

Project Management Institute

***The Standard for
Program Management***

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Foreword

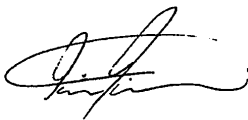
On behalf of the Project Management Institute (PMI®) Board of Directors, I am pleased to present *The Standard for Program Management*.

Project management is one of those terms with multiple meanings. For a long time it was associated only with projects, but some twenty years ago that began to change, and today it is understood to include portfolio management and program management as well.

Today the *PMBOK® Guide* continues to be the *de facto* global standard for the project management of single projects, as well as an American National Standard. *The Standard for Program Management* describes a documented set of processes that represent generally recognized good practices in the discipline of program management. This significant new standard will do for programs and those working on programs what the *PMBOK® Guide* has done for projects.

I would like to sincerely thank the globally diverse project team that worked so diligently to bring this standard to fruition. The team, which consisted of a group of 416 PMI volunteers representing 36 countries, was led by project manager David W. Ross, PMP, and assisted by deputy project manager Paul E. Shaltry, PMP. Dedicated and competent volunteers have always been the backbone of PMI's success, and this publication is yet another example.

I trust that each of you will find this latest standard from PMI beneficial to yourself as well as to your organization.



Iain Fraser, Fellow PMINZ, PMP
2006 Chair—PMI Board of Directors

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Preface

The Standard for Program Management will provide program managers the same wealth of information that is available to project managers in “The Standard for Project Management” in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. The target audience for this standard includes: senior executives, portfolio managers, program managers, project managers and their team members, members of a project or program management office, managers of program managers and project managers, customers and other stakeholders, educators, consultants, trainers and researchers. The standard builds on work postulated in the *Organizational Project Management Maturity Model (OPM3®)*.

The processes documented within this standard are generally recognized good practices and the necessary steps to successfully manage a program, and includes practices and skills such as:

- Benefits management, stakeholder management, program governance, and how these three themes are indispensable to successful program management.
- How program management can be used in organizational planning to ensure that all programs and projects are aligned with organizational objectives, efficiently coordinate work effort, and provide for the best use of resources within the programs.

Introduced to provide program managers with a resource to help them achieve organizational goals, *The Standard for Program Management* aims to provide a detailed understanding of program management and promote efficient and effective communication and coordination among various groups. With its ability to help assess the variety of factors linking projects under one program and provide the best allotment of resources between those projects, this standard is an invaluable tool for program and project managers alike.

The Standard for Program Management is organized as follows:

Chapter 1—Introduction: Provides guidelines for managing programs within an organization. It defines program management and related concepts, describes the program management life cycle and outlines related processes.

Chapter 2—Program Life Cycle and Organization: Describes some of the key life cycle considerations in the program management context.

Chapter 3—Program Management Processes: Identifies those Program Management Processes that have been recognized as generally accepted practices for most project portfolios most of the time.

Appendices A–H—Provides background information on the PMI Standards Program and *The Standard for Program Management* project.

Glossary—Provides clarification of key terms used in developing *The Standard for Program Management*.

Index—Gives alphabetical listings and page numbers of key topics covered in *The Standard for Program Management*.

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Section I

The Program Management Framework

Chapter 1 Introduction

Chapter 2 Program Life Cycle and Organization

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Chapter 1

Introduction

The Standard for Program Management provides guidelines for managing programs within an organization. It defines program management and related concepts, describes the program management life cycle and outlines related processes. This standard is an expansion of information provided in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. The *PMBOK® Guide* is the accepted standard describing the process of project management and *the management of individual projects throughout their life cycle*. The *PMBOK® Guide* briefly addresses the management of multiple projects and other activities beyond the scope of managing individual projects. Although the *Organizational Project Management Maturity Model (OPM3®)* addresses project, program, and portfolio management, during its development, PMI determined that additional standards were needed to address program and portfolio management in detail. This standard fulfills the need for a standard for program management.

This chapter defines and explains several key terms and provides an overview of the rest of the document. It includes the following major sections:

- 1.1 Purpose of *The Standard for Program Management*
- 1.2 What is a Program?
- 1.3 What is Program Management?
- 1.4 The Relationship Between Program Management and Portfolio Management
- 1.5 The Relationship Between Program Management and Project Management
- 1.6 Program Management in Organizational Planning
- 1.7 Themes of Program Management

1.1 Purpose of *The Standard for Program Management*

The primary purpose of *The Standard for Program Management* is to describe generally recognized good practices and place program management in the context of portfolio and project management. This standard provides guidance for managing multiple programs (that is multiple projects and non-project activities within a program environment). The processes documented within this standard are generally accepted as the necessary steps to successfully manage a program. In addition this standard provides a common lexicon leading to a detailed understanding of program management among the following groups to promote efficient and effective communication and coordination: