identify and monitor the dependencies amongst the project contained within the programme. In particular, highlight the relationships that act as providers and inputs from specific projects into other consumer activities.
- Examine non-project programme level activities such as contract and service management. IT elements such as the programme architecture and specific technical requirements for high priority projects should be considered.
- Lastly, review the programme progress for deviations and define corrective and consequently preventive actions.

- **Input:** Programme Charter, Programme Business Implementation Plan, Programme Work Plan, Project Status Reports

- **Steps**

1. Analyse the individual project status reports and compare this information to the milestones and delivery deadlines of the Programme Work Plan. Note any deviations.
2. Determine the status of the programme-level activities (not contained within its projects) and compare it to the Programme Work Plan. Note any deviations.
3. Verify if the Programme Business Implementation Plan is still aligned.
4. Consider and discuss corrective and/or preventive actions for schedule and costs deviations.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Monitor programme performance	I	A	I	S	R	I	S

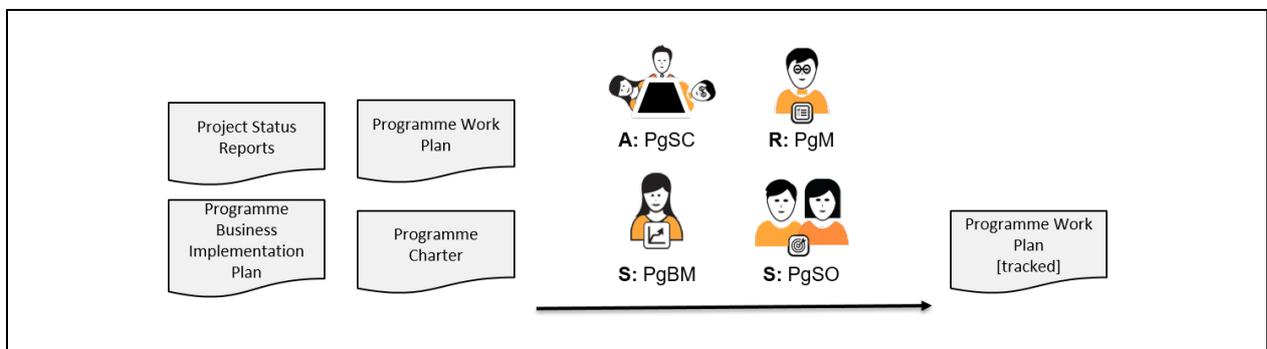


Fig. 9.3: Monitor programme performance inputs/outputs and main roles.

- **Output:** Programme Work Plan [tracked]

9.3 Control schedule

Controlling the schedule is an activity that traces the deviances identified in the programme monitoring step and identifies corrective actions. The actions are then presented to a decision-making body such as the Programme Steering Committee (PgSC) for validation and allow the Programme Manager (PgM) to implement them accordingly. The objective is to continuously identify and implement preventive actions that enable the programme to become more time-efficient.

Even as programme activities are performed in advance, on-time or with delays, the schedule must be adjusted accordingly.

- **Guidelines**
 - Access the programme work plan and establish the schedule baselines and time-boxed forecasts.
 - Confirm the explicit tolerance levels assigned and specific to programme and project schedules.
 - A formal change control process should be instituted as programme schedule changes impact the performing organisation.
 - In particular, any changes for the start/end dates for the project contained within the programme are compared to the programme’s baselined schedule.
 - Identify and evaluate the impact of these changes upon the schedule and adjust accordingly.
 - Because the programme consists of a series of projects and activities, the schedule has more flexibility for re-arranging the various components with less actual schedule slippage.

- **Input:** Programme Charter, Programme Work Plan

- **Steps**
 1. Revisit the Programme Work Plan regularly, where the initial schedule has been established and baseline it.
 2. Establish a schedule forecast with acceptable tolerance levels.
 3. Monitor this schedule against the activities performed to isolate the deviations outside of the accepted tolerance levels.
 4. Depending on the deviations in accordance with the accepted thresholds, invoke the change management process and/or adjust the schedule.
 5. Understand the risks identified and forecast the programme and project targets accordingly.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Control schedule	I	A	I	S	R	S	S

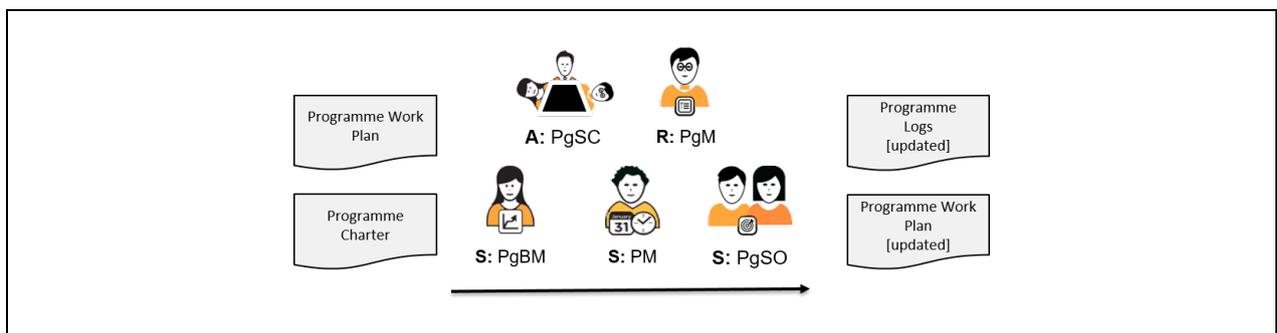


Fig. 9.4: Control schedule inputs/outputs and main roles.

- **Output:** Programme Work Plan [updated], Programme Logs [updated]

9.4 Control cost

Controlling costs is an activity that traces the deviances identified in the programme monitoring step and identifies corrective actions. The actions are then presented to a decision-making body (such as the PgSC) for validation and allow the PgM to implement them accordingly. The objective is to continuously identify preventive actions that allow the programme to become more cost-efficient.

- **Guidelines**
 - The Programme Charter establishes the overall programme budget envelope. Each project has a budget coupled with the cost of the programme activities. Consult these artefacts to create cost baseline and budget tolerances.
 - Because the programme has a fixed amount (the budget envelope), wide ranges for cost flexibility are discouraged.
 - Be aware that fast-tracking projects or activities is not necessarily budget-neutral.
 - Identify cost deviations at the project level and the impact on the overall programme budget.

- **Input:** Programme Charter, Programme Work Plan

- **Steps**
 1. Reference the Programme Charter where the initial budget is established.
 2. Establish cost controls to fully understand fixed, variable costs in comparison to direct and indirect expenses.
 3. Record the initial cost estimates as a baseline and establish cost metrics for specific programme aspects, such as the delivery of benefits.
 4. Establish budget forecasts with acceptable tolerance levels and compare the actuals against these forecasts. Revisit regularly and update accordingly.
 5. Perform regular cost /benefits analysis (either delivered or expected) according to the budget envelope cycle and anticipated forecasts.
 6. Depending on the deviations in accordance with the accepted thresholds, invoke the change management process.
 7. Understand the risks identified and forecast the programme and project targets accordingly.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Control cost	I	A	I	S	R	S	S

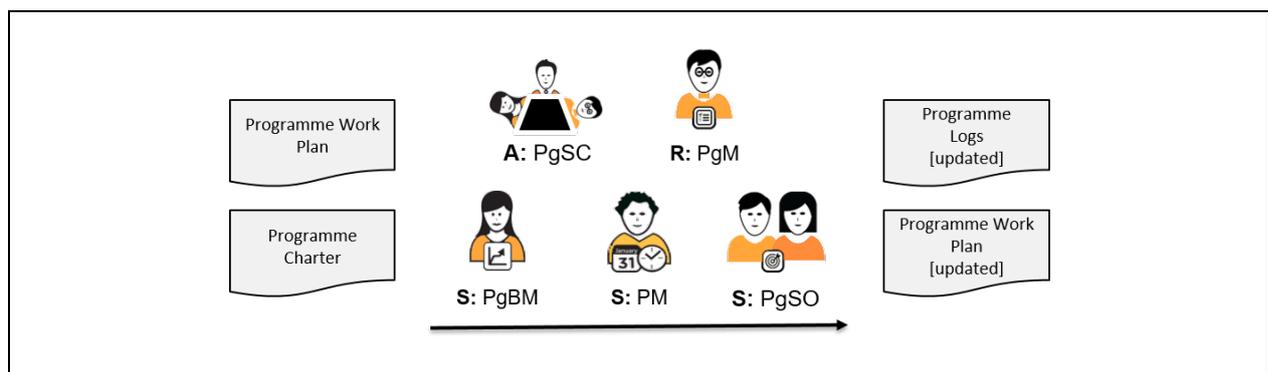


Fig. 9.5: Control cost inputs/outputs and main roles.

- **Output:** Programme Work Plan [updated], Programme Logs [updated]

9.5 Manage stakeholders

Managing programme stakeholders is a critical monitoring and controlling activity that helps to legitimise and promote the programme to both internal and external stakeholders. After identifying and classifying the various stakeholders in the stakeholder matrix exercise, it is necessary to recognise their requirements and communicate accordingly in order to assure them that the programme is accomplishing the intended benefits.

General programme Stakeholder Management and Communication identifies and analyses the programme stakeholders and manages their expectations aligning them to the programme outcomes. The stakeholder matrix records the list of stakeholders and their influence on the programme. The management of the stakeholders and consequent communication activities and outreach is then addressed in the programme monitoring and controlling activities.

The responsibility for this activity belongs to the Programme Manager (PgM). However, the Programme Steering Committee (PgSC) members, specifically the Programme Business Managers (PgBM), should be actively involved to manage the stakeholders.

- **Guidelines**

- Ensure that the stakeholder matrix is revisited and revised on a consistent basis. A programme will often have a longer life than a project, so a one-time exercise is not enough.
- In order to maximise stakeholder involvement and contribution, devise appropriate communication and management strategies using the communication plan and other relevant artefacts.
- Continually monitor how stakeholders are reacting or changing their attitudes. Re-strategise and adjust communication and management activities accordingly.
- Encourage the philosophy of active two-way communication. Stakeholders also must remain engaged to be able to influence the direction of the programme and its intended benefits.
- Assure that any planned stakeholder management activities are time-bound and focused.
- Make allowances that the contribution/involvement of the various stakeholders may be different depending on the programme schedule and their individual interests.

- **Input:** Programme Stakeholder Matrix, Programme Communication Plan, Programme Handbook, Programme Business Implementation Plan

- **Steps**

1. Identify stakeholders groups (from the stakeholder matrix) and transmit the appropriate information accordingly to each target group at the appropriate time in the programme according to the Business Implementation Plan.
2. Analyse the expectations, attitudes, level of interest and influence of the key stakeholders using the Programme Stakeholder Matrix.
3. Distinguish between the different types of communication activities. There are regular meetings (such as the Programme Steering Committee meeting), reports for the programme management, the examination of status reports and logs) and the consequent communication activities.
4. Define all reports and meeting minutes to collect, analyse and distribute programme information
5. Manage stakeholders' expectations, by individually defining the suitable frequency and the format of communication for each stakeholder group or individual.
6. Align the Programme Communication Plan with stakeholder management group and individual needs.
7. Update the stakeholder matrix frequently according to the changes in stakeholder attitudes or programme direction.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Manage stakeholders	I	A	I	S	R	I	S

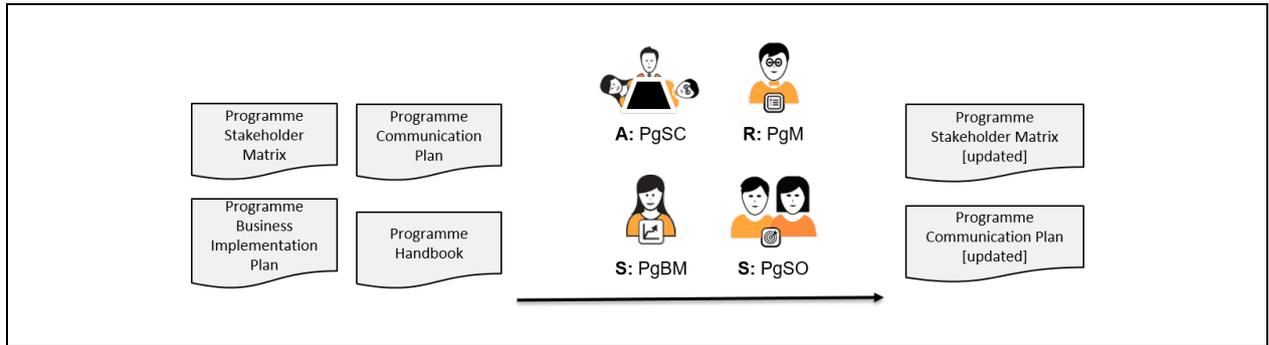


Fig. 9.6: Manage stakeholders inputs/outputs and main roles.

- **Output:** Programme Stakeholder Matrix [updated], Programme Communication Plan [updated]

9.6 Manage risks

Risk management is a systematic and ongoing process for identifying, assessing and managing risks so that they conform to the organisation’s accepted risk attitude. Risk management improves the programme team’s confidence by proactively addressing any potential event that might have a positive or negative impact on programme objectives.

Risks at the programme level are macro-level as opposed to micro-level of the project. Emerging from either external forces that are specific to the programme itself or from within the projects and activities contained within, risk management must consider the impact on the organisational environment.

Risks in Programme Management also differs from Project Management because the risks are often broader and accumulated over the breadth of the various projects contained within the programme.

However, the focus of risks handling should be on the management of benefits as opposed to project output and deliverables.

- **Input:** Programme Charter, Programme Work Plan, Programme Risk Log, Project Status Reports
- **Steps**
 1. Identify risks: The purpose of this step is to identify and document the risks that can have impact on the programme’s objectives. Note that new risks may arise at any point during the programme and should be added to the Risk Log for further analysis/action.
 2. Carry out a risk assessment: The purpose of this step is to assess the likelihood of each risk and the severity of its impact on programme objectives. This assessment is necessary before any risk response can be planned. Medium to high level risks are dealt with at a higher priority level.
 3. Develop a risk-response strategy: The purpose of this step is to choose the best possible strategy to meet an identified risk and to plan actions necessary to implement this strategy.
 4. Control risk-response activities: The purpose of this step is to monitor and control the implementation of risk-response activities and to revise/update the Risk Log based on a regular reassessment.
 5. Record: Update the Programme Work Plan with clear risk-response tasks whenever deemed necessary.
 6. Report: Regularly inform the Programme Steering Committee (PgSC) about risk-related activities.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Manage risks	I	A	C	S	R	I	S

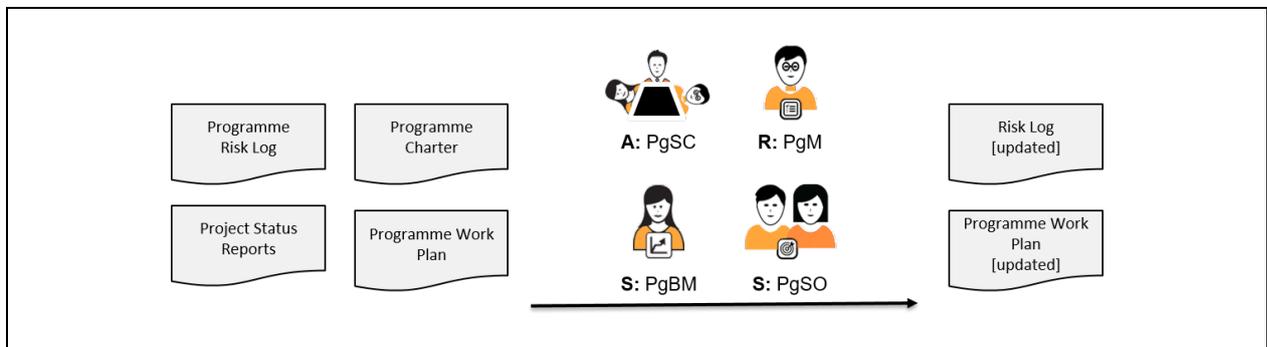


Fig. 9.7: Manage risk inputs/outputs and main roles.

- **Output:** Risk Log [updated], Programme Work Plan [updated]

9.7 Manage issues and decisions

Managing issues naturally follow risk management for both programme and project management as a critical activity of monitoring and controlling the programme. However, issues can manifest without being previously identified as a risk.

Issues are identified, evaluated and assigned for resolution as per the Issue Management process documented in the Programme Handbook. An Issue Log can also be used to manage these concerns. Relevant stakeholders can be informed regarding significant issue resolution that impacts the programme significantly.

The proper management of decisions within the programme is also an important aspect in tracking conclusions reached by the Programme Steering Committee (PgSC), Programme Owner (PgO) or the Programme Manager (PgM).

A Decision Log may be used to document all relevant decisions. Note that issues and decisions are often linked to the resolution of other log items (e.g. risks, changes).

Similar to programme risk management, issue and decision management differs from project management because the issues are often wider and accumulated over the breadth of the various projects contained within the programme. Additionally, the focus of issue handling should be on the management of benefits as opposed to project output and deliverables

- **Input:** Programme Charter, Programme Handbook
- **Steps (managing issues):**
 1. Ensure that issue management activities are carried out as per the Issues Management Process.
 2. Identify issues and add them to the Issue Log.
 3. Escalate the largest/highest-impact issues to the Programme Steering Committee (PgSC) or follow the defined escalation procedure and thresholds.
 4. If the size or number of issues/actions is significant, update the Programme Work Plan with major issue management activities.
 5. Monitor and control the resolution of issues.
 6. Update the Issue Log regularly with new issues as they arise. Close resolved issues.
 7. Regularly report on issue status to programme stakeholders (as per the Programme Communication Plan).
- **Steps (managing decisions):**
 1. Document decisions taken during the programme (particularly during the Executing Phase).
 2. Link decisions to the resolution of other log items (e.g. risks, issues and changes).
 3. The Programme Manager (PgM) regularly reports on the status of decisions to programme stakeholders.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Manage issues and decisions	I	A	C	S	R	I	S

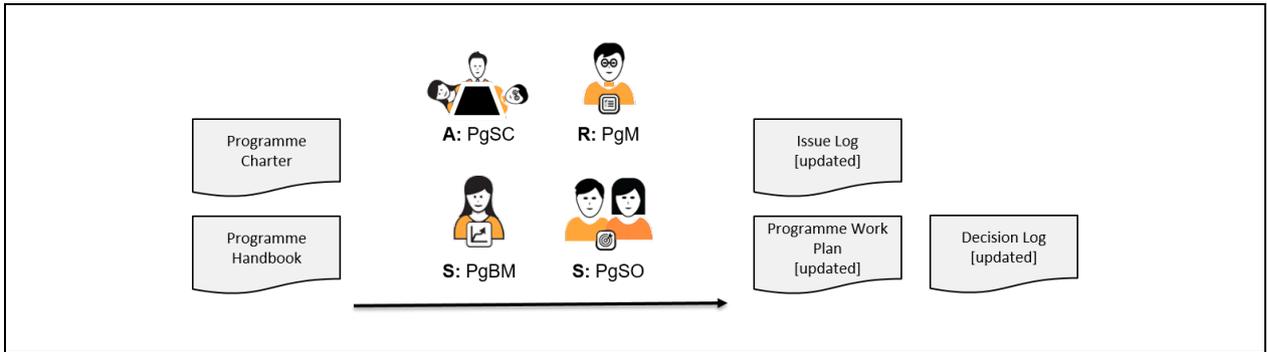


Fig. 9.8: Manage issues and decisions inputs/outputs and main roles.

Output: Issue Log [updated], Decision Log [updated], Programme Work Plan [updated]

9.8 Manage benefits delivery

While projects are more concerned with producing outputs and implementing them in a specific business context, the programme focuses on delivering overall projected benefits that affect the performing organisation. The accumulation and delivery of benefits have a broad impact on the implementing organisation and is the primary responsibility of the Programme Business Manager (PgBM).

The Programme Business Implementation Plan details the planning and delivery for achieving maximal programme benefits. Benefits have been identified, planned and now must be tracked, reviewed and evaluated on a regular basis.

As the overall success of the programme is determined by the efficient delivery of its benefits, the management of this benefit delivery is a critical activity within the programme.

- **Guidelines**

- The Programme Business Implementation Plan and the Programme Work Plan need to remain consistent to generate the necessary outcomes in order to obtain the related benefits.
- As the programme progresses, the cost to deliver the benefits need to be considered against the value of these benefits, since it can render the business case obsolete.
- Programmes have a fixed duration to acquire specific benefits. However, once the programme has been closed, the benefits may continue to accumulate. Therefore, “benefit owners” may be assigned to continue to monitor the benefits and impacts to the organisation both during and after the programme.

- **Input:** Programme Business Implementation Plan, Benefit Log, Programme Status Reports

- **Steps**

1. Liaise with the benefit owners to confirm the current value of the benefits. Collect the metrics defined to measure each benefit and register the actuals in the Benefit Log.
2. Verify if the required outcomes are in place according to the schedule to enable the delivery of a particular benefit. Identify any deviations.
3. Take corrective/preventive measures to maintain the benefit delivery schedule on track. Update the Programme Business Implementation Plan if necessary.
4. Collaborate with the Programme Manager (PgM) to keep the Programme Work Plan and the Programme Business Implementation Plan aligned.

RAM (RASCI)	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Manage benefits delivery	I	A	C	R	S	I	S

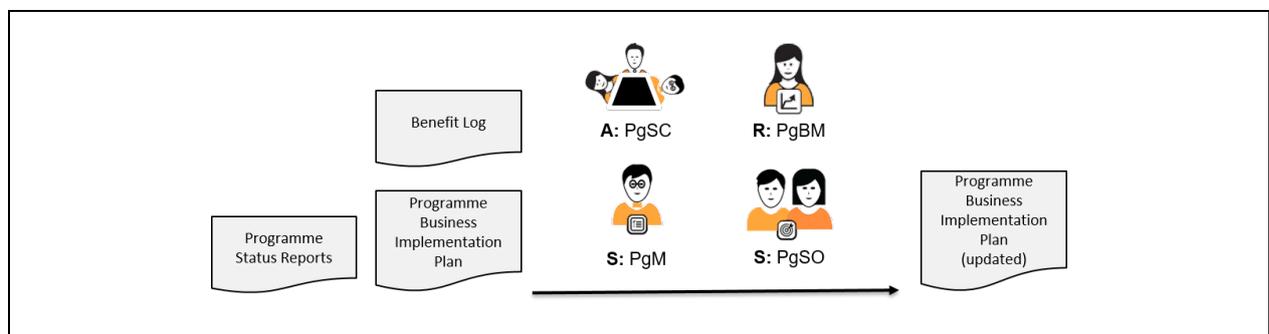


Fig. 9.9: Manage benefits inputs/outputs and main roles.

- **Output:** Programme Business Implementation Plan [updated]

10 Considerations for emergent programmes

In an emergent programme, current and ongoing projects are assembled within a new programme structure retroactively. The advantage of bundling these related projects and other activities in a programme is to achieve strategic objectives and benefits that could not be obtained if they were managed individually.

Synergies will be identified between the projects and brought to the programme level, while duplicated work and gaps can be avoided. The Program Manager is tasked to create cohesion between the different projects to bring together an overview of multiple schedules, budgets and manage interdependencies accordingly.

Although these projects share some common goals and benefits, they have been initiated separately. As a consequence, each project may be in a different phase of the project lifecycle at the point where they enter the programme.

All these aspects can have an impact on the programme and on the projects. The methodology on both sides will need to be tailored to guarantee a smooth collaboration. The results of this tailoring should be reflected in the related management plans and the handbooks on programme and project level.

10.1 Influence on the programme

- **Lifecycle**

Contrary to what one might expect, the lifecycle of an emergent programme is identical to a top-down programme. The reason is obvious: all programmes need a certain degree of initiation and planning to prepare for the execution, even if its projects are already ongoing.

In this case, the Initiating & Planning Phases might be accelerated, because many of the relevant aspects have already been considered and analysed in the running projects. Consequently, existing project documentation, such as Business Cases, Project Charters and Project Logs, can be used as additional input for programme initiating and planning activities.

- **Governance**

During the definition of the governance roles and responsibilities for an emergent programme, the existing project governance structures should be taken into consideration. When there are overlaps in the existing Project Steering Committees (PSC) roles, consider integrating some of these roles in the Programme Steering Committee (PgSC) in order to be more efficient and to avoid duplicated efforts or misalignment on management level. This also reduces the need to continue organising separate Project Steering Committee (PSC) meetings.

- **Processes & Artefacts**

It is highly recommended to regroup comparable project activities on the programme level. Scan the Project Work Plans, Business Implementation Plans and any other relevant management plan (e.g. Communications Management Plans) to identify possible synergies that could be transferred to the programme level.

On the programme level, this will result in a number of programme-level activities, which need to be altered to the corresponding programme plans. As a consequence, the related project artefacts need to be updated accordingly, so that the new reality is reflected everywhere.

For the regrouped projects that are already in progress, Project Initiation Requests do not need to be generated. This activity is only necessary for new projects that are initiated and added to the programme at a later stage.

10.2 Influence on the projects

- **Lifecycle**

The project lifecycle of ongoing projects that are being grouped in a programme should not change significantly. All projects should remain in their current phase of the project management lifecycle, even though some activities of past phases might be revisited to account for the new context.

- **Governance**

As a result of the possible integration of some Project Steering Committee (PSC) roles in the Programme Steering Committee (PgSC), the governance structure on project level needs to be adapted accordingly. Under these circumstances, it might not be needed to maintain separate Project Steering Committee (PSC) meetings, unless the project is significant in its own context.

These changes in project-level governance roles and responsibilities should be reflected in the Project Charter and Project Handbook, which is managed by the Project Manager (PM).

- **Processes & Artefacts**

In general, the PM² methodologies and approach to project management must be adjusted to the programme context. Elements such as project planning, reporting, and escalation thresholds for risks, issues, project changes are highly impacted by this adaptation. Projects contained within the programme might also be subject to additional constraints imposed by the programme.

On the positive side, the project can now benefit from the support of the Programme Support Office (PgSO) in terms of contract and resource management, outsourcing, reporting, etc. In agreement with the Programme Manager (PgM), the Project Manager (PM) should update the Project Handbook accordingly.

Additionally, a re-planning exercise is most likely required to accommodate the scope changes, caused by the fact that synergies between the projects have been found and that gaps or duplicated work have been addressed by the programme. The project schedule might also be influenced due to the alignment to the programme milestones or the optimised resource distribution between the projects. The Project Manager (PM) should incorporate any planning impact on the Project Work Plan.

Last but not least, the Project Stakeholder Matrix and Communications Management Plan should take into account the programme context.

Appendix A - Contributions and Acknowledgements

The following individuals served as leaders for the creation of PM²-PgM, and were contributors of text, concepts and expert knowledge:

KIPS Bert
MODI Nina

In addition, the following individuals served as project team members and provided recommendations on drafts, performed reviews and assisted in finalising the PM²-PgM Guide:

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Appendix B - Glossary

Accountable Role (RASCI table)	The accountable role on the RASCI table refers to the person/group/entity that is ultimately answerable for the correct and full completion of the deliverable or task. They delegate the work and approve key milestones and deliverables. There is only one accountable person/group/entity per activity/task.
Benefit	A benefit is a positive effect resulting from a programme (i.e. seen as positive by one or more stakeholders). Benefits should be measurable. The term 'Impact' is also used to describe a benefit in EU funded projects.
Benefit Log	The Benefit Log is a register that contains all data concerning a specific benefit, reflecting the initial value as well as its further evolution. It is used to manage the benefit delivery as part of the Monitor & Control activities.
Benefit Owner	The business person that drives the delivery of a benefit.
Change Log	The Change Log is a register of project changes used for recording, assessing, monitoring, controlling and tracking change requests and respective decisions.
Change Request Form	A Change Request Form is a formal appeal to amend an aspect of the agreed baseline of a programme (e.g., scope, costs or timeframe characteristics). A change request can also be identified and raised during meetings as a result of decisions, issues or risks, and should be documented in the Change Log.
Consulted Role (RASCI table)	The consulted role on the RASCI table refers to the person/group/entity that provides input for an activity as a contributor, an expert, a reviewer, or other.
Decision Log	The Decision Log contains a summary of programme decisions taken. It brings visibility to decisions and tracks responsibility for how and by whom they are taken, when decisions are implemented, as well as to whom they should be communicated.
Emergent programme	An emergent programme is a programme that groups several ongoing projects (contrary to a <i>top-down</i> programme).
Informed Role (RASCI table)	The informed role in the RASCI table is the person/group/entity that is regularly informed (kept up-to-date) of the status or outputs of activities. This role involves only one-way communication.
Issue Log	The Issue Log is a register used to capture and maintain information on all issues that are being formally managed. The Programme Manager (PgM) monitors the Issue Log on a regular basis.
Key Performance Indicator (KPI)	A performance indicator is a measurable value that demonstrates how effectively an organisation is achieving its objectives. The programme key performance indicators are the essential indicators of progress towards the delivery of the programme benefits. Therefore, they are an important indication of the success of the programme. KPI-based management includes measuring the baseline value, defining a target value, and tracking progress against that target value.
Programme	A programme is a set of related projects and activities managed in a coordinated way to achieve strategic objectives and benefits that could not be obtained if they were managed individually. The projects within a programme all contribute to the common programme goals and are interdependent. Next to projects, a programme often includes elements of related work (programme-level activities) outside the scope of its projects.
Programme Business Case	A programme business case is a document that captures contextual information on the programme's strategic alignment, cost and benefits. It allows the decision-makers to assess the programme's viability.
Programme Business Manager (PgBM)	The Programme Business Manager (PgBM) is a programme role that represents the Programme Owner (PgO) on a daily basis within the programme and collaborates closely with the Programme Manager (PgM). The Programme Business Manager (PgBM) focuses on the achievement of the

	intended benefits.
Programme Business Implementation Plan	The Programme Business Implementation Plan relates the programme benefits to the strategic objectives and focuses on benefit management. It defines each benefit in detail and indicates when each benefit will be delivered, in line with the staged approach outlined in the Programme Charter. It is the most important working instrument for the Programme Business Manager (PgBM).
Programme Charter	The Programme Charter is a required document that outlines the mandate of the programme. It summarises the objectives to be achieved and provides insight in the outcomes that are required to enable the delivery of the intended benefits in a programme roadmap. It also defines the programme's budget and governance structure.
Programme Communication Plan	The Programme Communication Plan describes the communication needs and expectations for the programme. It identifies a communication strategy for each stakeholder, based on their interests in, and influence on the programme.
Programme-End Report	The Programme-End Report summarises the programme experience, performance, lessons learned, successful programme practices and pitfalls. It is created in the Closing Phase by the Programme Manager (PgM).
Programme Handbook	The Project Handbook establishes the high-level approach and way-of-working in the programme. It is one of the first artefacts created in the Planning Phase and it identifies the programme standards, roles & responsibilities, approach and the artefacts to be used.
Programme Initiation Request	The Programme Initiation Request is the starting point for a new programme. It frames the programme context, vision and high-level goals.
Programme management	Programme management is the process of applying knowledge, skills and actions to a programme to achieve the programme's objectives and benefits. Programme management functions as an important enabler for both good project management and strategy implementation.
Programme Manager (PgM)	The Programme Manager (PgM) is a programme role who assures the day-to-day management of a programme, working in close collaboration with the Programme Business Manager (PgBM), and reporting to the Programme Owner (PgO).
Programme Owner (PgO)	The Programme Owner (PgO) is a programme role who is accountable for the success of the programme, ensuring that it meets its objectives and realizes the expected benefits. The Programme Owner (PgO) provides leadership to the programme and assumes total accountability for delivery. This role requires seniority and authority.
Programme Stakeholder Matrix	The Programme Stakeholder Matrix lists the key stakeholders of the programme. It is the basis for the stakeholder management and communication activities to assure that stakeholders expectations are anticipated and managed. A stakeholder is any individual, group or organisation that can affect, be affected by, or perceive itself to be affected by the programme.
Programme Status Report	A Programme Status Report is a frequent report (e.g. every 1-2 months) that provides a condensed summary of the programme status and is sent to the Programme Steering Committee (PSC). The frequency and format of this report is defined in the Programme Communication Plan.
Programme Steering Committee (PgSC)	The Programme Steering Committee (PgSC) is a programme body with the prime purpose of driving the programme forward and deliver the outcomes and benefits. The Programme Owner (PgO), Programme Business Manager (PgBM) and Programme Manager (PgM) are the mandatory members of the Programme Steering Committee (PgSC).
Programme Support Office (PgSO)	The Programme Support Office (PgSO) is a team that provides administrative support and assistance to both programmes and its projects. It has an advisory role on the use of methodology, procedures, tools and functions as the custodian of the programme's archive.

Programme Work Plan	The Programme Work Plan defines which outcomes will need to be established per stage in order to enable the delivery of the benefits as outlined in the Programme Business Implementation Plan. It contains a programme roadmap and a planned distribution of the programme budget over the different components (programme-level activities, projects).
Project Initiation Request	The Project Initiation Request documents the starting point for a new project within the programme context. It gives a high-level overview of the current situation, desired outcomes and the risks, constraints and assumptions associated with the implementation of a solution.
RASCI	The acronym RASCI (pronounced <i>rasky</i>) stands for: Responsible, Accountable, Supports, Consulted and Informed. It is also known as the Responsibility Assignment Matrix (RAM).
Responsible Role (RASCI table)	The responsible role on the RASCI table is the person/group/entity that has to perform the tasks or ensure that they are done. Others can support this role (or do part of the work) or be consulted (review or approve the work), but there is only one responsible person/group/entity.
Risk Log	A Risk Log is the central repository for all risks identified by the programme. It includes information for each risk such as its likelihood, impact, level, risk-response strategies and risk owner. The Programme Manager (PgM) monitors the Issue Log on a regular basis.
Stage	A stage is an intermediate step of the organisation in terms of people, processes and systems towards the final to-be state, determined by the programme vision. This intermediate step already allows for the delivery of several benefits.
Supports Role (RASCI table)	The supports role on the RASCI table refers to the person/group/entity that works with the responsible person and carries out part of the activity. Unlike the consulted role, the supports role helps to complete the activity.
Top-down programme	A programme where the projects are initiated by the programme-level (contrary to an <i>emergent</i> programme).

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Appendix C - Additional Resources

C.1 PM²-PgM Artefacts & Activities Summary Table

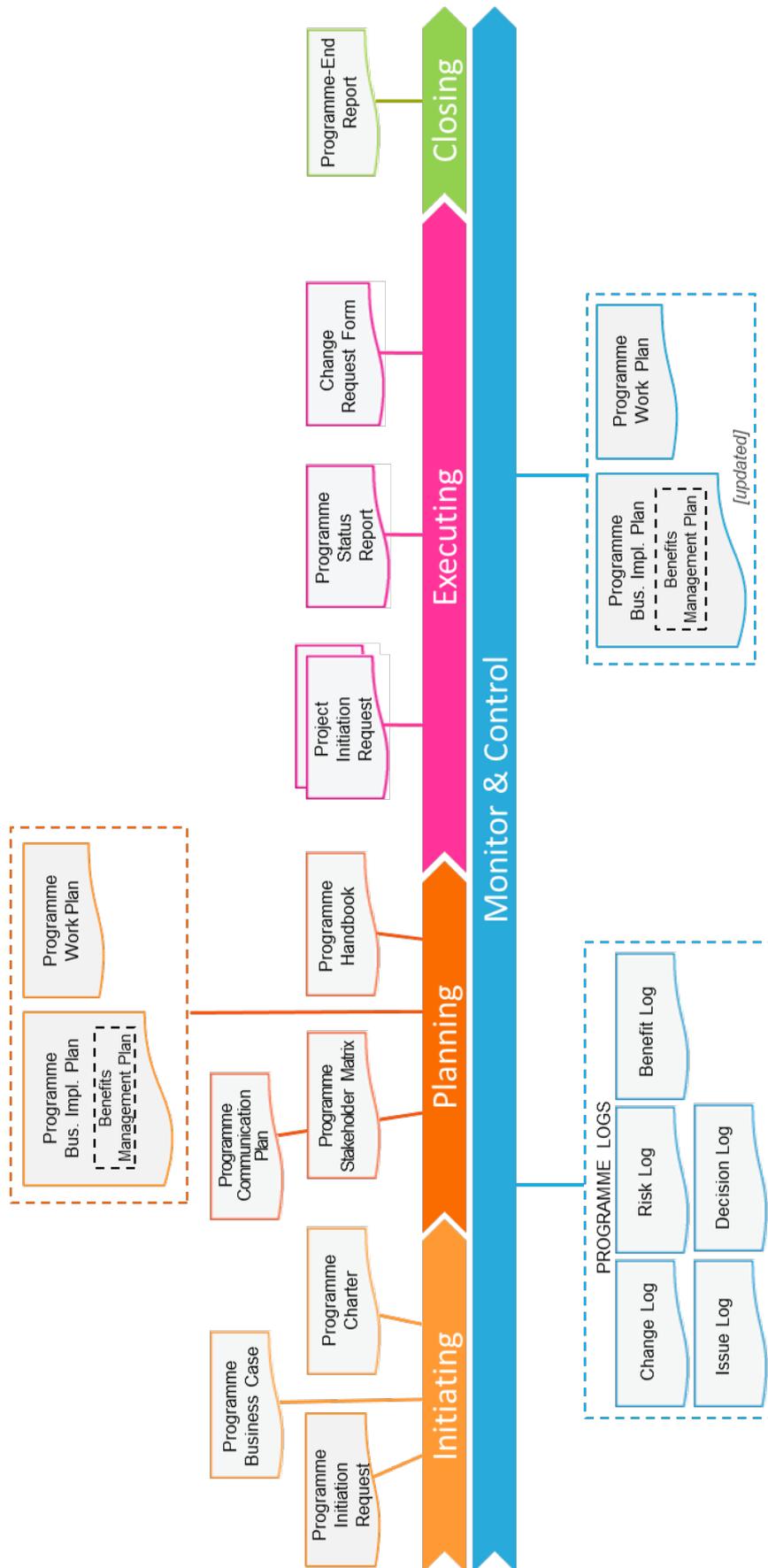
Responsibility Assignment Matrix (RASCI) - Responsible, Accountable, Supports, Consulted, Informed

Initiating	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Initiation Request	I	n/a	A/S	R	n/a	n/a	n/a
Programme Business Case	I	(C)	A	R	(S)	n/a	n/a
Programme Charter	I	A	C	S	R	n/a	n/a
Planning	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme Handbook	I	A	C	S	R	n/a	S
Programme Stakeholder Matrix	I	I	A	S	R	n/a	S
Programme Communication Plan	I	A	C	S	R	n/a	S
Programme Business Implementation Plan	I	A	C	R	S	n/a	S
Programme Work Plan	I	A	C	S	R	n/a	S
Executing	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Project Initiation Request	I	I	A	S	R	I	S
Programme Status Report	I	I	A	S	R	S	S
Programme coordination	I	I	A	S	R	C	S
Monitor & Control	AG	PgSC	PgO	PgBM	PgM	PM	PgSO
Manage programme change	I	A	I	S	R	I	S
Monitor programme performance	I	A	I	S	R	I	S
Control schedule	I	A	I	S	R	S	S
Control cost	I	A	I	S	R	S	S
Manage stakeholders	I	A	I	S	R	I	S
Manage risks	I	A	C	S	R	I	S
Manage issues & decisions	I	A	C	S	R	I	S
Manage benefits delivery	I	A	C	R	S	I	S
Closing	AGB	PgSC	PgO	PgBM	PgM	PM	PgSO
Programme-End Report	I	A	C	S	R	C	S
Sustain benefits delivery	I	A	C	R	S	I	S
Administrative closure	I	C	A	C	R	I	S

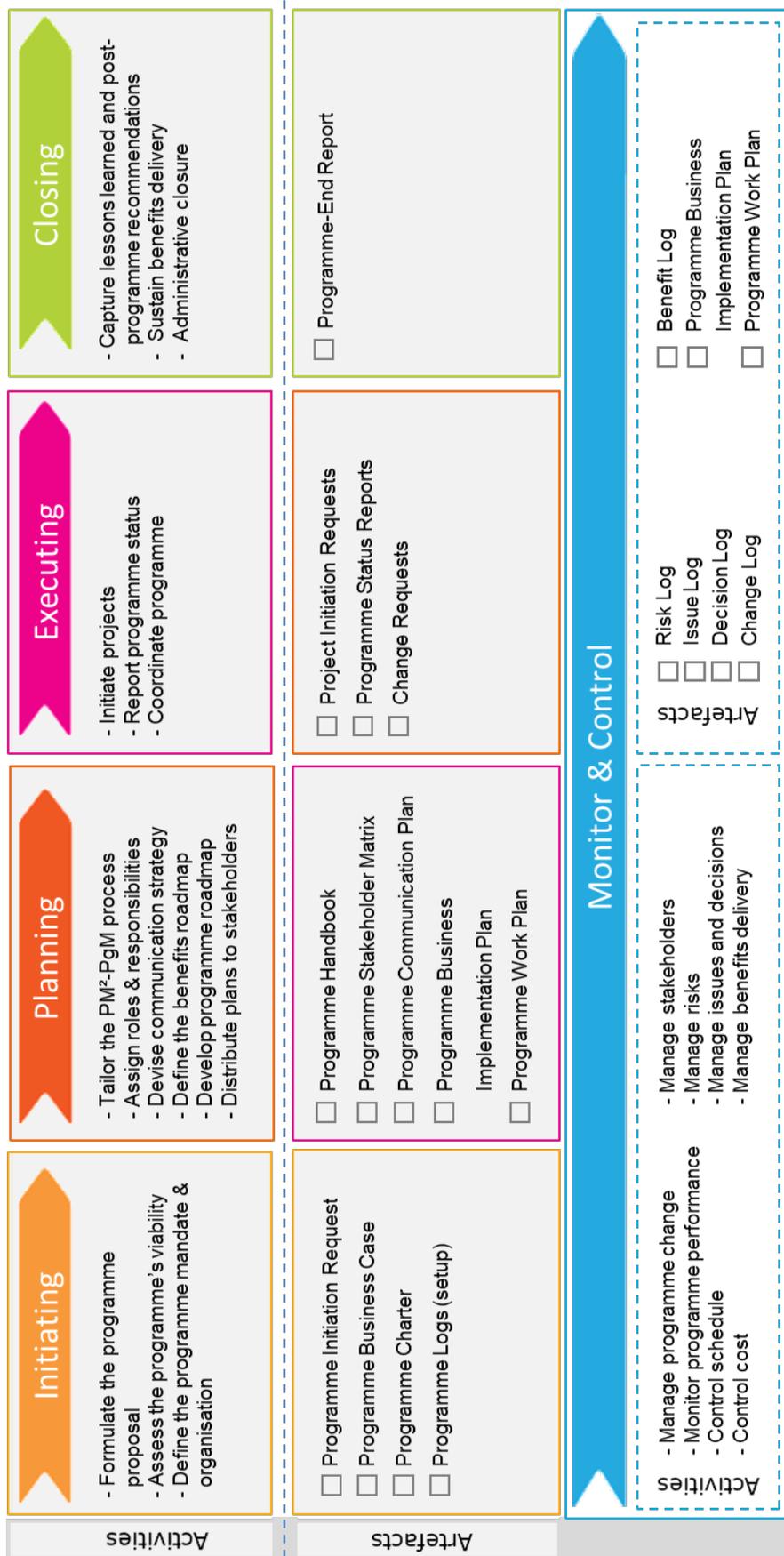
PgSC Programme Steering Committee
PgO Programme Owner
PgBM Programme Business Manager

PgM Programme Manager
PM Project Manager
PgSO Programme Support Office

C.2 PM²-PgM Artefacts landscape



C.3 Overview of PM²-PgM Activities & Artefacts





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