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| --- |
| A black text on a white background  Description automatically generated |
| Program Management Plan |
| [Insert Program Name] |

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**Purpose of Program Management Plan**

The program management plan is a single, formal, dynamic document that outlines how the program is to be managed, executed, and controlled. It contains the overall program governance, information on components (initiatives and projects), benefits realization, related management plans and procedures, timelines, and the methods used to plan, monitor, and control the program as it progresses. This document evolves with the program and will be updated to reflect any relevant changes throughout program execution. This document should ensure there are no surprises through execution on how the program is managed or decisions are made.

This document is also the final source of all approved changes to budget, schedule, scope, success criteria, and benefits when it comes time to close the program and assess program success. The program management plan is part of the PMO’s [program benefit delivery phase](https://uwaterloo.ca/vpaf-project-management-office/methodologies/program-management/program-benefit-delivery) of the life cycle and is required for all programs.

**Program Management Plan Participants and Approvers**

Input into the program management plan may come from many different sources including, but not limited to, Sponsor, senior leadership, program and/or component intake proposal(s), program and/or project charter(s) and business case(s), initial analysis/research done when proposing the program or components, subject matter experts within business unit(s), program governance bodies, and other stakeholders (such as staff, students, faculty).

The author is the [Program Manager](https://uwaterloo.ca/vpaf-project-management-office/methodologies/roles-and-responsibilities/program-manager) for the program. The document should initially be reviewed by and approved by the [Program Sponsor](https://uwaterloo.ca/vpaf-project-management-office/methodologies/roles-and-responsibilities/projectprogram-sponsor) (recorded in the revision history) and program governance.

**Instructions:**

1. Write preliminary program management plan and create required baselines (budget, scope, benefits, and roadmap). Obtain agreement from teams and governance, and approval from sponsor. Record revisions and approvals in the Revision History
2. Execute the document according to the documented management plans.
3. Update the document, as required, to reflect approved program changes as the program evolves.
4. Before program completion, make any final updates and use the final schedule, budget and expenditures, success criteria, benefit, scope, et cetera to assess program success during program closure.
5. Upload to [the](https://uwaterloo.teamdynamix.com) knowledge Base

**Next Steps**

Execute the program according to the strategies and plans laid out in this document. Update this document to reflect any approved changes during program execution. Reflect final program results in this document at the end of the program and use this document during program closure to assess program success.

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# Program Definition

**Program Sponsor:** [insert name, title]

**Program Manager:** [insert name]

**Estimated Program Start Date:** [insert date] - **Actual Program Start Date:** [insert date]

**Estimated Program End Date:** [insert date] - **Actual Program End Date:** [insert date]

## Program Description

The overview of the program should be documented in the program charter, so provide a link to that document. State the program vision, as documented in the program charter, and record any changes to the vision here. The description should link to the documented business need in the charter and/or business case being addressed by the program, and capture the intended outcome and deliverables of the program. The Program Charter, intake form, and business case are good references for this section, initially, although this information may have to be changed in this section and kept up to date as the program evolves.

### Program Overview

[Instructions: Insert link to program charter for an overview of the program]

### Program Vision

[Instructions: Insert Program Vision]

### Business Need

[Instructions: Insert link to program charter and/or business case where business need already documented]

### Program Outcome and Deliverables

[Instructions: Insert Program Outcome and Deliverables]

## Program Scope

Instructions: State the scope of the program (what is in and out of scope), keeping in mind that scope items in a program will relate to business results, not tactical delivery items. The scope statement in the Program Charter can be used as a starting point. This section provides the opportunity to expand upon the charter scope in more detail and record approved changes to scope as the program evolves. This section will always contain the up-to-date scope, with changes recorded in the revision history of this document. Approved scope changes will also have been documented on Change Requests.

[Insert Program Scope]

## Program Components

Instructions: Describe the components (projects and initiatives) for this program. The component type will be either initiative or project. The status column should indicate whether the component is proposed, approved but not started, in progress, or complete. The Program Charter, intake form, and business case are good references to start this section. Information in this section will change and have to be updated as the program evolves.

Mark the high priority components with an ‘\*’ in front of the name. When tradeoffs have to be made during execution due to resourcing and other constraints, these the components that will take priority over the others.

| Component Name & Type (initiative or project) | Person Responsible for Component | Description of Component | Primary Deliverable of Component & impact to program | Status (proposed, approved to start, in progress, complete) | Start Date  | End Date |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

\* in front of component name indicates high priority components when tradeoffs due to constraints are necessary during execution

## Program Dependencies

Instructions: This section should contain the list of program dependencies. Dependencies between components should be documented here, as well as any external dependencies that may affect the program. Information in this section will change and have to be updated as the program evolves. Program component dependencies may best be illustrated with a network diagram.

[Insert Program Dependencies]

## Program Constraints

Instructions: List the constraints (restrictions that could affect the performance of the program that limit resources (people and budget), schedule, or scope and could affect quality) of the program.

It is important for the Program Manager to understand which of the resource/schedule/scope constraints are most to least flexible within the program. Include this information by making one ‘x’ on each row in the Triple Constraint Flexibility Matrix below. This information provides guidance on the Program Sponsor’s level of flexibility in these areas when determining trade-offs in planning and change control.

Describe any criteria for prioritizing components within the program while managing constraints (for example, if resources are constrained and a component has to be delayed, how is it decided which component is delayed).

The program charter is a good reference to start this section. Information in this section will change and have to be updated as the program evolves.

[Insert Program Constraints]

Triple Constraint Flexibility Matrix

|  |  |  |  |
| --- | --- | --- | --- |
| Flexibility: | Least | Somewhat | Most |
| Resources |  |  |  |
| Schedule |  |  |  |
| Scope |  |  |  |

## Program Success Criteria

Instructions: What is required for the success of this program, accounting for factors that contribute towards the realization of the benefits and goals? The success criteria should be unambiguous, observable and traceable back to the program goals and benefits. The program charter is a good reference to start this section. Information in this section may change and have to be updated as the program evolves.

[Insert Program Success Criteria]

# Program Management Plans

## Benefits and Benefits Realization Management

### Benefits Realization Management

Instructions: Provide a description of the process to be used to manage benefits and who is responsible and accountable. The management of benefits may include but is not limited to monitoring benefits for changes throughout program execution, ensuring benefits will be realized through the work being done within the program, the strategy for ensuring benefits are realized throughout the program duration, how often benefits will be monitored and who is responsible, how changes to benefits will be requested and approved, and details concerning the measurement of the benefits.

[Insert Benefits Realization Management]

### Baseline Benefits

Instructions: Insert or link to the baseline (initial) benefits register. The benefits can be maintained within the benefits register template, or the table from the template could be copied here and filled out. Obtaining these benefits are the point of establishing a program for the scope of work to be done. The benefits should be specific, measurable, have an expected delivery date (with benefits being realized throughout the duration of the program), and have somebody assigned responsibility.

[Insert link to Benefits Register, or copy benefits register table here to maintain]

### Current Benefits

Instructions: Create or link to the current, updated version of the benefits register (reflecting realized benefits, and approved changes to benefits (dates, measures, responsibility, removal or addition of benefits, et cetera). The benefits can be maintained within the benefits register template, or the table from the template could be copied here and maintained throughout program execution, according to the benefits management plan. Obtaining these benefits are the point of establishing a program for the scope of work to be done. The benefits should be specific, measurable, have an expected delivery date (with benefits being realized throughout the duration of the program), and have somebody assigned responsibility.

[Insert link to Current Benefits Register, or maintain current benefits register table here to maintain]

## Roadmap and Schedule Management

### Schedule Management

Instructions: This section should describe the approach for creating, updating, and monitoring the program roadmap and schedule. This section should also include information on the scheduling tools/formats to be used, and schedule development roles and responsibilities.

[Insert Program Schedule Management]

### Baseline Roadmap and Schedule

Instructions: Insert or link to the baseline (initial) roadmap and schedule developed for the program. The roadmap should illustrate components, milestones, and benefit realization.

[Insert Program Baseline Roadmap]

### Current Roadmap and Schedule

Instructions: Insert or link to the current, updated version of the program roadmap and schedule that reflects any approved changes during program and component execution. The roadmap should illustrate components, milestones, and benefit realization.

[Insert Current Program Roadmap]

## Budget and Cost Management

### Cost Management

Instructions: Provide a description of how the costs of the program will be managed. It should include: who is responsible for managing costs, who has the authority to approve changes to the program or its budget, how component budgets are established/controlled/monitored, whether and how cost performance is quantitatively measured and reported upon, and any report formats/frequencies and to whom they are presented.

[Insert Cost Management Plan]

### Baseline Budget

Instructions: Insert or link to the baseline (initial) budget developed for the program.

 [Insert Program Baseline Budget]

### Current Budget

Instructions: Insert or link to the current, updated version of the program budget and expenditures that reflects any approved budget changes during program and component execution, as well as expenditures to date.

 [Insert Current Program Budget and Expenditures]

## Other Management Plans

### Component Management

Instructions: Describe how new components will be identified, approved, and initiated for the program. If not already included in the communication plan, describe how information will be communicated between component teams and the Program Manager, and how any escalations will be handled. Provide any other relevant component management information for the program.

[Insert Component Management Plan]

### Scope Management

Instructions: Provide a description of the following: who has the authority and responsibility for scope management, how the scope is defined, how the scope is measured and verified (Examples: quality checklists, scope baseline, benefits register, et cetera.), the scope change process (which may already be documented in the change control process), and who is responsible for approving program scope and accepting final program benefit(s).

[Insert Scope Management Plan]

### Change Management

Instructions: Provide a description of the program’s change control process (this would be for changes to do with the program scope, roadmap/timing, and results). Program changes are normally responses to updated business drivers or constraints. This section should include: where change requests are to be stored and how they will be tracked & monitored, identification of who has approval authority for changes, and who can submit requests for change. The scope of change in this section should include changing scope of the program, adding/removing components, changing benefits, changes to budget, terminating components, changes in timelines that affect benefit delivery, et cetera.

[Insert Change Management Plan]

### Stakeholder Management

This section should contain the list of stakeholders, and outline any specific plans for managing these stakeholders. Insert or link to the stakeholder register. Stakeholders can be maintained within the [stakeholder register template](https://uwaterloo.ca/vpaf-project-management-office/methodologies/project-management/initiation/stakeholder-register), or the table from the template could be copied here and maintained during program execution within this document. The primary stakeholder(s) should be clearly identified within the register.

Instructions: Describe how the stakeholders will be managed, including how often the stakeholders will be monitored and the register updated, who is responsible, who is involved in gathering information for the register, and identifying strategies for managing stakeholder groups, and how stakeholders will be managed at component levels vs program level.

 [Insert Stakeholder Management Plan]

### Communication Management

Instructions: Link to the communications plan for the program, or copy the [communications plan template](https://uwaterloo.ca/vpaf-project-management-office/methodologies/project-management/planning/communications-plan) and maintain the communications plan here. This communications plan should be updated regularly and be based on expectations of stakeholders, program governance, and program teams. The communication plan should account for how communication will be handled between the Program Manager and the component teams as well.

 [Insert Communication Management Plan link or information here]

### Procurement Management

Instructions: Provide a description of the necessary steps and responsibilities for procurement from the beginning to the end of the program. Include separation of responsibility for sub-programs, projects and initiatives. Depending on the program, this section may require the Program Manager to work closely with Procurement, a Licensing Coordinator, et cetera. Include information on who is responsible for contract negotiations, approvals, maintaining the vendor relationship and monitoring vendor progress against contract and statements of work.

[Insert Procurement Management Plan]

### Staffing Management

Instructions: Provide a description of how the program will be staffed and how staff will be managed. List key resources and times/durations they are needed, as well as any required program staff training to prepare them. Also include strategy for staffing sub-programs, projects and initiatives. Include any information on reporting relationships and/or dotted reporting relationships, staff performance issues, and how escalations will be handled if staff availability is an issue.

[Insert Staffing Management Plan]

### Risk & Issue Management

Instructions: Provide a description of the approach taken to identify and manage program risks, actions, issues and decisions (RAID). It should include how they are reported, logged, tracked and monitored. Include who has access to submit them, who is accountable for dealing with them, any agreed upon response times that should be documented, et cetera. Specifically identify how risk triggers are monitored and by whom, and how a risk is converted to an issue when triggers fire. This section should clearly point to where the RAID log for the program is stored.

[Insert Risk & Issue Management Plan and link to RAID log]

# Program Governance

## Governance Committee(s)

Instructions: Describe the program governance structure (diagrams may be used with this description). Describe the roles and responsibilities of each governing group, outlining decision making authority, and overall interest/focus/purpose of the group within the program. Document how often the governing groups will meet, who will chair, and who attends the meetings (as a member and as a reference source, when required). If there is a terms of reference documented for the group, provide a link to it.

[Insert Governance Committee(s)]

## Governance Decision Making Approach

Instructions: Describe the decision-making approach the group(s) will follow. Include a list of decision guidelines and agreed upon priorities against which decisions will be made. Outline how escalations to the group(s) should be brought forward and handled by the group(s), and how decisions will be documented and communicated. If the decision-making authority of the group(s) is not included in the above section, it should be included here. If there is a standard agenda to be followed during these meetings for the group(s), include it here.

[Insert governance decision making approach]

## Governance Reviews

**Stage gate/Milestone reviews**

Instructions: This section outlines stage gate or milestone reviews and their requirements. This section should outline when the reviews will be held, what will be reviewed, and the data to be reviewed prior to determining whether to move on to the next stage.

[Insert stage gate/milestone reviews]

**Program performance reviews**

Instructions: This section outlines when and how often program performance will be reviewed by the group(s), focusing on the overall performance and management of the program. This section should also describe the required program performance information that must be provided to the group(s) in support of these reviews.

 [Insert program performance reviews]

# Revision History

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Change Made By | Date Change Made | Details of Change | Change Reviewed/ Approved by | Date change reviewed/ approved |
|  |  |  |  |  |
|  |  |  |  |  |