



FRAMEWORK FOR PROGRAM AUDIT
PROGRAM MANAGEMENT ANALYSIS
/ PMI BEST PRACTICE "THE STANDARD FOR PROGRAM
MANAGEMENT THIRD EDITION"

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1 INTRODUCTION

1.1 PURPOSE

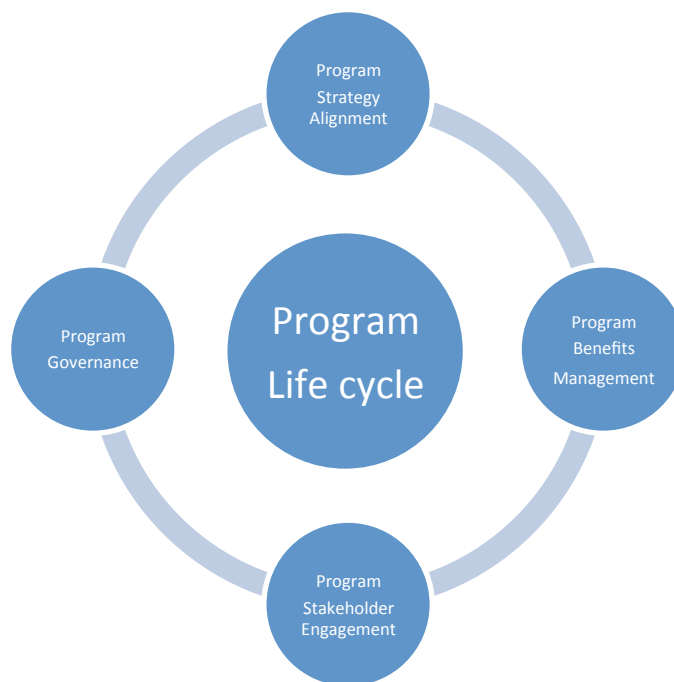
The purpose of this document is to make some recommendations to the customer based on program management best practices according to PMI.

Notes :

- ...

1.2 PMI PROGRAM DEFINITION AND STANDARD

- PMI describes a program as a “ group of related projects, subprograms, and program activities, managed in a coordinated way to obtain benefits not available from managing them individually”.
- A program refers to strategic objectives and to a vision. It is characterized by uncertainty and ambiguity compared to projects.
- PMI describes 5 Performance Domains to work on to make the program successful that are specific to programs and not to projects.



- Like project management supporting processes, program supporting processes require coordination with functional groups in the organization but in a broader context. These supporting processes are the following ones :
 - o Program communication management
 - o Program financial management

EXAMPLE

- Program integration management
- Program procurement management
- Program quality management
- Program resource management
- Program risk management
- Program schedule management
- Program scope management

Reference: PgMP Exam Preparation "Study Guide & 220 practice questions & answers, second edition Jean Guix and Martial Bellec

1.3 CUSTOMER CONTEXT

Vision :

Goals :

- ...

2 OVERVIEW PER DOMAIN AND PROCESSES

2.1 EVALUATION PER DOMAIN (1= BAD; 6 = EXCELLENT)

Domains	rate	Comments
Strategic alignment : Identifying opportunities and benefits to achieve the organization's strategic objectives through program implementation		(+) (-)
Benefits management : Defining, creating, maximizing, delivering, and sustaining the benefits provided by the program		(-) ... (+) ...
Program stakeholders engagement : Capturing and understanding stakeholder needs, desires and expectations and analysing the impact of the program on stakeholders, gaining and maintaining stakeholder support, managing stakeholder communication, and mitigating/channelling stakeholder resistance		(-) ... (+) ...
Program Governance : Establishing processes and procedures for maintaining program management oversight and decision-making support for applicable policies and practices throughout the course of the program		(-) ... (+) ...
Program life cycle : Managing all of the program activities related to program definition, program benefits delivery, and program closure.		(-) ... (+) ...

2.2 EVALUATION PER MANAGEMENT PROCESSES (1= BAD; 6 = EXCELLENT)

EXAMPLE

Program management supporting processes	Rate	Possible improvements
Program communication management		
Program financial management		
Program integration management		
Program procurement management		
Program quality management		
Program resource management		
Program risk management		
Program schedule management		
Program scope management		

2.3 REFERENCE TO PMI BEST PRACTICE/ CUSTOMER CONTEXT

2.3.1 Program management office

2.3.2 Program roadmap

2.4.1 ...

3 RECOMMENDED ACTIONS

3.1 POSITIVE THINGS ON THE WAY TO PURSUE !

3.2 OTHER PROPOSALS