

Program Management

The Challenge

Programs fall outside the normal experience, structure and responsibilities of the organization

For most programs the cost of failure (including lengthy delays) is unacceptably high

Major securities industry programs are often linked to regulatory compliance issues

Program management activities fall into the cracks between existing organizations; unless a distinct PMO team is formed, they tend to be viewed as no one's primary responsibility

Our Approach

Quick starts using our proven, structured approach that includes pre-defined procedures, formats and tools

Our experienced program managers have the skills needed to pull together diverse execution teams

Elements of a Program

A program is a coordinated set of concurrent projects which together aim to achieve a collective benefit for the overall organization

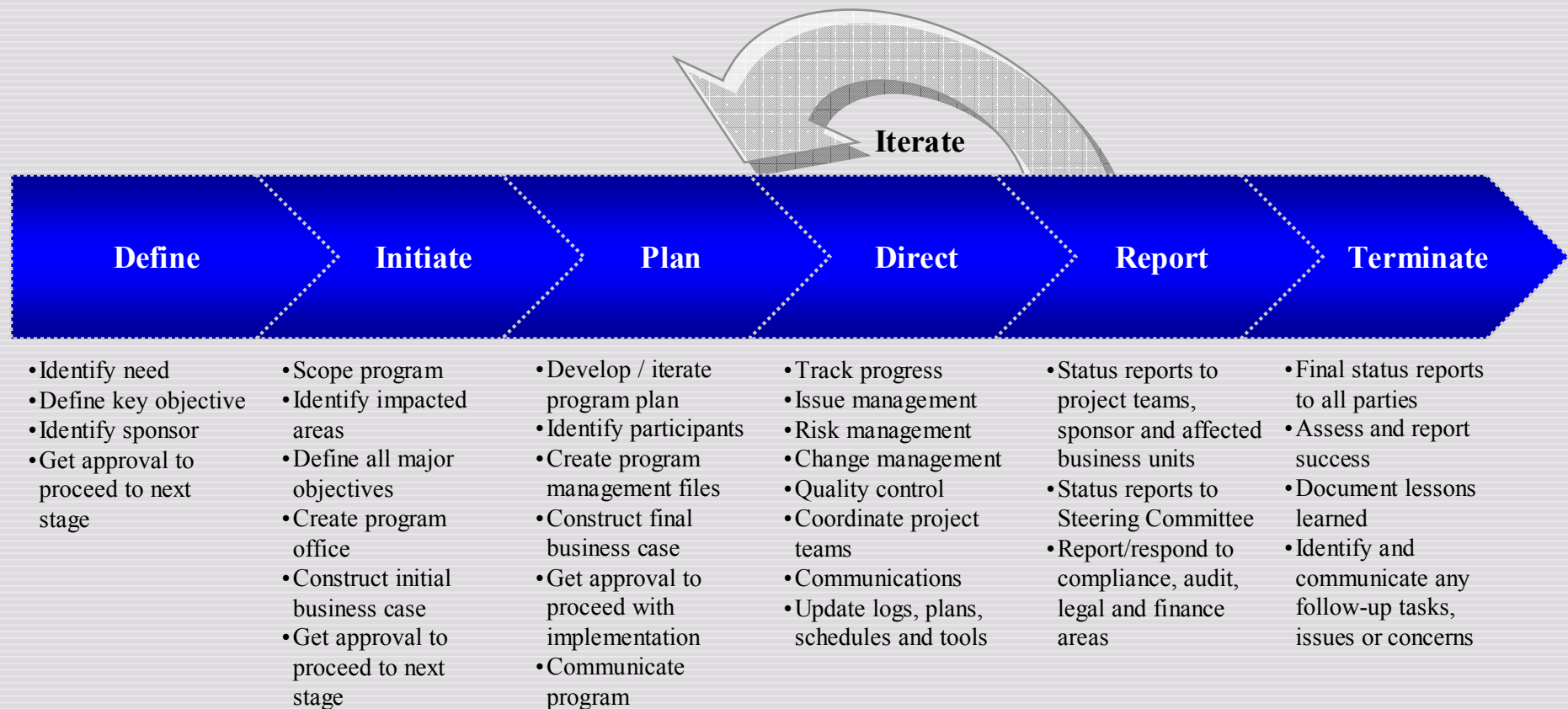
Program Components



Program Management Life Cycle

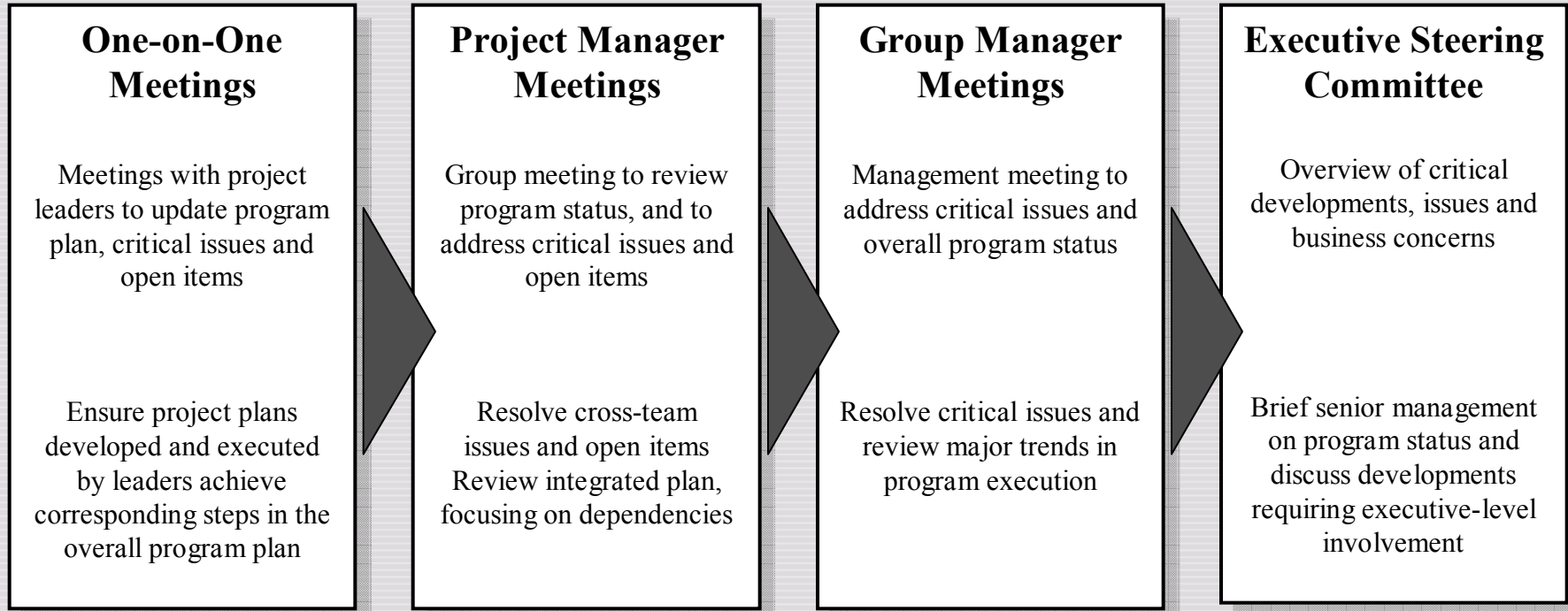
Program management focuses on planning, tracking and communication; unlike project management, there is no execution responsibility

Key Program Phases and Activities

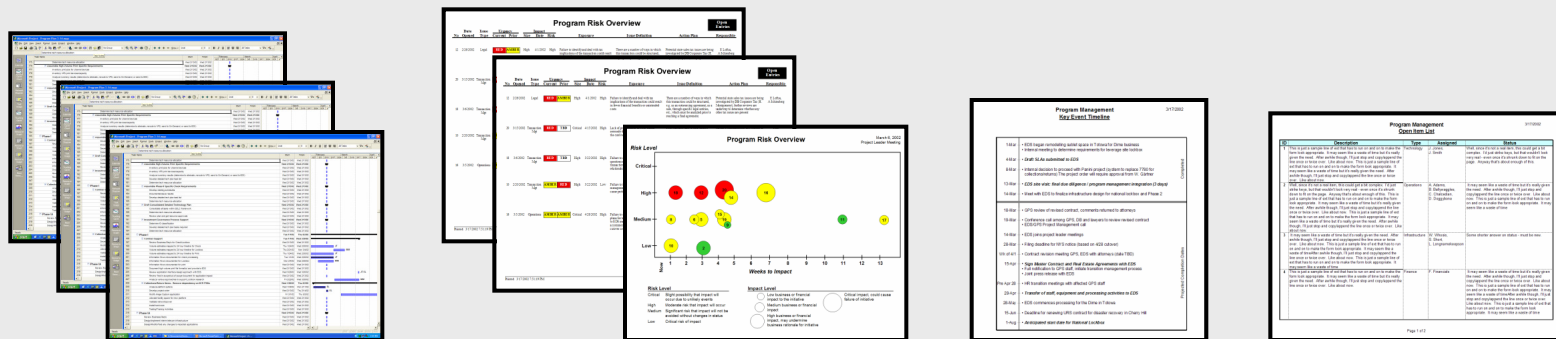


Because the objective is to coordinate multiple projects, program management focuses on planning, tracking and communications; unlike a project, there is limited responsibility for execution

Ongoing PMO Functions



Program Management Documents



Project Plan

Program Risk Overview

Timeline

Open Items List

Key Lessons Learned

Discipline, experience and a broad familiarity with the business environment are critical skills in the Project Management Office

Recommendations

- ▶ A strong, widely communicated commitment from management is essential; organizations generally succeed when they believe they must
- ▶ Roles and responsibilities must be clearly defined for, and accepted by, all key participants
- ▶ In particular, ensure there is a clear understanding of the role, authority and limits of the program office
- ▶ The formality of defined procedures, common tools, a shared vocabulary and a regular schedule are critical to success
- ▶ Enforce the required procedures, reports, meetings and calls but do not create unnecessary overhead
- ▶ Clearly define and then focus on the critical objectives of the program; avoid scope creep
- ▶ The PMO must own the reporting process with full discretion to be accurate in its evaluations of status, risk and issues (neither optimistic nor alarmist)