1: Project Integration Management Template

The work the program manager does in managing all of these moving parts is the actual integration work. We start with the program kickoff, which is called the initiation. The document we use to initiate our program is called a program charter, which describes the benefits our key stakeholders expect.

Different from project management Michael F. Hanford Published on May 14, Many enterprise IT organizations are tackling large, complex efforts that combine the delivery of software elements, new and changed business models, and overall changes to organizational structure and capabilities. Typically these efforts involve several parallel projects, and managers are finding that "traditional" project management approaches fall short for such undertakings. Consequently, many IT professionals are turning to the substantial body of experience, and the smaller body of documentation, that supports the discipline of program management. This discipline describes principles, strategies, and desirable results for managing large-scale efforts comprising parallel projects. This article considers five major aspects of program management: Defining roles and responsibilities, and providing oversight Management: Planning and administering both projects and the overall program Financial management: Implementation of specific fiscal practices and controls Infrastructure: The program office, technology, and other factors in the work environment supporting the program effort Planning: Activities that take place at multiple levels, with different goals. The program plan is not a traditional plan We will take a closer look at each of these aspects, contrast them with similar aspects of project management, and outline for each the effort and results required to achieve success. Program governance Program governance is the aspect of the discipline that creates both the structure and practices to guide the program and provide senior-level leadership, oversight, and control. It also encompasses all the decision-making roles and responsibilities involved in executing the program effort. Projects are typically governed by a simple management structure. The project manager is responsible for day-to-day direction, a senior IT executive integrates technology with business interests, and a business sponsor is accountable for ensuring that the deliverables align with business strategy. Programs require a more complex governing structure because they involve fundamental business change and expenditures with significant bottom-line impact. Figure 1 shows a sample governance structure for a complex program. View image at full size Figure 1: Sample program governance structure As we can see in Figure 1, unlike most projects, programs usually have a steering committee or other group that represents diverse interests and provides executive-level oversight. Defining the role and decision-making powers of the steering committee is a significant part of the program governance effort and should be done with an eye toward facilitating rapid decisions and promoting a clear, unified direction. Figure 1 also illustrates a typical program management structure, which is more complex than that of a project. Creating this structure involves defining specific roles with specific decision-making authority, and making clear to all who "owns" certain program functions. Good governance is critical to program success. A poorly articulated management structure, overlapping roles and decision-making authority, and roles filled by the wrong people or not filled at all can prevent a program from achieving sustained momentum or bog it down with endless attempts to achieve consensus on every decision. Program management What is program management? Is it really management at all? Project management is the planning, organizing, directing, and controlling of company resources Within a program, these same responsibilities i. For example, at the bottom of the management hierarchy, project managers are assigned to the various projects within the overall program. Each manager carries out the management responsibilities we described above. This involves setting and reviewing objectives, coordinating activities across projects, and overseeing the integration and reuse of interim work products and results. This person spends more time and effort on integration activities, negotiating changes in plans, and communicating than on the other project management activities we described e. Leads high-level sessions for program plan and schedule development. Escalates decisions to executive sponsors as necessary. At the top of the program management hierarchy are the program sponsor s and the program steering committee. Their management activities include providing and interpreting policy, creating an environment that fosters sustainable momentum for the program i. These

individuals receive periodic summary reports and briefings on funding consumption, resources and their utilization, and delivery of interim work products and results. Typically, they will focus on these reports only if there is significant deviation from the plan. What is program management? If you think of management activities strictly as those we defined for project management, then the answer to the second question is "No," or maybe "Partly. And at the top of the hierarchy, the executive leaders who set goals and oversee the program certainly do not perform the same detailed activities as project managers. It also includes development and use of program-specific procedures for making and reporting expenditures. Overall costs for programs are typically significantly greater than those for projects. The costs are greater not only because the program is larger, but also because it entails more types of expenditures. In a project of the size we just described, most -- if not all -- the expenditures are for labor, from an accountancy perspective. Enterprises have different ways to treat these expenditures, outlined in financial policies and procedures. Government agencies and regulated industries may also have laws or regulations regarding spending and expense reporting. From an administrative point of view, the responsibilties associated with authorizing, recording, and reporting program expenditures go well beyond those typically exercised by an individual project manager. Typically, the office of the Chief Financial Officer CFO will be involved during the strategic definition and financial justification phases of a program. A best practice requires the CFO to fill this role with a full-time or part-time financial analyst. Early in the program, you should plan and conduct a checkpoint review of the financial management apparatus and identify needs and requirements that are specific to the program. In any case, the skills required to create and ensure program-wide application of sound financial practices are typically not required for a project effort. To succeed, program financial management demands early and active engagement on the part of the CFO and his or her staff. Program infrastructure Infrastructure is a useful term to describe collections of roles, tools, and practices that organizations assemble and integrate in order to provide services and support for software development. Then we will look at requirements for the technical environment and tools. Administrative infrastructure Of course, simply creating and operating a PMO -- which can assume many forms -- differentiates programs from projects. Our discussion will focus primarily on PMOs that support a single program -- one that will be disbanded at the close of the program effort. However, we should keep in mind that in some IT organizations, an Enterprise PMO is a permanent fixture, providing services to multiple and changing programs.

PROGRAM INTEGRATION MANAGEMENT pdf

Program integration management is about coordinating multiple components and multiple program management processes. Integration management is characterized by unification, centralization, and coordination of various activities and deliverables.

Integration management is an element of project management that coordinates all aspects of a project. Project integration, when properly performed, ensures that all processes in a project run smoothly. Integration management will produce a series of deliverables. These deliverables include the project charter , project plan , and preliminary project scope statement. Below is a summary of what project integration management involves. Integration management involves seven processes. The first of these processes is the development of the project charter. The project charter initiates the project. This document authorizes the project to get underway. Project charters state the project objectives and name the project manager. It is usually no more than one page long. The second process is the development of the preliminary scope statement. The scope statement defines what is and what is not a part of the project. Well-defined scope statements will list all and only the work involved with a specific project. The third process in integration management is the development of the project plan. The project plan includes the project charter , the definition of the project, project objectives, the project budget, the project schedule, the resources required for the project, the approach, management plans, and the initial risk assessment. The next process involved is the directing and monitoring of project execution. This is when the project really gets underway. Items produced during this phase include the final deliverable product. If the project is in IT, the deliverable will be the software program. Fifth, project work must be monitored and controlled. One important aspect of this process is change management. Requests for project change may be made during the project lifecycle. If these requests are not monitored and controlled, then the quality of the project may be compromised. A team must be formed in order to oversee requests for change and implementation of change. This process is closely related to the sixth: Finally, the project must be closed when it has been completed. Closing the project involves reviewing the processes, successes and deficits that were encountered during the project lifecycle. During this phase, a lessons learned document is produced by the project management team.

3: Transformation Integration | Deloitte US

Integration management is a collection of processes required to ensure that the various elements of the projects are properly coordinated. It involves making trade-offs among competing objectives and alternatives to meet or exceed stakeholder needs and expectations. A scheme, program, or method.

Peer Review Economic Models 1. Benefit Cost Ratio 2. Internal Return Rate 4. Discounted Cash Flow 7. Requirements and Deliverables 6. Initial Defined Risks Order of Magnitude Cost Estimate Configuration Management Requirements 14 approval requirements It is developed based on information from the sponsor or initiator. In general is contains all management plan and performance measurement baselines. PMP can be either summary level or detailed and can be composed of one or more subsidiary plans and other components. It contains following management plans 1. Process improvement Plan Mile Stone list It is a means of monitoring and controlling emerging project scope against the scope baseline; its purpose is to control change throughout the project. It is any documented procedures used to apply technical and administrative direction and surveillance to audit the items and system to verify conformance requirements. It documents the physical characteristics of formal project documents and steps required to control changes to them e. When more than one individual has sign a Charter, you have to be concerned with competing needs and requirements impacting your efforts on configuration management. Configuration Status Accounting 3. Configuration Verification and auditing Change Control Board â€" A group of stakeholders responsible for reviewing, approving and rejecting the changes to the project. Change Control System â€" It is a collection of formal documented procedures that define how project deliverables and documentation are controlled, changed and approved. It is a subsystem of configuration management. It must also include procedures to handle changes that may be approved without prior review e. Integrated Change Control â€" It is performed from project inception thru completion. Here all recommendations for changes, CA, PA and defect repairs are evaluated and either approved or rejected. Identifying that a change needs to occur or has occurred Make sure only approved changes are implemented Reviewing and approving requested changes Managing approved changes as and when they occur and regulating them Maintain integrity of baseline Review and approve all recommended corrective and preventive actions Controlling and updating scope, cost, budget, schedule and quality Documenting impact of requested changes Validating defect repair Changes â€" The best method to control changes on the project is to look for sources of change. The best method to deal with changes is to direct the changes to the Change Control Board. Changes to project charter from sponsor and other signatories. Project Manager has authority to approve some change requests. He is given authority to approve changes in emergency situations. Primarily status reports on work progress. Baselines can be for scope, schedule, cost, quality, resource, technical performance baselines. Projects that deviate far from their baselines should have their risk management process reviewed. Should be changed for all implemented changes. Sometimes, certain classification of changes gets automatic approval on a project and do not need Change Control Board approval. Project Execution â€" Although the products, services or results of the project are frequently in the form of tangible deliverables such as building, road or software, intangible deliverables such as training is also provided. Schedule Change Control System â€" can include the paper, systems and approvals for authorizing changes.

Program management or programme management is the process of managing several related projects, often with the intention of improving an organization's performance. In practice and in its aims, program management is often closely related to systems engineering, industrial engineering, change management, and business transformation.

This Project Integration Management Template includes four major categories to give an overview of integrated project management and describe the six key processes of integration management. The template is a simple guide that is helpful for managers and planners who need preliminary information about the integration management processes. The integrative management processes refer to making choices regarding concentrating resources, anticipating potential issues, dealing with risks, and coordinating workflows for successful project completion. In order to perform the integration management processes, the project manager needs to choose between trade-offs among project objectives and alternatives. The integration will be achieved when the manager is able to unify and coordinate the discrete components of project management and create a productive work environment where processes and tasks are combined into a single workflow. Importance The importance of project integration management consists in the need for integrating the project management processes with each other. For instance, a cost estimate necessary for developing a contingency plan involves integration of the time planning processes. When the manager is able to address most integration management issues, this person unifies and coordinates the constraints time, cost and risk and find effective solutions. Project integration management is important because the manager can combine the deliverables with ongoing operations and create relations between outcomes and strategic expectations. Goals State and analyze the project scope. This goal refers to the identification and analysis of risks, requirements, assumptions, expectations, constraints, and other characteristics that have an impact to the project, and how each of the characteristics will be managed or addressed within the project lifecycle. Document specific criteria for project requirements. Keep to the Management Plan. By achieving this objective the project manager can take appropriate actions to have the project performed as planned, on schedule and under budget. Monitor and control the project. The manager should follow this goal to make sure that the constraints are well estimated and managed, the team performs tasks, and the deliverables are produced as planned. In case of any deviations the manager needs to take corrective actions to solve the problem. Processes Create the Project Charter. At the end of the initiation phase, one of the primary project management documents should be created. This is about the Project Charter. Integrated project management aims to facilitate the development of this document that clearly states the processes and activities required for starting the project, and also the boundaries of the project. Develop the Scope Statement. This process refers to stating a scope to identify and describe an amount of work required for accomplishing the project and producing deliverables. Design the General Plan. This process aims to create a foundation for developing a project management plan and decomposing the work into smaller, more manageable pieces, like tasks and jobs. This process requires using implementation tools to perform all the tasks and activities listed in the general plan. It also refers to unifying subsidiary plans with the project management plan. Monitor and Control Progress. The process aims to oversee the progress, manage changes, respond to risks, and measure performance in order to guarantee successful completion of project goals and objectives. Finalize and Close Project. The final process is to terminate all project activities, hand over the project to appropriate people and state a formal closure.

The major processes in a program integration management plan include: plan development, plan execution and change control. Each of these processes occurs at least one time in every program.

Please help improve this article by adding citations to reliable sources. Unsourced material may be challenged and removed. Program management also emphasizes the coordinating and prioritizing of resources across projects, managing links between the projects and the overall costs and risks of the program. According to one source, "a Program is a group of related projects managed in a coordinated manner to obtain benefits and control NOT available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program Some projects within a program can deliver useful incremental benefits to the organization before the program itself has completed. Program managers should not micromanage, but should leave project management to the project managers. However, program management might need to deal with interdependencies, conflicts and resource or knowledge sharing among the projects it manages. In public sector work in Europe , the term normally refers to multiple change projects: Many organizations only run one program at a time, a program containing all their projects. In Project Management Institute terminology, this is more likely to be a project portfolio than a program. Some larger organizations may have multiple programs each designed to deliver a range of improvements. Some organizations use the concept of Systems Engineering where others use program management. Key factors[edit] Governance The structure, process, and procedure to control operations and changes to performance objectives. Governance must include a set of metrics to indicate the health and progress of the program in the most vital areas. Alignment The program must support a higher level vision, goals and objectives. Assurance Verify and validate the program, ensuring adherence to standards and alignment with the vision. Management Ensure there are regular reviews, there is accountability , and that management of projects, stakeholders and suppliers is in place. Integration Ensure that component parts fit together properly to make the intended whole. Optimize performance across the program value chain , functionally and technically. Finances Track basic costs together with wider costs of administering the program. Infrastructure Allocation of resources influences the cost and success of the program. Infrastructure might cover offices, version control , and IT. Planning Develop the plan bringing together the information on projects, resources, timescales, monitoring and control. Comparison with project management[edit] There are the two different views of how programs differ from projects. In one view, projects deliver outputs, discrete parcels or "chunks" of change; [3] programs create outcomes. By combining these projects with other deliverables and changes, their programs might deliver increased income from a new product, shorter waiting lists at the hospital or reduced operating costs due to improved technology. The other view [5] is that a program is nothing more than either a large project or a set or portfolio of projects. In this second view, the point of having a program is to exploit economies of scale and to reduce coordination costs and risks. The program manager, on the other hand, is concerned with the aggregate outcome s or end-state result s of the collection of projects in a particular program. For example, in a financial institution a program may include one project that is designed to take advantage of a rising market and another that is designed to protect against the downside of a falling market. The former seeks to leverage the potential upside; the latter to limit the possible downside. Consider a simple analogy: This highly pressurized aerosol product injects a leak sealant into a punctured tire to stop the outflow of air project A and concurrently re-inflates the tire project B , resulting together in the outcome that is a tire that is once again functional the program comprised projects A and B. And also according to this view, successful projects deliver on time, to budget and to specification, whereas successful programs deliver long term improvements to an organization. Improvements are usually identified through benefits. An organization should select the group of programs that most take it towards its strategic aims while remaining within its capacity to deliver the changes. On the other hand, the view that programs are simply large projects or a set of projects allows that a program may need to deliver tangible benefits quickly. According to one source, the key difference between a program and a project is the finite nature of a project [8] - a project must always have a specific end date, else

it is an ongoing program. One view of the differences between a program and a project in business is that: A project is unique and is of definite duration. A program is ongoing and implemented within a business to consistently achieve certain results for the business. A project is designed to deliver an output or deliverable and its success will be in terms of delivering the right output at the right time and to the right cost. Program management includes management of projects which, together, improve the performance of the organization. Benefits are the measures of improvement of an organization and might include increased income, increased profits, decreased costs, improved market position ability to compete , reduced wastage or environmental damage, more satisfied customers. In central or local government organizations, benefits might include providing a better service to the community. In the course of achieving required results, business programs will normally understand related business constraints and determine the processes required to achieve results based on resources allocated. Improvement of processes is a continuous operation that very much contrasts a program from a project. At the lowest level project managers co-ordinate individual projects. They are overseen by the program manager who accounts to the program sponsor or board. There will normally be a process to change the predetermined scope of a project. Programs often have to react to changes in strategy and changes in the environment in which the organization changes. Another view and another successful way of managing does not see any of the factors listed above as distinguishing projects from programs, but rather sees the program as being about portfolio management. On this view, program management is about selecting projects, adjusting the speed at which they run, and adjusting their scope, in order to the maximize the value of the portfolio as a whole, and as economic or other external conditions change. Still, some emphasize that whereas a portfolio consists of independent projects, a program is a collection of interdependent projects, adding a dimension of complexity to the management task. Yet another view is that a program management is nothing more than a large, complex project, where the integration aspect of project management is more important than in smaller projects. Yet again, some accept there is a distinction related to interdependencies between the elements of a project and a program. In this view, a program is a comparably loosely coupled system, whereas large, complex projects are tightly coupled. This difference makes the project program a more ambiguous task to manage, with more uncertainty, reflecting a higher degree of freedom and a management task more open to exploit opportunities as they arise or the program management becomes aware of them. In practice it is not clear that there is a clear-cut distinction. Projects or programs vary from small and simple to large and complex; what needs to be a managed as a program in one culture or organization may be managed as a project in another.

Project Integration Management. During the course of a project, a project manager may have to schedule tasks, purchase products, address risks, replace project team members, re-schedule tasks, and.

Integration management is a collection of processes required to ensure that the various elements of the projects are properly coordinated. It involves making trade-offs among competing objectives and alternatives to meet or exceed stakeholder needs and expectations. Integrating and coordinating all project plans to create a consistent, coherent document Project plan execution Carrying out the project plan, according to the strategy, plan and activities as per the plan Integrated change control Coordinating changes across the project Project plan development Inputs Tools and techniques Outputs Other planning inputs Project planning methodology Project plan Historical information Stakeholder skills and knowledge Supporting details Organizational policies Project management information system Constraints Earned value management Assumptions What is a plan? A scheme, program, or method worked out beforehand for the accomplishment of an objective: A proposed or tentative project or course of action: A systematic arrangement of elements or important parts; a configuration or outline: A drawing or diagram made to scale showing the structure or arrangement of something. In perspective rendering, one of several imaginary planes perpendicular to the line of vision between the viewer and the object being depicted. A program or policy stipulating a service or benefit: Planned, Planning, Plans To formulate a scheme or program for the accomplishment, enactment, or attainment of: To have as a specific aim or purpose; intend: They plan to buy a house. To draw or make a graphic representation of. What are the main purposes of a project plan? For a project to progress and get over on time, within budget and with required quality, the project steps need to be planned well in advance, and who will do, what, when should be decided well in advance. For any team to be successful, the following 14 points are very important; Application of Q12 practices in project planning If the clan can assure the meeting of the following objectives, then it can be termed as a good plan Bring clarity into the work of each team member Do I know what is expected me? Ensure material, equipment, skills, knowledge availability to the team, to do their work properly Do I have the material and equipment I need to do my work right? Ensure that, as far as possible, the work allocated is matching to the team members liking and skill set Do I have the opportunity to do what I do best every day? Ensure better communication within the team, so that good work gets the recognition it deserves In the last 7 days, have I received recognition or praise for good work? Does my supervisor, or someone at work, seem to care about me as a person? Ensure , while doing the project work, the team member develops as a professional Is there someone at work who encourages my development? Ensure, a culture of open communication and every body gets their turn to share At work do my opinions seem to count? Ensure that the road-map is clear to all Does the charter of my project make me feel, my job is important? Facilitate individual excellence along with team excellence Are my co-workers, committed to doing quality work? Create an environment of trust Do I have a best friend at work? Ensure that, everyone gets proper feedback on their performance and the teams performance In the last six months, has someone talked with me about my progress? Ensure that every one advances in their career This last year, have I had opportunities at work to learn and grow? Organizational policies Policies for project management HR policy Quality policy etc Hence there is always a tradeoff between these constraints. Other examples of constraints can be; legal policies of the land in which the project is executed geographical conditions cultural issues etc.. Assumptions Some of the examples of assumptions are; It is assumed that the test team is available to test the product, when the development is completed It is assumed that, training will be provided to those who are new to the technology, within two weeks of the start of the project It is assumed that the schools are closed during winter, hence the buildings can be utilized by the project team Baseline Original project plan with the approved changes. A baseline is required to track the progress of the project from the approved plan. Can there be multiple baselines? Project baselines may be changed by formally approved changes, but the evolution of the baseline should be documented. Project plan execution Inputs Tools and techniques Outputs project plan general management skills work results supporting details product skills and knowledge change requests

organizational policies work authorization system preventive action status review meetings corrective action project review meetings project management information system What are the supporting details? Prevention - proactive action to prevent something from happening Correction - rectifying something, after the problem has happened Preventive action - actions focused at preventing something from happening.

7: Program Management & Integration | NHAssociates

Integrated Program Management Mission The purpose of the Integrated Program Management Division (IPMD) is to lead the advancement of integrated program management through industry and government partnership.

8: Project Management/PMBOK/Integration Management - Wikibooks, open books for an open world

The third process in integration management is the development of the project plan. The project plan includes the project charter, the definition of the project, project objectives, the project budget, the project schedule, the resources required for the project, the approach, management plans, and the initial risk assessment.

9: PreparePM | Project Integration Management

What is Project Integration Management? â€¢Comprises processes and activities required to ensure that various processes of the project are properly coordinated.

PROGRAM INTEGRATION MANAGEMENT pdf

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