



PgM² PROGRAMME MANAGEMENT

GUIDE OVERVIEW



PM²
FOUNDATION

PgM² Programme Management

GUIDE OVERVIEW

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The PM² Foundation Methodologies & Publications

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Acknowledgement of Contributors and Reviewers
is found in the Appendix A of the PgM² Programme Management Guide

<https://www.pgm2.website>



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1 Introduction

The purpose of PgM² is to enable Organisations to deliver solutions and benefits to their stakeholders through the effective management of initiatives which are set-up as programmes.

Programmes are temporary flexible structures which consist of a number of interrelated projects and other work (i.e. the programme components) which are grouped together (either after being initiated because of the programme, or after being made part of the programme), and whose delivery facilitate the achievement of the programme goals.

The application of a Programme Management Methodology within an organisation formalises its Programme Orientation. It helps to define the governance, management activities, documentation artefacts, required to:

- establish a link between the organisation's strategy and programme and project objectives.
- set-up effective programme governance teams.
- define well-coordinated projects that deliver their outputs in a timely fashion.
- initiate, plan, execute, monitor & control programmes.
- manage cross-project dependencies or issues and effectively manage changes and risks.
- incrementally achieve the pursued programme goals.
- properly close the programme and its project components.

1.1 About this Publication

PgM² presents an effective standalone programme management methodology. The PgM² Guide encapsulates globally accepted best practices from other methods and standards from PMI, AXELOS, IPMA, and the European Commission, as well as the contributions of a large number of experts, practitioners, and the broader open community over many years. The strategy chosen is to provide programme management guidelines that are lean, user-centric and that effectively describe the PgM² Model to a broad and varied audience. It provides a management Model which is compatible with any type of organisation, including Matrix and Functional Organisations. Download the full PFM² Guide from <https://www.pgm2.website>.

This publication provides:

- A presentation of the PgM² Model for Programme Management.
- Implementation guidelines which are simple and realistic in their application.
- A common vocabulary (glossary) shared across squared methodologies.
- A basis for organisations to build their own tailored programme management approach.

Intended Audience:

- Managers and staff within organisations that wish to learn how to organise their work as programmes.
- Project Managers (PMs) and project teams who wish to learn how their projects fit into a programme, and how the project and programme management layers interact (e.g. governance, lifecycle, processes, artefacts, etc.).
- Programme Managers (PgMs) who want to follow an effective methodology.
- Members of a Programme Support Office (PgSO) or a Project Support Office (PSO).
- Management Consultants who would like to help their clients implement programme management in their organisations and thus run them more efficiently.
- Trainers who offer training in programme management.
- Candidates for the PgM² Certification.

1.2 Other Publications

The PFM² Guide for Portfolio Management presents an effective standalone methodology which aims to help organisations implement Portfolio Management by providing them with a concise and complete framework within which effective portfolio management can take place.



2 Overview of the PgM² Model

PgM² programme management methodology is open, effective, and lean. It incorporates elements from a wide range of globally accepted programme management best practices, operational experience from EU Institutions and other organisations, as well as contributions from the open community.

The purpose of the PgM² is to help organisations implement Programme Management by providing them with a concise and complete framework within which effective programme management can take place.

PgM² is supported by four pillars:

1. a programme governance model (i.e. Roles & Responsibilities).
2. a programme management lifecycle (i.e. the Programme Phases).
3. a set of programme management activities.
4. a set of project Artefacts (i.e. documentation templates and guidelines).

The spirit of PgM² is further defined by the PgM² Mindsets, which provide a common set of beliefs and values for PgM² programme teams.

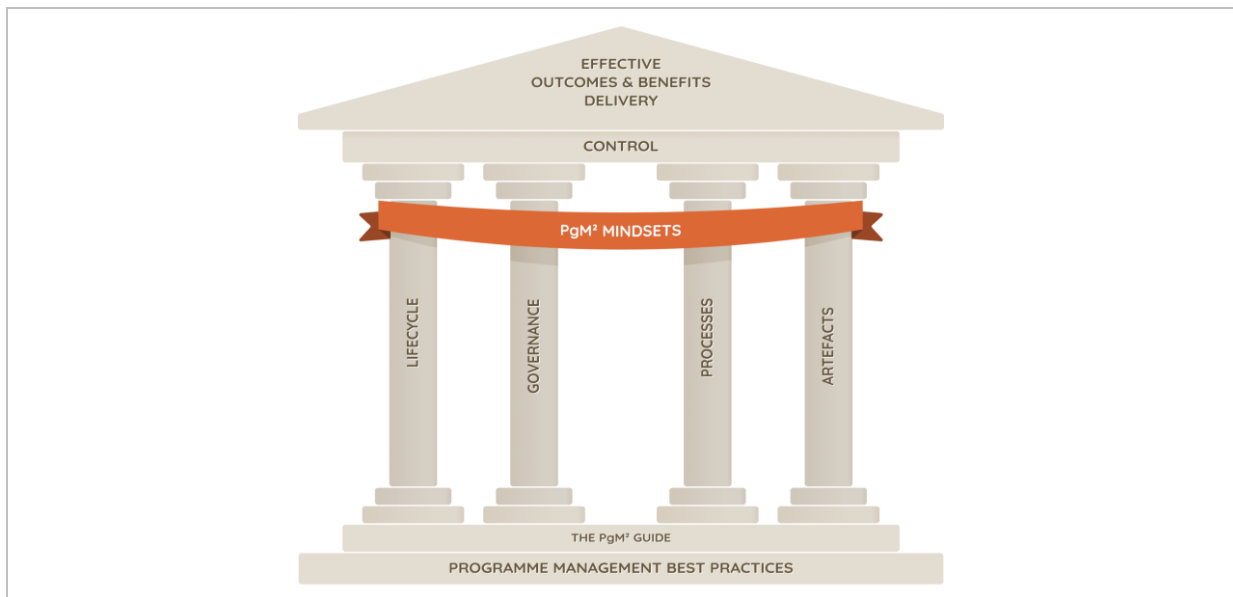


Fig. 2.1: The House of PgM²

The PgM² methodology provides answers to the following fundamental questions:

1. **What** programme management activities need to be performed to manage the programme? What are the desired outcomes of each management activity or artefact produced?
2. **When** do the programme management activities need to be executed or management artefacts produced? How often (for recurrent activities)?
3. **Who** is responsible for each management activity or artefact? What is the distribution of responsibilities among the programme team?
4. **How** will each activity and artefact be implemented? What are the skills required? What are the tools, techniques or technologies that will be used?
5. **Why** do we need a methodology? Why should we be executing a specific programme management activity? Why should we be producing the recommended programme artefact? Why is an activity or artefact needed in a specific phase or with the recommended frequency?

2.1 PgM² Lifecycle

All programmes have a beginning, a middle, and an end. Since programmes can last for a long time, it is useful to divide their overall timespan into smaller periods called Phases. This division is done based on the common characteristics of the management activities executed during that period. In other words, the PgM² Phases group related programme management activities together and help the programme to focus on the phase activities and their objectives.

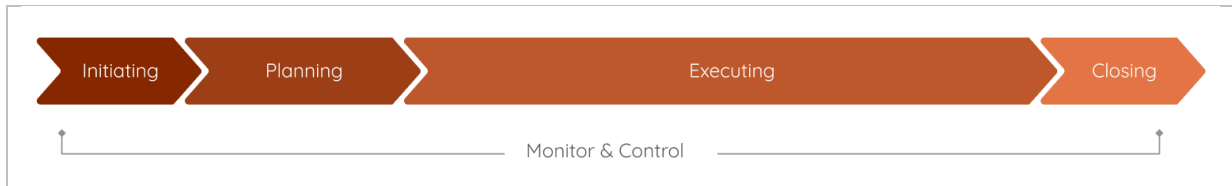


Fig. 2.2: The PgM² Programme Management Lifecycle (i.e. PgM² Phases)

PgM² provides a simple and effective Lifecycle which organises programme management activities into four sequential and non-overlapping Phases (Initiating, Planning, Executing, Closing) and into one overarching process (Monitor & Control). Note that even though the names of the aforementioned PgM² Phases are identical to the PM² Phases, the programme management lifecycle is distinct from the project management lifecycle.

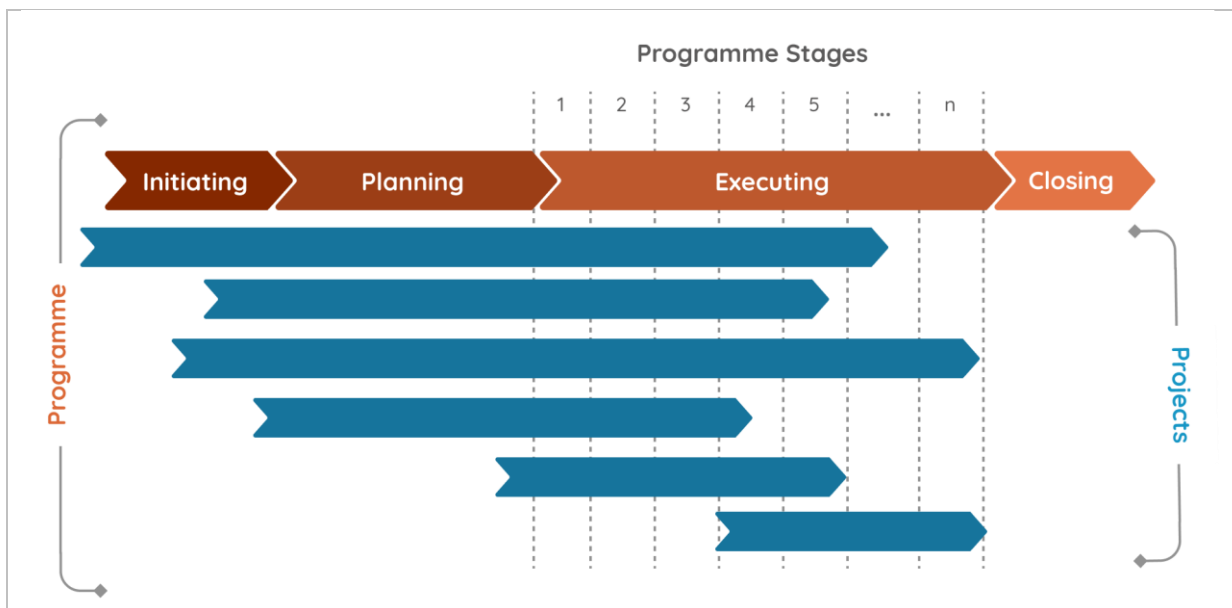


Fig. 2.3: Example of a programme's project components in relation to the PgM² Lifecycle.

PgM ² Phases	Description
Initiating	Define the programme goals and link them to strategic objectives. Define programme governance; identify programme project components.
Planning	Document the programme approach; develop the Programme Work Plan; plan for transition and business implementation.
Executing	Execute programme activities; coordinate project dependencies and issues; accept project deliverables; accept the closing of the project components. Also execute the programme's transition and business implementation activities.
Closing	Coordinate the formal acceptance of the programme. Report on programme performance. Capture Lessons Learned and recommendations for the future. Close the programme administratively.
Monitor & Control	Oversee the programme throughout its entire duration: monitor programme performance, measure progress, manage changes, address risks and issues, ensure outcomes and benefits delivery, etc.

Programme Stages

In addition to the Phases, PgM² also accommodates the additional division of the programme lifecycle into smaller periods of time called Stages. The number and length of these stages depends both on the duration of

the programme and on the incremental release plan for project deliverables— particularly as these relate to the staged achievement of programme outcomes during the Executing Phase.

During the lifecycle of the programme, a level of additional stage-planning can take place to refine the goals of the upcoming Stages and plan in more detail the transition and business implementation activities that have been defined during the Planning Phase. At the end of each Stage, a **Stage Review** can be organised to review the performance and results of the Stage, and to capture lessons learned that can help achieve the goal of continual improvement.

The programme Stages can be of **variable length** or of a **fixed length**. In the latter case the staged release and reporting of programme results can match the quarterly, semestrial and annual reporting periods typically used by organisations.

The programme Stages can also group to the business implementation activities which have been planned for the programme in order to establish the outcomes and intended benefits of the programme.

Programme Phase Gates

During each of the PgM² Phases, specific programme management objectives need to be achieved. The programme can then be allowed to move forward to the next Phase, based on the degree to which they have been achieved. Therefore, at the end of each phase, the programme passes through a review and approval gate. Phase Gates allow the programme to proceed in a more controlled way by providing quality control points which contribute to the overall programme management quality. This ensures that the programme is appropriately reviewed before it moves on to the next phase, with an assessment of whether the activities, outputs and objectives set for that Phase have indeed been achieved.

The three PgM² Phase Gates (plus a final closing one) are:

- **RfP** (Ready for Planning): at the end of the Initiating Phase.
- **RfE** (Ready for Executing): at the end of the Planning Phase.
- **RfC** (Ready for Closing): at the end of the Executing Phase.
- **END** (Programme Closed): at the end of the Closing Phase.

The criteria for passing through a Phase Gate relate to whether the Phase's goals have been achieved and the Phase activities executed; demonstrable proof is required (e.g. relevant artefacts have been produced and formally accepted). When the criteria are not met, then a Phase can be prolonged, and actions taken to achieve the objectives of the Phases to an acceptable degree.

2.2 PgM² Programme Governance

Programme governance is the framework within which programme management decisions are made. It defines all programme roles and their associated responsibilities. The programme management Roles are essentially defined by the management responsibilities assigned to them, whereas responsibilities describe what each role needs to be concerned with, their domain of (management) work and level of authority.

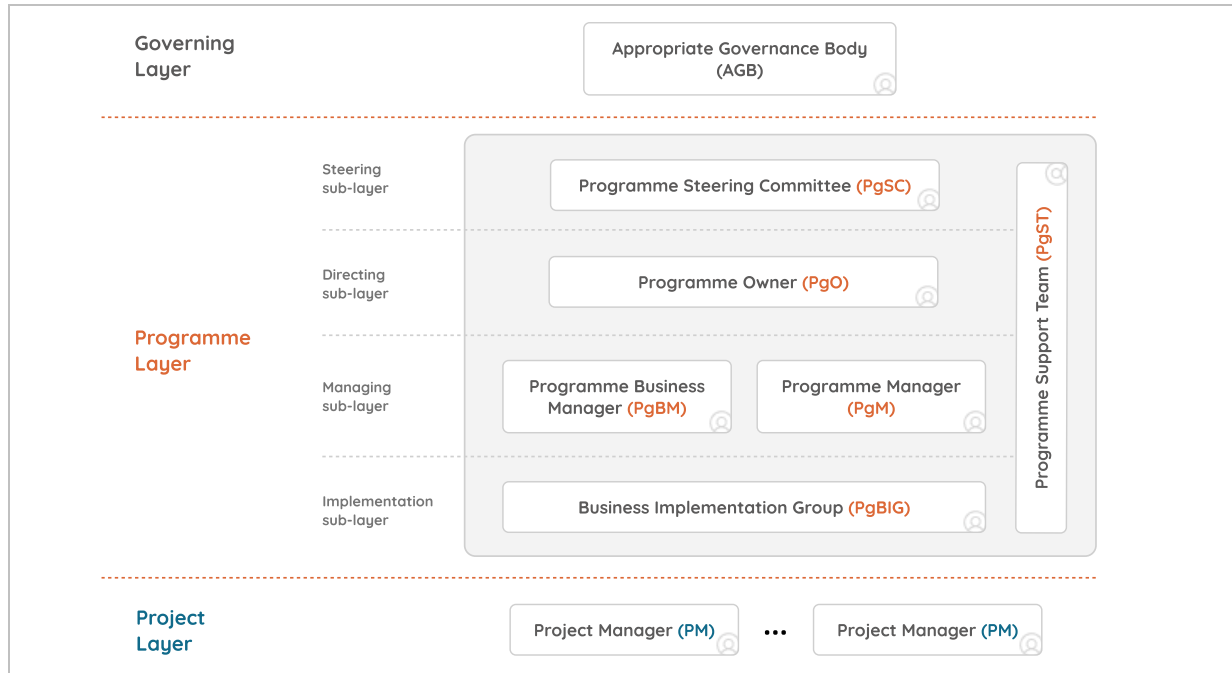


Fig. 2.4: PgM² Governance Model.

Roles and brief Descriptions
Appropriate Governance Body (AGB)
As the ultimate decision-making body, the AGB approves the programme goals and budget and authorises the initiation of the programme. It also authorises the closure of the programme (i.e. termination).
Programme Steering Committee (PgSC)
The Programme Steering Committee (PgSC) comprises the four roles of the Directing and Managing sub-layers. Other expert roles can participate as needed. It provides a point of escalation which helps steer the programme towards better management and the effective realisation of the programme goals.
Programme Owner (PgO)
The Programme Owner (PgO) is accountable for the programme's success, whereas the day-to-day management of the programme is delegated to the Programme Manager (PgM), who focuses on achieving the programme outcomes.
Programme Manager (PgM)
Responsible for programme management activities with a focus on coordination for the programme's components and achieving the programme objectives.
Programme Business Manager (PgBM)
Responsible for defining and realising the intended benefits, based on the programme's outcomes.
Programme Business Implementation Group (PgBIG)
Assists the Programme Business Manager (PgBM) in programme definition and business implementation.
Programme Support Team (PgST)
Supports the Programme Management Layer on management-related activities. May also provide project management support to the Project Layer.
Project Manager (PM)
Responsible for the management of a Project. Represents the project at the Programme level.

2.3 PgM² Activities

The PgM² Methodology defines a number of management activities which are to be executed throughout the programme lifecycle. Through the execution of these activities, organisations can apply commonly accepted programme management best practices that help them achieve their programme management objectives.

PgM² presents a wide range of such activities, along with guidelines on their application. These guidelines describe the activities (what) and their purpose (why), as well the distribution of the responsibilities for their execution (who). They indicate the timing of their execution, and their frequency in the case of recurrent activities (when) and provide guidelines for their execution (how).

These management activities are presented throughout the PgM² Guide, either directly as part of the Monitor & Control process and of the guidelines provided in the respective Management Plans, or indirectly in each of the four Programme Phases, as key Phase activities, but also in the description of the PgM² Artefacts.

Note that the PgM² Guide is not exhaustively prescriptive. Rather, it aims to provide guidelines at the appropriate level of abstraction and detail which address the needs of a broad range of organisations and programmes. In addition, the PgM² Mindsets aim to complement the guidelines and help develop a common understanding both of the true spirit of the methodology and the goals of programme management.

Nonetheless, the breadth and rigour of the PgM² processes applied, remains the responsibility of those who are managing the programme and should always be adapted to both the maturity of the organisation and the specific needs of the programmes.

PgM² Phase Drivers and Key Artefacts

Programmes depend on people to define, plan, manage and close them, however, different Roles become the drivers for each of the PgM² Phases as they seek to achieve the objectives of each Phase.

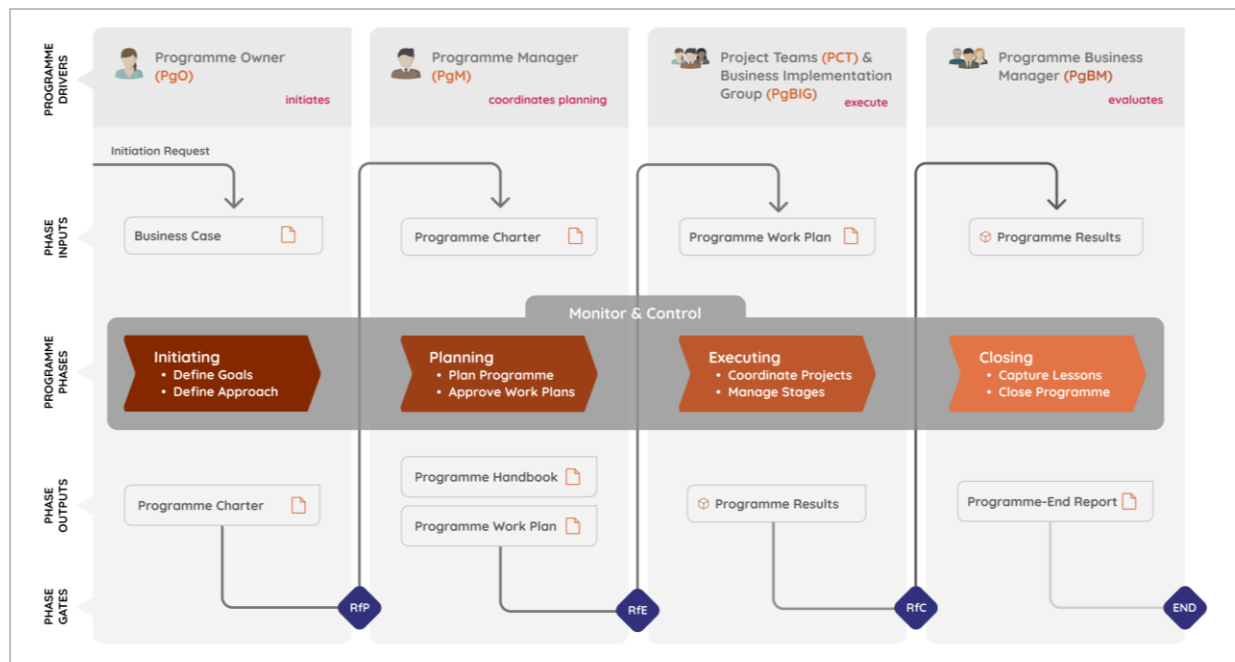


Fig. 2.5: PgM² Drivers and Key Phase Input/Output Artefacts and Activities

2.4 PgM² Artefacts

Documentation in programmes is an essential enabler for the effective initiating, planning, executing, monitoring & controlling, and closing of 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 for monitoring and controlling a programme's progress.
- Document important decisions made.
- Provide the necessary traceability to support issue resolution and root cause analyses.
- Provide the information required by audits (e.g. compliance or quality audits).
- Serve as an historical reference that can be used as input for future programmes.

Note that programme documentation should adhere to the organisation's quality standards regarding format and style. Above all, the documentation should fulfil its purpose and be reader-friendly.

Therefore, determining what documentation is required is an important decision. The organisational maturity in programme management, the complexity and risk of the programme, as well as the expectations of the Programme Steering Committee (PgSC), will influence this decision.

All Programme Artefacts are developed iteratively and incrementally, therefore, the association of every Artefact with a single PgM² Phase represents the time of its creation.

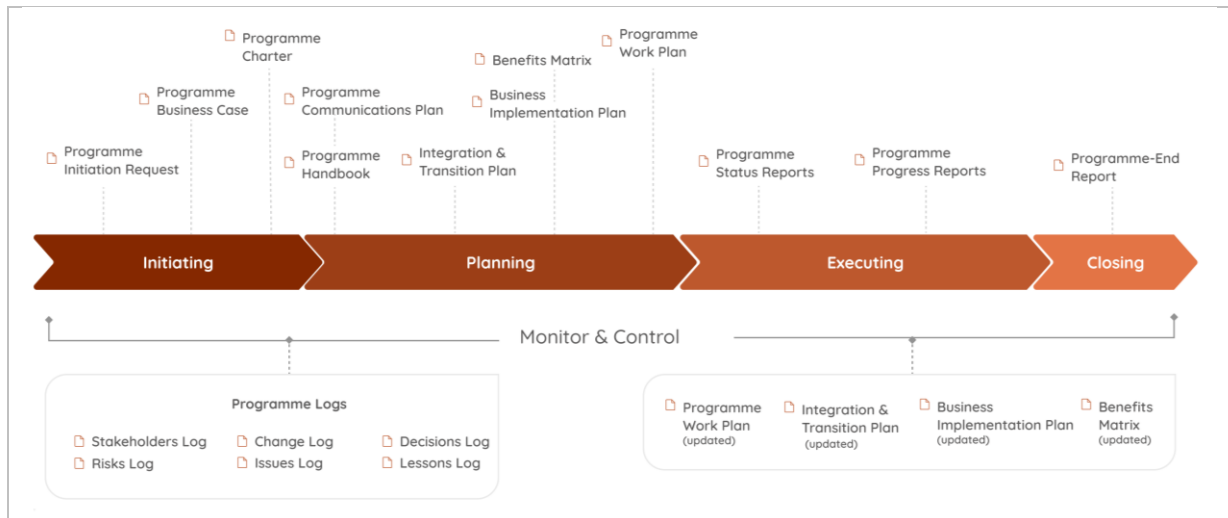


Fig. 2.6: The PgM² Artefacts Landscape.

Key PgM ² Artefacts	Description
Programme Initiation Request	Captures the programme idea and mandates the Initiating Phase of a programme.
Programme Business Case	Presents the programme goals and provides both a connection to the organisational objectives and a business justification for the funding of the programme investment.
Programme Charter	Defines the programme boundaries, the project components and the programme's roadmap and budget.
Programme Handbook	Describes the overall programme management approach (including any tailoring and customisation considerations), along with the responsibilities of each programme management role.
Programme Work Plan	Documents the programme activities and programme stages, as well as the key project activities and milestones.
Programme Integration & Transition Plan	Documents the activities relating to the integration and transition of the results of the programme's project components.
Programme Business Implementation Plan	Documents the programme-level business implementation activities, along with the benefits realisation plan.
Benefits (Treatability) Matrix	Documents the planned programme benefits and facilitates their management and tracking of their status.
Programme-End Report	Summarises the programme's performance, captures important lessons learned from the programme experience, and provides post-programme recommendations.

Table 2-1: Overview of Key PgM² Artefacts

2.5 PgM² Mindsets

Each of the four pillars of PgM² encapsulates a set of best practices which help programme teams manage the tangible dimensions of programmes better. On the other hand, as the fifth element of the methodology the PgM² Mindsets become the glue that holds the PgM² pillars together. They provide a common set of beliefs and values for all PgM² practitioners.

The PgM² Mindsets are the attitudes and behaviours that help organisations and teams focus on what is important in achieving their programme management objectives. They help programme teams navigate the complexities of managing programmes within their organisations and make the PgM² Methodology both more effective and more complete.

To remain mindful of the PgM² Mindsets, Programme Managers (PgMs) and programme teams that practice PgM² should ask themselves the following important Infrequently Asked Questions (IAQs):

- **Do we know what we are doing?** Tip: Develop a clear and shared programme vision and define the programme boundaries. Make a clear distinction between the overall programme goals and the scope of its project components.
- **Do we know how to do it?** Tip: Because programmes have a long-term impact and their results take time to mature, focus on strategic navigation rather than tactical management. Manage the programme holistically and optimise the whole, not just parts of it. Follow a process but stay Agile to address the complexities that emerge. Actively manage the integration of project results and coordinate the transition at the programme level as well as the business implementation activities which, in the absence of the programme, would have been partially and less effectively tackled at the project levels.
- **Do we know why we are doing it?** Tip: Make sure you understand the programme's goals, its value and impact, and how it relates to the organisational strategy. Define upfront what programme success is and deliver maximum value and benefits.
- **Is this important?** Tip: Everything is NOT equally important. Identify and agree on the programme's Critical Success Criteria (CSC) and Critical Success Factors (CSFs) and allocate effort and attention strategically to achieve the programme goals. Prioritise the most complex aspects of the programme, which are managing change, managing politics, and engaging with stakeholders. To do so, apply the appropriate level of analysis and planning, but remain agile and adaptive with regard to handling the emerging complexities.
- **Do we know who is doing what?** Tip: Know what you should be doing, and make sure others know what they should be doing as well. Clearly define and understand roles, responsibilities, and accountabilities at both the programme and project levels.
- **Are the right people involved?** Tip: People make programmes work. The primary criterion for involving people and assigning programme roles should be to serve the needs and objectives of the programme—not politics, friendship, functional hierarchy, proximity, or convenience.
- **Deliver at any cost or risk?** Tip: Show respect for organisational funds and avoid high-risk behaviour and tactics. Always remember that it is not just about the end-result; how you get there matters, too. Manage your programmes based on positive values and principles.
- **Is this a task for “them” or for “us”?** Tip: Resist managing the projects themselves. Instead, provide the appropriate leadership and create an environment (e.g. governance and systems) that provides a cohesive programme approach, but also allows for the necessary autonomy and control that projects need to be managed effectively.
- **Have we improved?** Tip: Commit to ongoing self- and organisational improvement by gathering and sharing knowledge. Teams should reflect on how they can become more effective and adjust their behaviour accordingly.
- **Is there life after the programme?** Tip: The results of the programme will have a long-lasting impact on many stakeholders! Make sure you have contributed to a successful and sustainable future.

Thus, Programme Managers (PgMs) and programme teams that practice PgM²:

1. **Apply PgM²** best practices to manage their programmes.
2. **Remain mindful** that methodologies are there to serve the needs of their programmes, not the other way around.
3. Maintain an **outcomes orientation** in relation to all programme **and** programme management activities.
4. Are **committed to** delivering programme results with **maximum value** rather than just following plans.
5. **Foster** a culture of collaboration, clear **communication**, and **accountability** within both the programme and the programme components.
6. **Assign** programme roles to the most **appropriate** people for the benefit of the programme.
7. **Balance** the programme's purpose, politics, and plan in the most productive way possible.
8. **Invest** in developing the personal competences necessary to **become better** programme contributors.
9. **Involve** stakeholders in the planning and executing of the **organisational changes** which are part of the achievement of the programme's goals.
10. **Share knowledge**, actively manage Lessons Learned, and contribute to the **improvement** of programme management within their organisations.
11. Draw **inspiration** from the PM² Guidelines on Ethics and Professional Virtues (see PM² Guide v.3.0).

In summary, the PgM² Mindsets help programme teams navigate through the complexities of programme management, help them focus on programme management goals, remind programme teams what is important for programme success, and serve as useful reminders of effective attitudes and behaviours.

2.6 Tailoring PgM²

To ensure that the PgM² Methodology effectively serves the needs of an organisation and a programme, some degree of tailoring may be required.

Tailoring refers to changing specific parts of the methodology, such as processes, the number of Artefacts or their content, the distribution of responsibilities among the various roles, defining specific tolerance thresholds or action triggers, etc. Organisations should do this to adapt the methodology to the specific needs of their structure and culture, and to align the methodology with organisational processes, policies, etc.

The tailoring of the PgM² Methodology usually happens at the organisational/departmental level, but some tailoring can also take place at the programme level, to address, for instance, the complexity, business domain, number of stakeholders, and even the size of a programme.

Before proceeding with the tailoring of PgM², consider the following guidelines:

- Understand the purpose and value of the element to be tailored before going ahead with its tailoring.
- Involve the people who understand the organisation, programme, project, and business domains.
- Avoid trying to simplify the methodology through the elimination of whole chunks (e.g. an entire process or activity, role, or artefact); instead, scale the scope of an element down (or up).
- Eliminate waste (lean approach) but remain aligned with the spirit of PgM² as this is captured in its management activities, artefacts, and Mindsets.
- Remember that PgM² was designed as an integrated whole, so avoid unnecessary deviations.
- Consider organisational maturity and team competence.
- Involve key stakeholders and experts to perform the tailoring.
- All tailoring decisions should be documented in the PgM² Programme Handbook.

2.7 PgM² Quick Start Tips

The purpose of this section is to help you get started with using PgM² programme management. Naturally, you will want to learn more about PgM², but keep in mind that you do not need to become an expert before initiating your programmes.

Below, you will find the PgM² Quick Start Tips, which aim to help jump-start you and your organisation in initiating a programme with the PgM² Methodology:

1. Discover the available PgM² resources:

- Review the PgM² Guide.
- Consult the PgM²resources available online (e.g. articles, templates, discussions, etc.).
- Follow a programme management training.
- Share these resources within your organisation, teams, and stakeholders.

2. Develop a higher degree of programme orientation:

- Understand the benefits of organising work as programmes.
- Understand the distinct focus of programmes (compared to projects).
- Take the PgM² Mindsets on board.
- Get your organisation, team, and stakeholders on board.

3. Organise a kick-off meeting:

- Formally kick off the process of using PgM² for a new (or existing) programme.
- Ensure the right people are involved.
- Ensure that the basics of PgM² and Programme Management are clear to all the parties involved.

4. Clearly define the Programme's Governance:

- Discuss the programme Governance and assign the Programme Roles.
- Review the Responsibilities and achieve clarity.
- Clearly distinguish the Programme Roles and Responsibilities from the Project Roles and Responsibilities.

5. Document the Programme's relevance to the organisation's strategic objectives:

- Capture the programme's goals and boundaries.
- Provide a clear business justification.
- Identify the programme's stakeholder needs.
- Capture the high-level business risks, assumptions, and constraints.

6. Define the Programme's management approach and documentation needs:

- Tailor PgM².
- Create the Programme Handbook to define the programme management approach.
- Define what programme artefacts (documentation) are required.

7. Produce the Key Programme Artefacts

- Set up the Programme Logs (Change, Issues, Risk, Decisions, Stakeholders and Lessons Logs).
- Create a Programme Charter with a programme description, a programme budget, and a roadmap.
- Establish a Programme Work Plan.
- Document the Transition and Business Implementation objectives and activities.

8. Plan the Programme's Monitor & Control activities.

- Understand the programme's monitoring and controlling needs.
- Align the programme and project monitoring and controlling activities.
- Put in place the information gathering infrastructure required for programme reporting.

9. Develop a plan on how to keep your Programme Stakeholders engaged and informed.

- Identify the Programme's key Stakeholders.
- Prepare a communications and Stakeholder engagement plan.
- Involve Stakeholders and keep them informed from the beginning.

3 PgM² Activities, Objectives and Artefacts

3.1 Initiating Phase

The first phase of a PgM² programme is the Initiating Phase. The Initiating Phase groups together the programme management activities necessary for the programme to get off to a good start. It is characterised by a set of activities, objectives, and management outputs (i.e. the Initiating Artefacts) which, together, help programmes focus on what is required to initiate a programme. Proper programme initiation is a critical prerequisite for effective programme planning and execution.

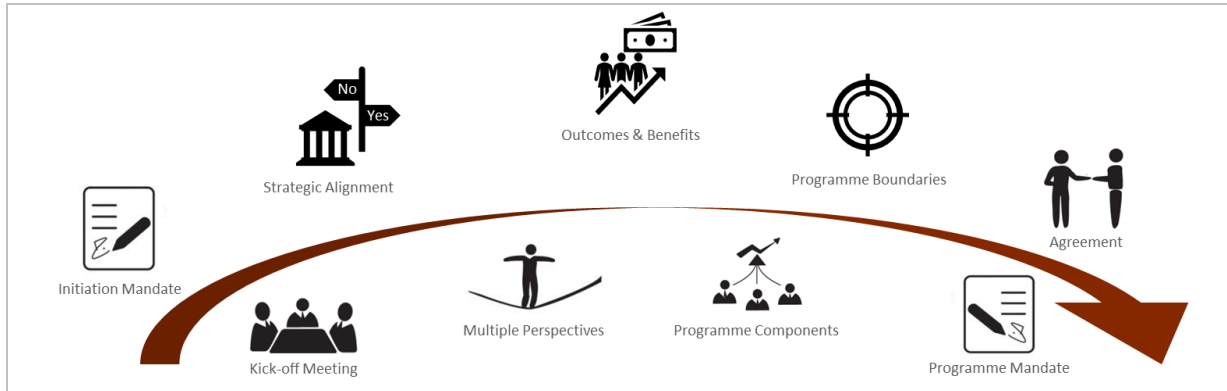


Fig. 3.1: Overview of the PgM² Initiating Phase

This section provides an overview of the Initiating Phase activities, objectives, and Artefacts and indicate which management responsibilities should be allocated to which Roles.



One of the first things that needs to be done in the life of a programme is to understand its context and its relationship to the organisation's strategic objectives. The programme goals also need to be defined along with a clear business justification which links the programme's goals to organisational objectives. The outcomes and benefits the programme will seek to achieve also need to be defined and the programme's boundaries established. The programme's feasibility also needs to be established and the programme approved.

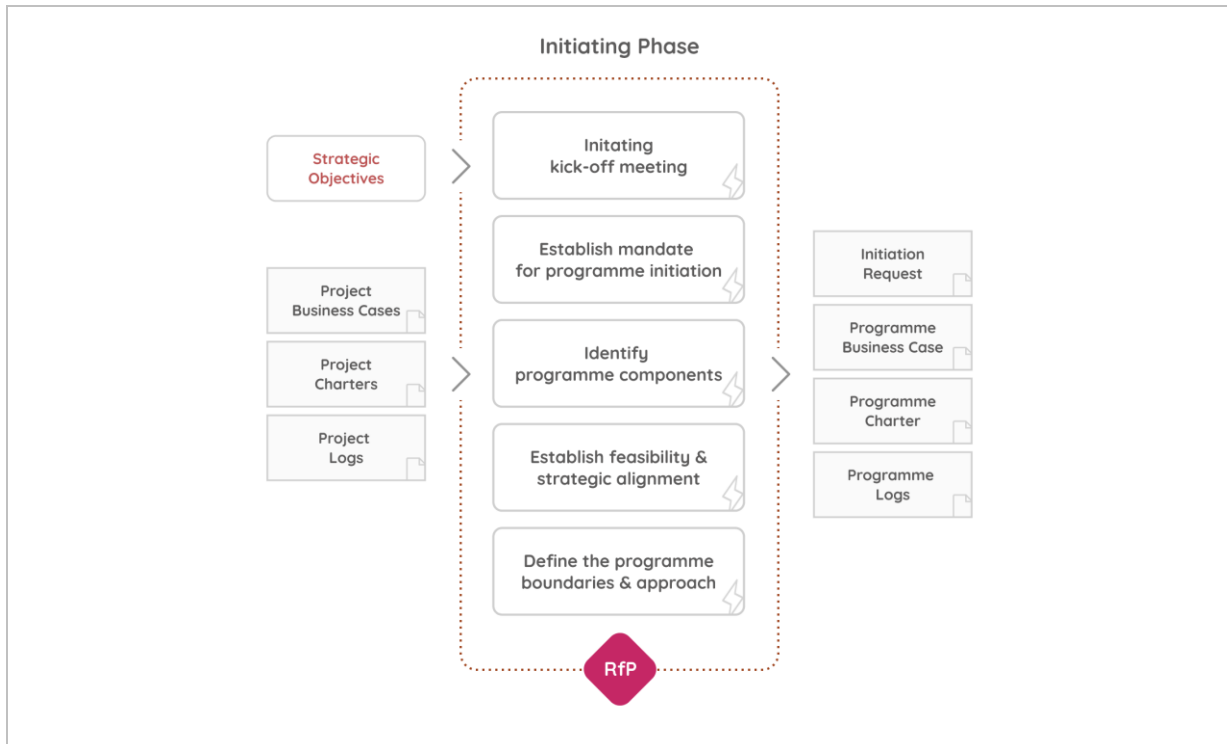


Fig. 3.2: Overview of the PgM² Initiating Phase Activities and Input/Output Artefacts.

It is also important to establish strong organisational commitment and support for the programme, secure the necessary organisational resources to move forward, align stakeholder expectations and secure their long-term

commitment to contributing to the programme, and create an inspiring programme vision (purpose) that the programme (and project teams) can believe in, and commit to.

Note that programme initiation is a process that can take several months to complete and may require the involvement of a significant number of stakeholders, effort, and budgetary resources. Therefore, it is important that a clear mandate for programme initiation is secured before the programme moves forward, e.g. via the acceptance of a Programme Initiation Request by the Programme Owner (PgO).

The last event in the Initiating Phase is a Phase Gate assessment of whether the initiating phase goals have been achieved, along with approval to move forward to the Planning Phase. Achieving the goals of the Initiating phase gets the programme off to a good start by minimising some of the most common (but avoidable) programme management risks, and thus eliminating common sources of programme failure.

Initiating Phase Objectives

Running the indicated management activities and producing the recommended Initiating Phase Artefacts is indispensable for the success of a programme. However, the whole endeavour will be less effective unless the specific Initiating Phase objectives are pursued. These objectives are:

- Understand the organisational and strategic context.
- Secure a mandate for initiating the programme.
- Align the business justification and strategy.
- Establish the feasibility of the programme goals.
- Define the programme goals, outcomes, and benefits.
- Identify the programme's project components.
- Define the programme boundaries & roadmap.
- Secure management sponsorship & support and achieve organisational commitment of the required resources.
- Agree on the overall programme management approach.
- Ensure the stakeholders buy into the programme vision and align their expectations.
- Gain approval to proceed to the next phase.

Initiating Phase Artefacts

Three key programme artefacts are created during the Initiating Phase: the Programme Initiating Request, the Programme Business Case, and the Programme Charter. Due to the nature of programmes, both the Business Case and Programme Charter are created iteratively and incrementally: the first versions contain high-level information and estimates, while later versions are refined as they iteratively integrate more detailed information, received mainly from the programme's project component layer.

The **Programme Logs** are also set up during the Initiating Phase (i.e. Stakeholders Log, Risk Log, Change Log, Issue Log, Decision Log and Learning Log). The Programme Logs do not simply document relevant programme items; they also provide a tool that facilitates the management of these items and the tracking of their status.

Additionally, any other domain-specific documentation (from the programme's project components) is created in line with the needs of the programme initiation and best practices in the specific project domain (e.g. IT systems, product development, construction, events, etc.).

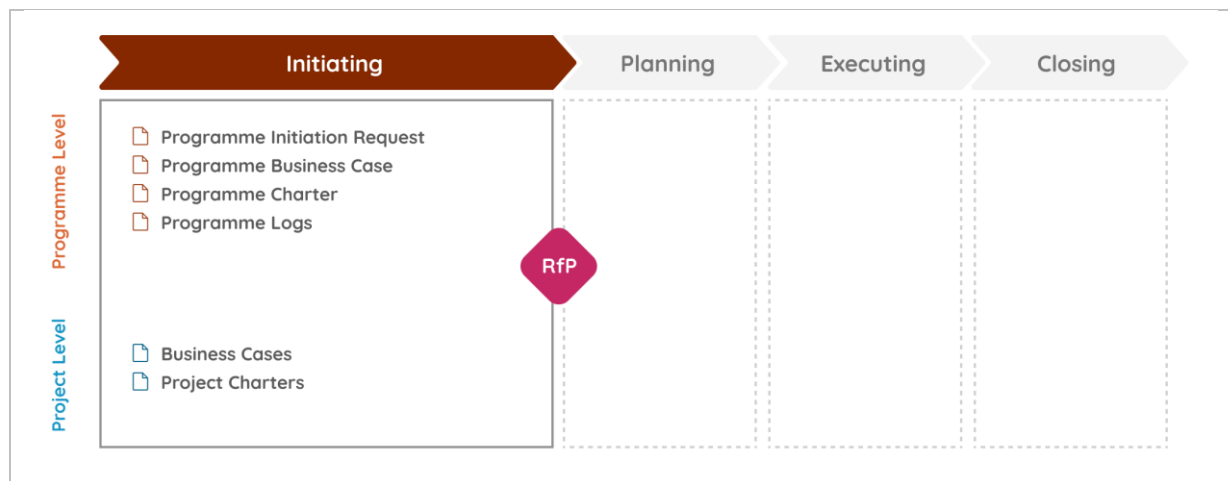


Fig. 3.3: The PgM² Initiating Phase Artefacts

The table below presents an indicative allocation of the D-ARSCI responsibilities for the key Initiating Phase activities and Artefacts.

Initiating Phase (RAM/D-ARSCI)	AGB	PgSC	PgO	PgBM	PgM	PgST	PMs
Initiating Phase Kick-off Meeting	-	-	A	S	R	S	C
Programme Initiation Request	-	-	A	S	R	S	C
Programme Business Case	D	C	A	S	R	S	C
Programme Charter	D	C	A	S	R	S	C
Programme Logs (<i>initiated</i>)	I	I	A	S	R	S	S/C
<i>Project Business Cases</i>	-	I	I	C	A	S	R
<i>Project Charters</i>	-	I	I	C	A	S	R
<i>RfP Phase Gate Assessment</i>	I	A	C	S	R	S	I
<i>RfP Phase Gate Approval</i>	I	A	R	S	S	S	I

Table 3-1: Initiating Phase responsibilities - RAM/D-ARSCI

The allocation of the responsibilities shown in the above table, should be tailored to reflect the particularities of each organisation (e.g. approvals) and the specific needs of the programme.

3.2 Planning Phase

The Programme Planning Phase groups together the programme management activities required to prepare for the execution of the programme. It is characterised by a set of activities, objectives, and outputs (i.e. the Planning Artefacts) which, together, help organisations and teams focus on what is necessary to effectively undertake the upfront planning of a programme.

Due to the nature of programmes and their dependency on projects, planning activities will continue to be executed throughout the lifecycle of the programme. However, the upfront planning that takes place during a programme’s Planning Phase is critical: it is essential for aligning the programme’s project components, for baselining the programme, and for setting stakeholder expectations.

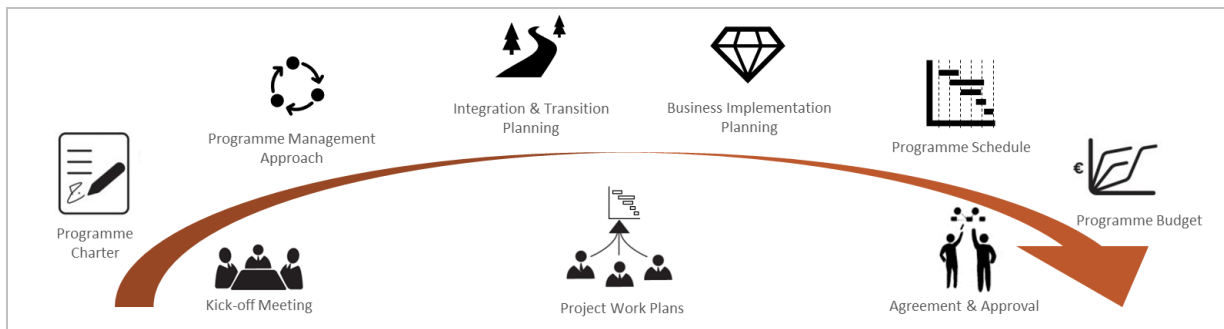


Fig. 3.4: Overview of the PgM² Planning Phase

This section provides an overview of the Planning Phase activities, objectives, and Artefacts and indicate which management responsibilities should be allocated to which Roles.



During the Planning Phase, the programme goals described in the Programme Charter are broken down and relevant actions are planned and documented in the Planning Phase Artefacts. The Programme Work Plan consolidates information from the programme’s project components (i.e. the Project Work Plans) and from programme-level activities to produce a programme schedule and estimates of the necessary resources and budget.

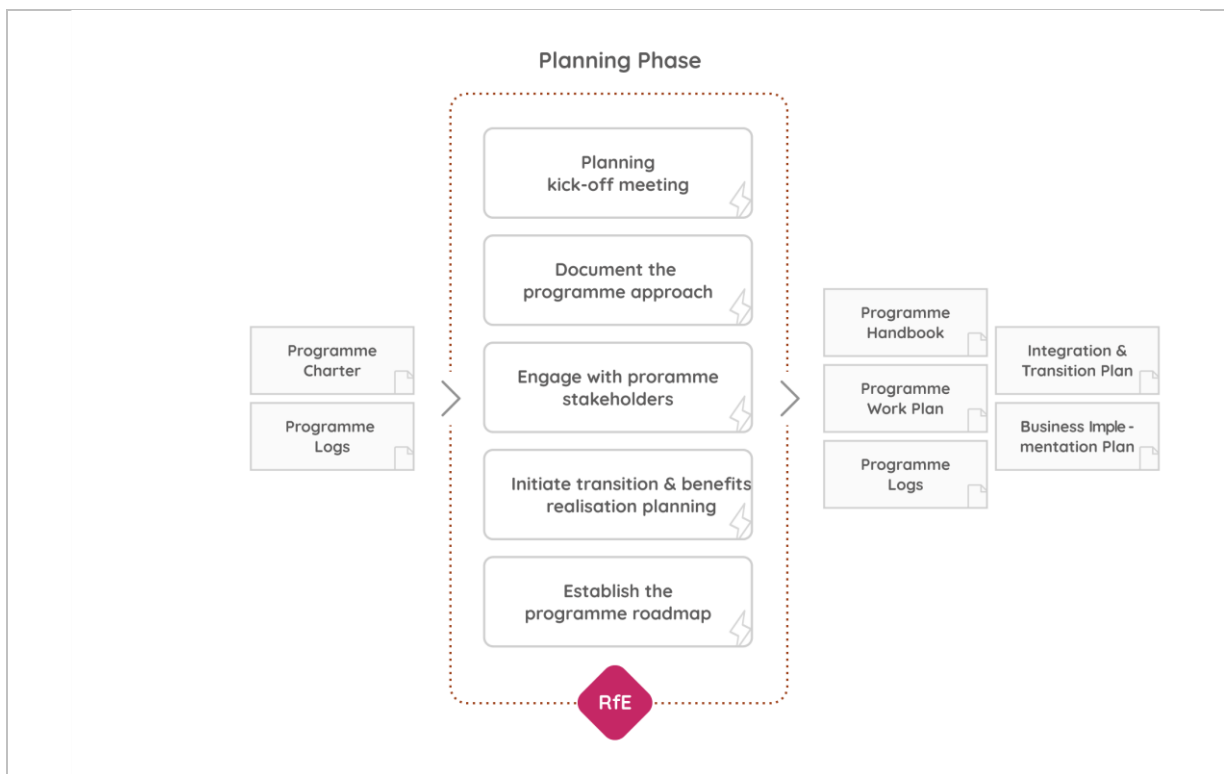


Fig. 3.5: Overview of the PgM² Planning Phase Activities and Input/Output Artefacts.

The effective planning of programmes requires the contributions of many stakeholders at various levels of the organisation, from senior management to Project Managers (PMs) and operational teams, to be coordinated. It is therefore important to secure the active support of the organisation via the sponsorship and involvement of

the Programme Owner (PgO) and Project Owners (POs) before the programme's Planning Phase can be completed effectively, and the programme plans made ready for Execution.

Planning Phase Objectives

Executing the indicated management activities and producing the recommended Planning Phase Artefacts is indispensable for the success of a programme. However, the whole endeavour will be less effective if the specific Planning Phase objectives are not pursued and achieved to the highest possible degree. These objectives are:

- Defining, documenting, and communicating the programme management approach.
- Clarifying the roles assigned and their responsibilities.
- Defining the programme-level activities.
- Establishing strong links with the project level (e.g. Project Managers (PMs)).
- Developing the programme Work Plan.
- Gain formal approval for the Work Plan as well as a commitment of resources from the organisation.
- Renew management sponsorship and support and re-align stakeholder expectations.
- Establish confidence in the feasibility of the programme goals, given the identified constraints, risks and schedule targets.
- Ensure that the programme (and projects) team get on board the programme vision.
- Complete the RfE Phase Gate assessment and receive approval to proceed to the next phase.
- Keep stakeholders engaged and informed.

Planning Phase Artefacts

Four key programme artefacts are created during the Planning Phase: The Programme Handbook, the Programme Work Plan, the programme-level Transition Plan, and the Business Implementation Plan. Given the nature of programmes, all the Planning Phase Artefacts should be created iteratively and incrementally, with the first versions containing high-level information and estimates, and later versions becoming more refined as they integrate more detailed information received from the programme stakeholders and project components. The Programme Logs which have been set up in the Initiating Phase (i.e. Stakeholders Log, Risk Log, Change Log, Issue Log, Decision Log, Learning Log) are also updated as needed.

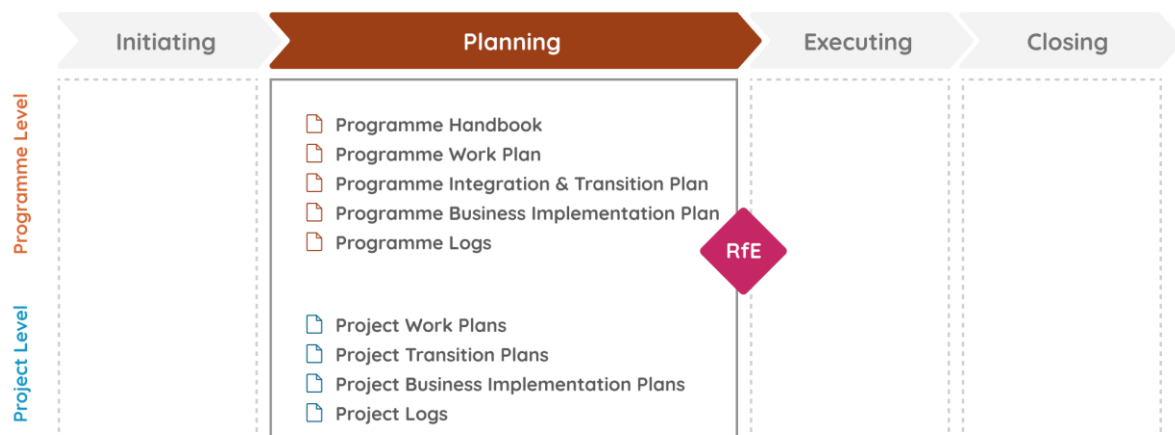


Fig. 3.6: The PgM² Planning Phase Artefacts

The table below presents an indicative allocation of the D-ARSCI responsibilities for the key Planning Phase activities and Artefacts.

Planning Phase (RAM/D-ARSCI)	AGB	PgSC	PgO	PgBM	PgM	PgST	PMs
Planning Kick-Off Meeting	I	I	A	S	R	S	C
Programme Handbook	I	A	I	C	R	S	I
Integration & Transition Plan	I	C	A	S	R	S	C
Business Implementation Plan	I	C	A	R	S	S	C
Programme Work Plan	D	C	A	C	R	S	I

Planning Phase (RAM/D-ARSCI)	AGB	PgSC	PgO	PgBM	PgM	PgST	PMs
<i>Projects Work Plans</i>	-	I	I	C	A	S	R
<i>Projects Transition Plans</i>	-	I	I	C	A	S	R
<i>Projects Business Implementation Plans</i>	-	I	I	A	C	S	R*
<i>Projects Logs</i>	-	I	I	C	A	S	R
<i>RfE Phase Gate Assessment</i>	I	A	C	S	R	S	I
<i>RfE Phase Gate Approval</i>	D	A	R	S	S	S	I

Table 3-2: Planning Phase responsibilities - RAM/D-ARSCI

The allocation of the responsibilities shown in the above table, should be tailored to reflect the particularities of each organisation (e.g. approvals) and the specific needs of the programme.

* The Business Manager (BM) is responsible for the Business Implementation Plan in projects. Here we mention the Project Manager (PM) role who represents in the Programme Layer the Business Manager (BM) and the project as a whole.

3.3 Executing Phase

The third phase of a PgM² programme is the Executing Phase. The Executing Phase groups the planned programme management activities intended to ensure the effective coordination of the programme's execution and the reporting of its performance. The phase is characterised by a set of activities, objectives, and outputs (i.e. the Executing Artefacts) which, together, help organisations and teams focus on what is necessary to effectively manage the delivery of the programme's goals.

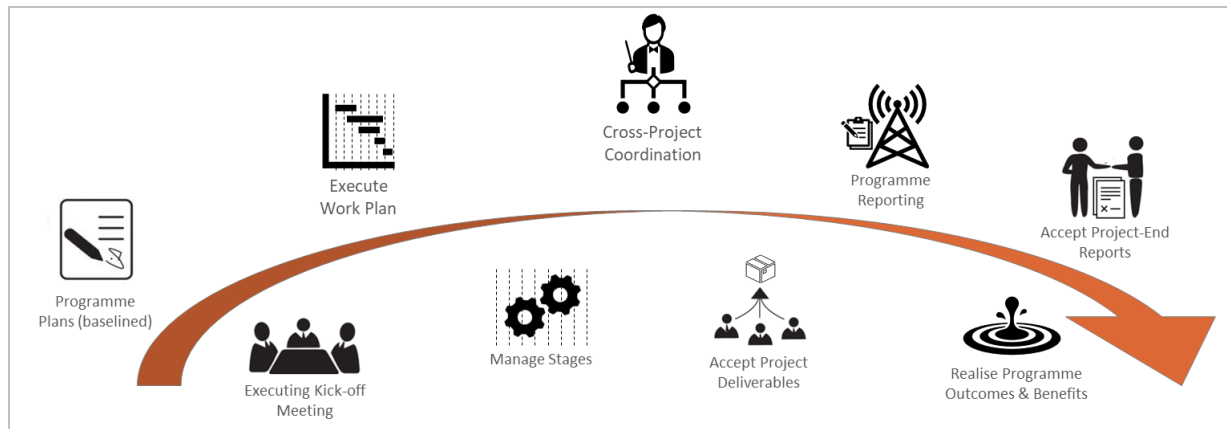


Fig. 3.7: Overview of the PgM² Executing Phase

This section provides an overview of the Executing Phase activities, objectives, and Artefacts and indicate which management responsibilities should be allocated to which Roles.



Executing Phase is typically the longest programme phase, typically lasting several years. By the end of the Executing Phase, all project deliverables will have been produced, the majority of the projects should be formally closed, and the programme transition and business implementation activities which have been viewed as part of the programme will also be complete.

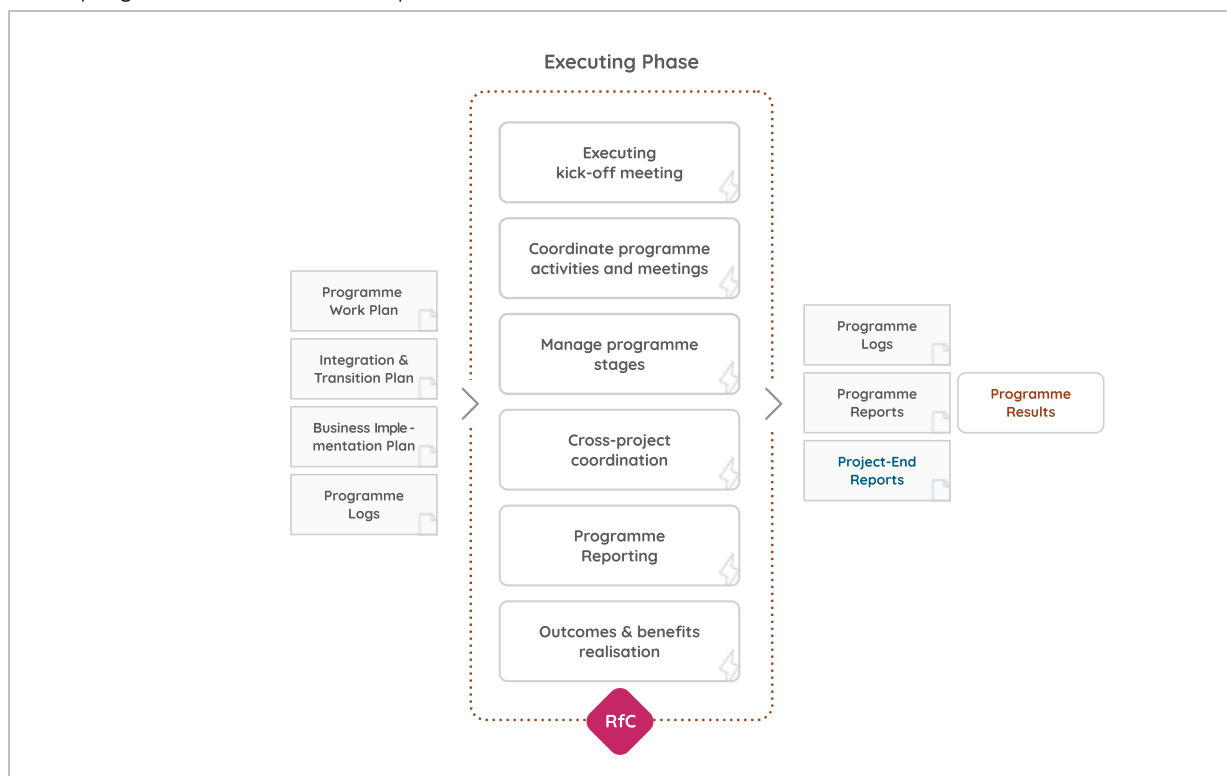


Fig. 3.8: Overview of the PgM² Executing Phase Activities and Input/Output Artefacts

Throughout the Execution Phase, the programme stakeholders collaborate dynamically on the execution of the programme plans and the coordination of the programme work. The project results are validated at regular intervals (i.e. the stages) so that results can be released incrementally and early.

Executing Phase Objectives

Running the indicated management activities and producing the recommended Executing Phase Artefacts is indispensable for the successful execution of a programme. However, the whole endeavour will be less effective if specific Executing Phase objectives are not pursued. These objectives are:

- Engaging stakeholders throughout the Executing Phase.
- Meeting stakeholder expectations.
- Accepting and integrating project deliverables.
- Achieving transition goals.
- Completing business implementation activities.
- Closing projects properly.
- Achieving the programme's outcomes and benefits.

Executing Phase Artefacts

Although the Executing Phase is typically the longest of the phases in duration, and many recurrent management activities take place during that period, the only PgM² Executing Phase Artefacts are the Programme Status and Progress Reports. Of course, other programme-level reports can also be created.

Note that although many programme Artefacts are also updated during the Executing Phase, these are associated with (i.e. created in) other PgM² Phases and their updating is an output of the monitor and control activities (*see section Monitor & Control*).



Fig. 3.9: The PgM² Executing Phase Artefacts

The table below presents an indicative allocation of the D-ARSCI responsibilities for the key Executing Phase activities and Artefacts.

Executing Phase (RAM/D-ARSCI)	AGB	PgSC	PgO	PgBM	PgM	PgST	PMs
Executing Phase Kick-off Meeting	I	A	S	S	R	S	C
Programme Coordination	I	A	S	S	R	S	C
Programme Stages Management	I	C	A	S	R	S	C
Programme Status Report	I	A	I	C	R	S	I
Programme Progress Report	I	A	I	C	R	S	I
<i>Projects Status Reports</i>	-	I	I	C	A	S	R
<i>Project-End Reports</i>	-	I	I	C	A	S	R
<i>RfC Phase Gate Assessment</i>	I	A	C	S	R	S	S
<i>RfC Phase Gate Approval</i>	D	A	R	S	S	S	I

Table 3-3: Executing Phase responsibilities - RAM/D-ARSCI

The allocation of the responsibilities shown in the above table, should be tailored to reflect the particularities of each organisation (e.g. approvals) and the specific needs of the programme.

3.4 Closing Phase

The final phase of a PgM² programme is the Closing Phase. The Closing Phase groups together the programme management activities required to close the programme effectively. The phase is characterised by a set of activities, objectives, and management outputs (i.e. the Closing Phase Artefacts) which, together, help organisations and teams to focus on what is needed to effectively close the programme.



Fig. 3.10: Overview of the PgM² Closing Phase

This section provides an overview of the Closing Phase activities, objectives, and Artefacts and indicate which management responsibilities should be allocated to which Roles.



The Closing Phase groups together the programme management activities required for the programme to be administratively closed. Note that by the end of the Executing Phase, all programme results have been delivered (as described in the most recent baselined Programme Charter and Work Plan). Consequently, it is primarily programme management activities that still have to be completed.

Information on overall programme performance and Lessons Learned is consolidated in the Programme-End Report. The report is based on the information captured during the programme end-review meeting, the lessons learnt elicited and captured in the learning log throughout the lifecycle of the programme, and all other relevant information captured on the programme artefacts and logs.

The programme results are formally accepted, all programme documents are properly filed and archived, and all resources used by the programme are formally released. It is important to also celebrate the achievements of the programme by inviting all the members of the programme and its projects to the celebratory event.

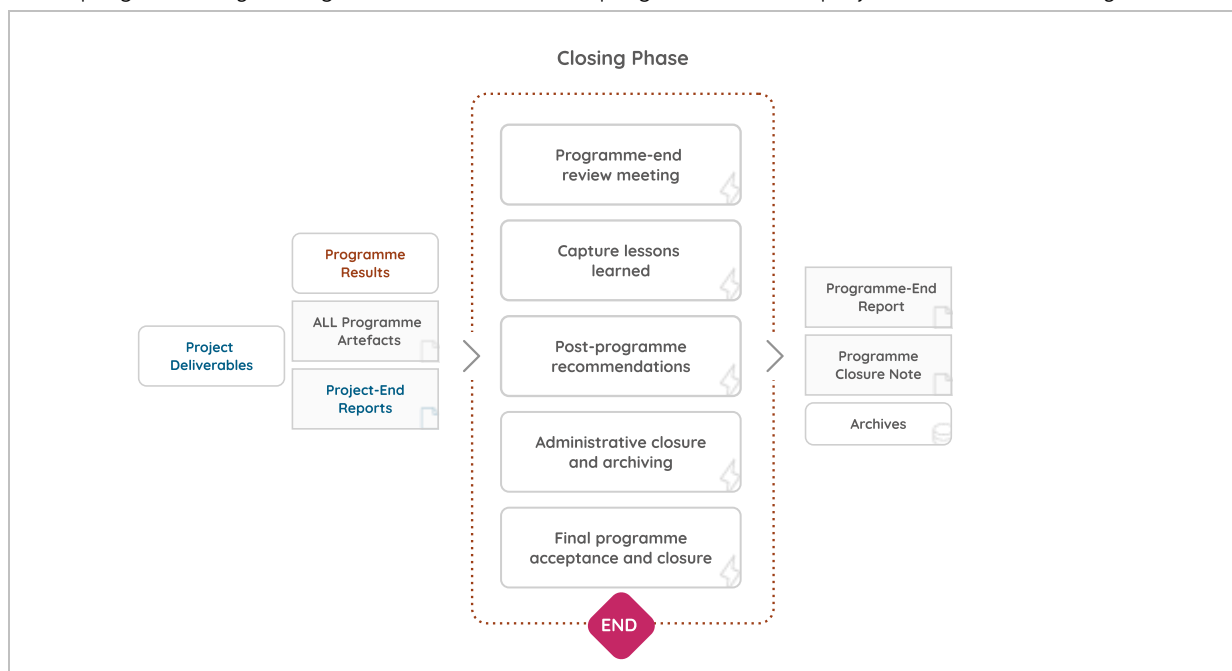


Fig. 3.11: Overview of the PgM² Closing Phase Activities and Input/Output Artefacts

Closing Phase Objectives

Running the indicated management activities and producing the recommended Closing Phase Artefacts are best practices that should be followed. However, the whole phase will be less effective if the specific Closing Phase objectives are not pursued. These objectives are:

- Evaluation of the overall programme experience and performance
- Capture lessons.
- Share lessons and also register them for posterity in a knowledge database.
- Devise, document and share post-programme recommendations.
- Achieve formal programme acceptance and closure.
- Archive all programme artefacts and administratively close the programme.
- Celebrate and help the team(s) to decompress and achieve emotional closure.

Closing Phase Artefacts

The Closing Phase is typically the shortest of all the phases in duration, and only two Artefacts are produced: the Programme-End Report and the Programme Closure Note.

Note that all programme Artefacts should be in their final versions and prepared for archiving.

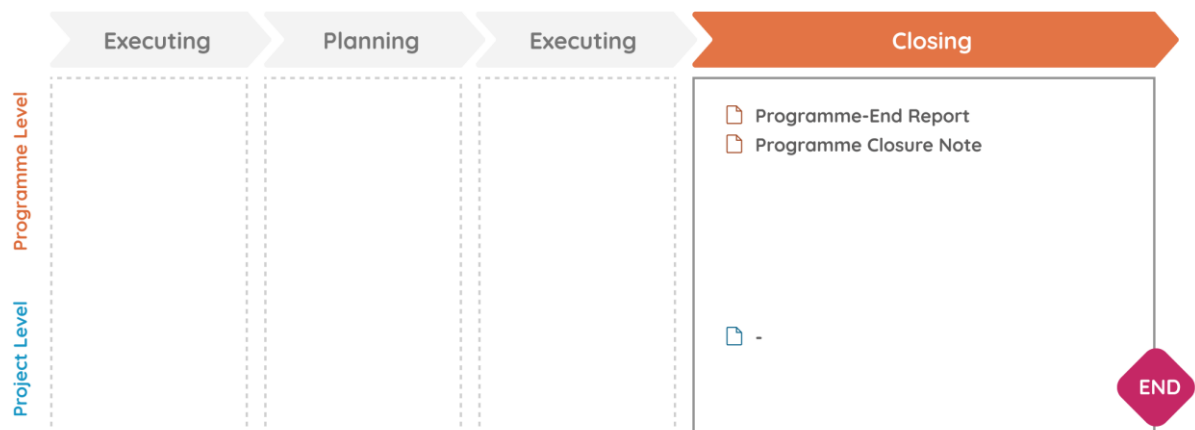


Fig. 3.12: The PgM² Closing Phase Artefacts

The table below presents an indicative allocation of the D-ARSCI responsibilities for the key Closing Phase activities and Artefacts.

Closing Phase (RAM/D-ARSCI)	AGB	PgSC	PgO	PgBM	PgM	PgST	PMs
Programme-End Review Meeting	I	A	C	S	R	S	C
Programme-End Report	I	A	C	S	R	S	C
Administrative Closure	I	A	C	S	R	S	C
<i>Final Programme Closure Approval</i>	D	A	R	S	S	S	I
Programme Closure Note	I	A	C	S	R	S	I

Table 3-4: Closing Phase responsibilities - RAM/D-ARSCI

The allocation of the responsibilities shown in the above table, should be tailored to reflect the particularities of each organisation (e.g. approvals) and the specific needs of the programme.

3.5 Monitor & Control

Monitor & Control activities run throughout the programme's lifecycle. Monitoring is about knowing the state of the planned activities, so as to be better able to assess their performance against planned targets. Controlling is about identifying and implementing corrective actions to address deviations from plans.

The PgM² Monitor & Control groups together the recurrent management activities for managing stakeholders, change (programme and organisational change), risks, issues, quality, and other factors.

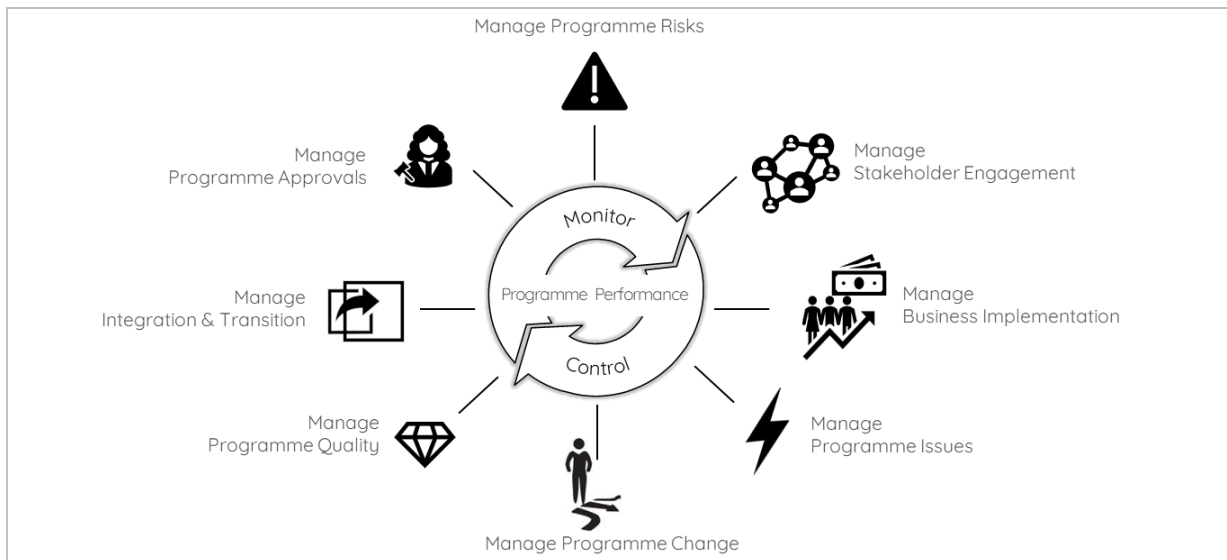


Fig. 3.13: Overview of the PgM² Monitor & Control

This section provides an overview of the Monitor & Control activities, objectives, and Artefacts and indicate which management responsibilities should be allocated to which Roles.



Monitor & Control includes activities relating to the management of the whole programme. It includes monitoring programme performance parameters and controlling its progress by devising corrective actions.

Monitor & Control seeks to ensure that the programme is progressing as planned and to take corrective actions when the execution of the programme activities is not progressing as per the latest baselined plan, or when the actual programme results are not the expected ones.

The Monitor & Control activities are executed during every programme Phase. They start in the Initiating Phase and continue throughout the Planning and Executing Phases into the Closing Phase. They can run at predetermined intervals (triggered periodically), or as required (triggered by circumstances).

All Monitor & Control activities are executed under the responsibility of the Programme Manager (PgM), while the Programme Steering Committee (PgSC) remains accountable and approves any controlling actions. The Programme Support Team (PgST) also supports the execution and documentation of the management activities, while the Project Managers (PMs) provide information on the performance of their projects.

It is necessary to define upfront which key indicators will be monitored to establish whether the programme (including transition and business implementation) is progressing satisfactorily. These indicators are documented in the Programme Handbook. There are several performance indicators that are typically inputs into the Monitor & Control activities:

- changes to the organisation's strategic objectives and/or to the programme environment
- programme- and project-level risks and issues
- budget consumption and projections
- milestone delays
- management quality indicators (e.g. phase gates, checklists)
- quality of the project deliverables and stakeholder feedback
- specific metrics for measuring benefit realisation

The outputs of the Monitor & Control activities are documented in the programme Logs and Programme Reports, while controlling decisions can trigger minor or more serious (re)planning, which can necessitate

updates to the Programme Charter and Business Case and changes to the composition of the programme's components.

Monitor & Control Objectives

Running the indicated management activities and producing the recommended Artefacts are best practices that should be followed. However, the whole Monitor & Control will be less effective if the specific objectives are not pursued. The Monitor & Control activities aim to:

- be performed consistently and regularly through predetermined management activities at a predetermined frequency.
- Adapt to the emerging needs of the programme.
- Accurately monitor the performance of the programme and trigger effective corrective actions which are planned and executed in a timely manner.
- Enable the monitoring of changes to the programme context, its environment, and its projects, triggering appropriate activities that will embed any new information into the programme plans.
- Enable the production of accurate reports on the progress of the programme and on its overall status.
- Achieve effective and transparent communication across governance layers.
- Collect stakeholder feedback. Maintain close contact with stakeholders with varied perspectives in order to obtain valuable feedback.
- Anticipate and satisfy stakeholder expectations.
- Decrease uncertainty, manage programme risk, and manage change.
- Improve both process quality and the quality of the end results.
- Ensure that the PgM² good practices are being followed.

The table below presents an indicative allocation of the D-ARSCI responsibilities for the key Monitor & Control activities:

Monitor & Control Activities (RAM/D-ARSCI)	AGB	PgSC	PgO	PgBM	PgM	PgST	PMs
Manage Stakeholder Engagement & Communications	I	I	A	S	R	S	C
Manage Programme Risks	I	A	A	S	R	S	C
Manage Programme Issues	I	A	A	S	R	S	C
Manage Programme Change	I	A	I	S	R	S	C
Manage Programme Quality	I	A	I	S	R	S	C
Manage Programme Approvals	I	A	I	S	R	S	C
Manage Integration and Transition	I	A	I	S	R	S	C
Manage Business Implementation	I	A	I	R	S	S	C
Monitor Programme Performance	I	A	I	S	R	S	C
Control Programme Performance	I	A	I	S	R	S	C

Table 3-5: Monitor & Control activities responsibilities - RAM/D-ARSCI

The allocation of the responsibilities shown in the above table, should be tailored to reflect the particularities of each organisation (e.g. approvals) and the specific needs of the programme.

Monitor & Control Artefacts

Monitor & Control Artefacts capture important information from the execution of the Monitor & Control activities and from their outputs. The purpose is to capture the monitoring information, document important controlling decisions, and provide relevant information that will facilitate communication with decision-makers and stakeholders.

Monitor & Control Artefacts should adhere to the quality standards of the programme and the organisation with regard to documentation, while fulfilling their purpose. The decision as to which artefacts are required to facilitate monitoring and controlling is made during the Planning Phase and documented in the Programme Handbook. This decision is based on the size, complexity and risk of the programme, the number of stakeholders, and the reporting expectations of the Programme Steering Committee (PgSC).

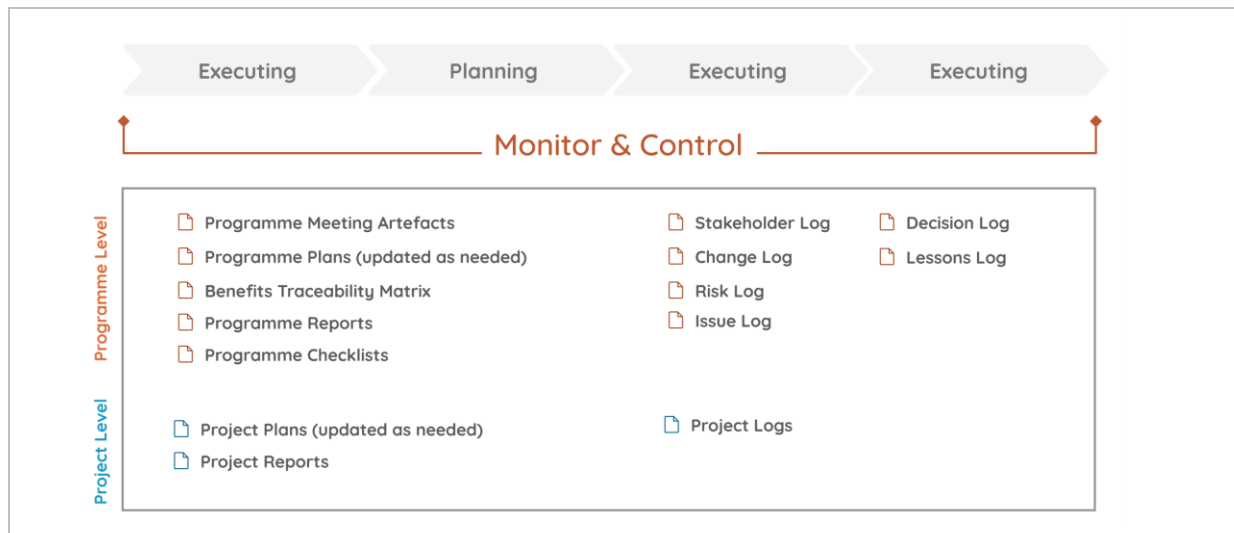


Fig. 3.14: Overview of the key PgM² Monitor & Control Artefacts.

The table below presents an indicative allocation of the D-ARSCI responsibilities for the key Monitor & Control Artefacts:

Monitor & Control Artefacts (RAM/D-ARSCI)	AGB	PgSC	PgO	PgBM	PgM	PgST	PMs
Programme Meeting Artefacts	I	A	C	S	R	S	I
Programme Logs	I	I	A	S	R	S	S/C
Benefits (Traceability) Matrix	I	I	A	R	S	S	C
Programme Checklists	I	A	C	S	R	S	S/C

Table 3-6: Monitor & Control Artefacts responsibilities - RAM/D-ARSCI

The allocation of the responsibilities shown in the above table, should be tailored to reflect the particularities of each organisation (e.g. approvals) and the specific needs of the programme.



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