

Program Management Conference

Program management methodologies

Comparing PMI's SPM with UK government MSP - similarities and differences

SPM - Standard for Program Management

MSP - Managing Successful Programmes

Presentation 2

**Joerg Roedle,
Benedikt Schmid**

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Version v1L

Speakers

Joerg Roedle

Bottmingen, Baselland

- PgMP certification: 2009
- Professional Focus:
 - PgMP, PMP, PRINCE2 Practitioner as well as ITIL Expert, global acting IT program and project manager
 - Strong experience in banking, financial services, logistics, printing, industrial and governments
 - Deep IT technological expertise in SAP R/3, Oracle Applications, relational data bases, Java application development and Windows operational systems
- Background:
 - MBA from University of Liverpool
 - Diploma in "Wirtschaftsingenieurwesen" from Technical University Berlin
 - 17 years of relevant experience



Benedikt Schmid

Zurich

- PgMP certification: 2011
- Professional Focus:
 - PgMP, PMP, global IT program manager
 - Business domain expertise in Reinsurance, financial services, human resources and consulting
 - IT technological expertise in application development and management, business intelligence and customer relationship management as well as actuarial platforms
- Background:
 - MBA from LaSalle University, Philadelphia
 - Master University of Zurich (Wirtschaftsinformatik)
 - 15 years of relevant experience



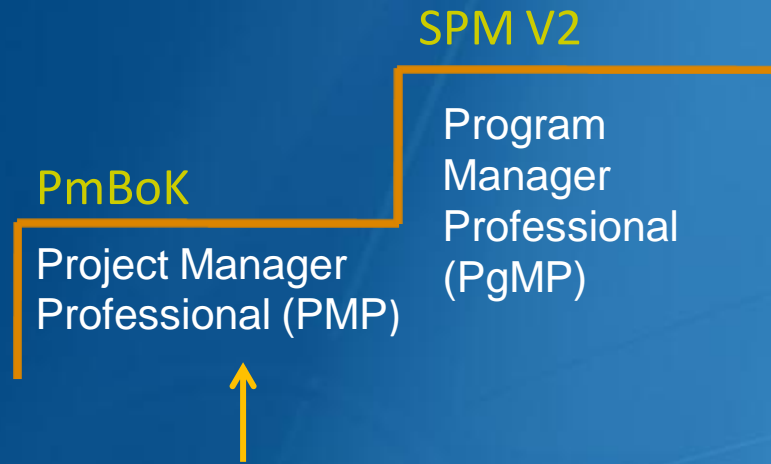
Agenda

1. Introduction
2. Methodology, History and Purpose
3. Framework and Process
4. PMI versus TSO (Principles, Governance, Lifecycle/
Transformational Flow, Process Groups & Dimensions)
5. Combining PMI and TSO PM Methodologies
6. Differences between SPM and MSP
7. Summary

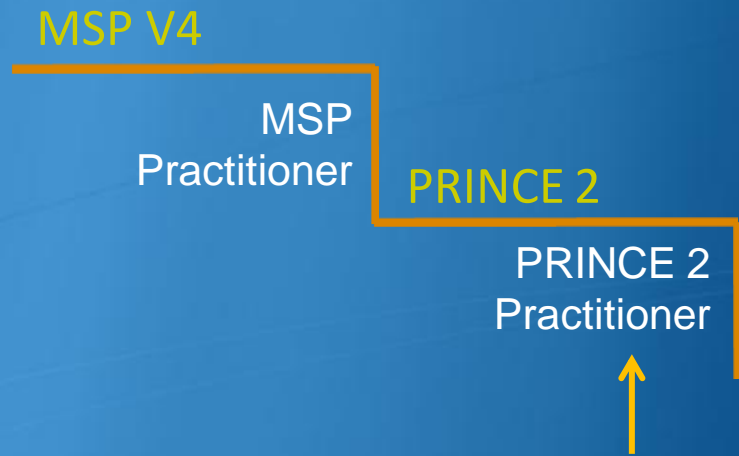
Backup Slides: Factors to determine which Methodology

1. Introduction

Project Management Institute, USA



Cabinet Office, UK



- International project management job applications frequently request project management certification¹
- Organizations use project management methodologies to increase their chances of project success especially as organizations are subject to continual change²
- Organizations are being **projectized** leading to the need of coordination and integration³ of larger projects which require **enhanced methodologies** to manage the **complexity**

1. Dice report using statistics from over 2200 job postings per day

2. SL Brown, KM Eisenhardt, 1997

3. From "Managing Successful Programmes", Published by the Stationary Office (TSO) and a registered trade of Cabinet Office

2. Methodology, History and Purpose

SPM¹

History

- 2006 - First Edition
- 2008 - Second Edition
- 2013 - Third Edition (planned)

- **Key points**
- Structured in Process groups and knowledge Areas
- References The Standard for Program management and PmBoK with a limited amount of integration
- More of body of knowledge with an attempt to detail processes, tools and techniques

MSP²

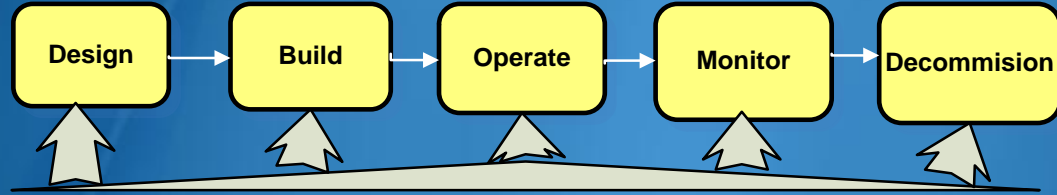
History

- 1999 - First Edition
- 2003 - Second Edition
- 2007 - Third Edition
- 2011 - Fourth Edition

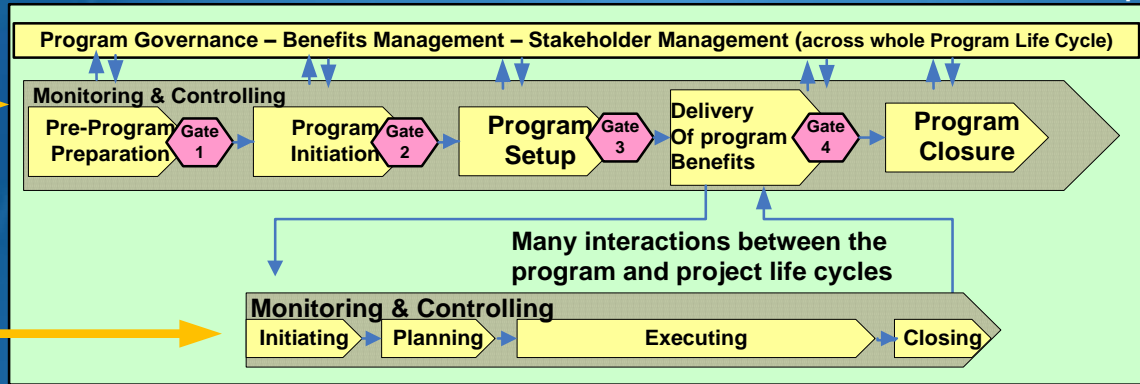
- **Key points**
- Represents good practice in PgM
- Provides an adaptable route map for PgM
- Based on three core concepts:
 - MSP principles,
 - MSP governance themes,
 - MSP transformational flow
- Advice on how core concepts can be applied

1. The Standard for Program Management“ From Project Management Institute (PMI), a non-profit organisation
2. Managing Successful Programmes“ Published by the Stationary Office (TSO) and a registered trade of Cabinet Office

3. PMI - Framework and Process



Product Lifecycle
Product life cycle can major influence on program/project plans



Program Lifecycle
Project Lifecycle

From „PMI Lifecycles – Product–Program–Project“, Robert Joslin, Version 1K, December 28 2012

Program & Project Management Process Groups*

12 Program/Project Knowledge areas

Knowledge Areas

Integration Management

Scope Management

Time Management

	Initiation Process	Planning Process	Executing Process	Monitoring & Controlling Process	Closing Process
Program	4.1 Initiate Program	4.2 Develop Program Management Plan 4.3 Develop Program Infrastructure Plan	4.4 Direct & Manage Program Execution 4.5 Manage Program Resources	4.6 Monitor & Control Program Performance 4.7 Manage Program Issues	4.8 Close Program
Project	4.1 Develop Project charter	4.2 Develop Project Management Plan	4.3 Direct & Manage Project Execution	4.4 Monitor & Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
		5.1 Plan Program Scope 5.2 Define Program Goals/Objectives 5.3 Develop Program Requirements 5.4 Develop Program Architecture 5.5 Develop Program WBS	5.6 Manage Program Architecture 5.7 Manage Component Interfaces	5.8 Manage & Control Program Scope	
		5.1 Collect Requirements 5.2 Define Scope 5.3 Create WBS		5.4 Verify Scope 5.5 Control Scope	
		6.1 Develop Program Schedule		6.2 Monitor & Control Program Schedule	
		6.1 Define Activities 6.2 Sequence Activities 6.3 Estimate Activity Resources 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	

3. TSO - Framework and Process

TSO: Two Layer Framework ...

Program Principles (outer ring)¹

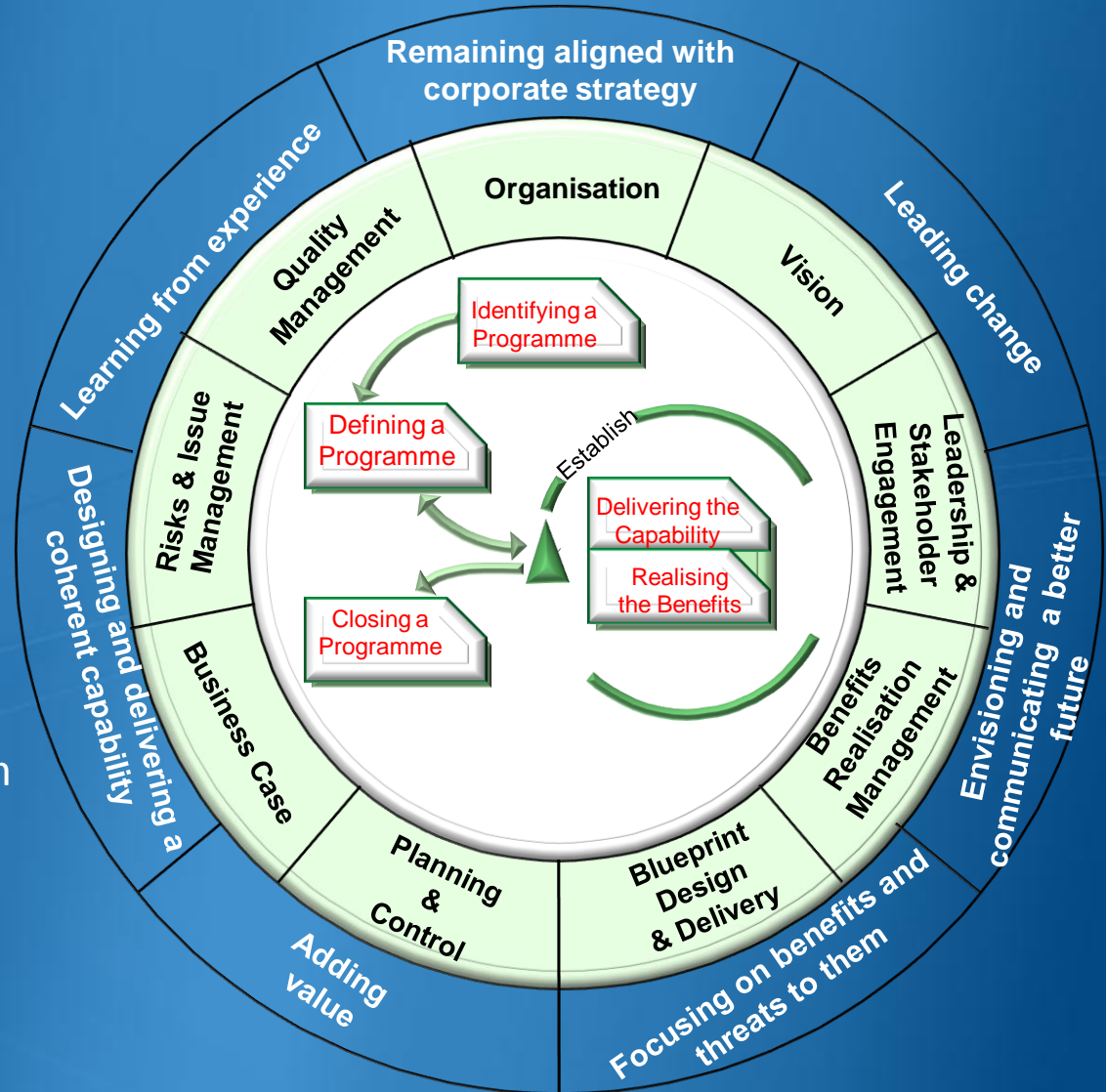
- empowering, self validating and universal

Governance Themes (2nd ring)¹:

- must be in place to allow appropriate controls

... to cover one Process

- Transformational flow (inner ring)¹: the lifecycle of the program



1. From MSP published by the Stationary Office (TSO) and a registered trade of Cabinet Office

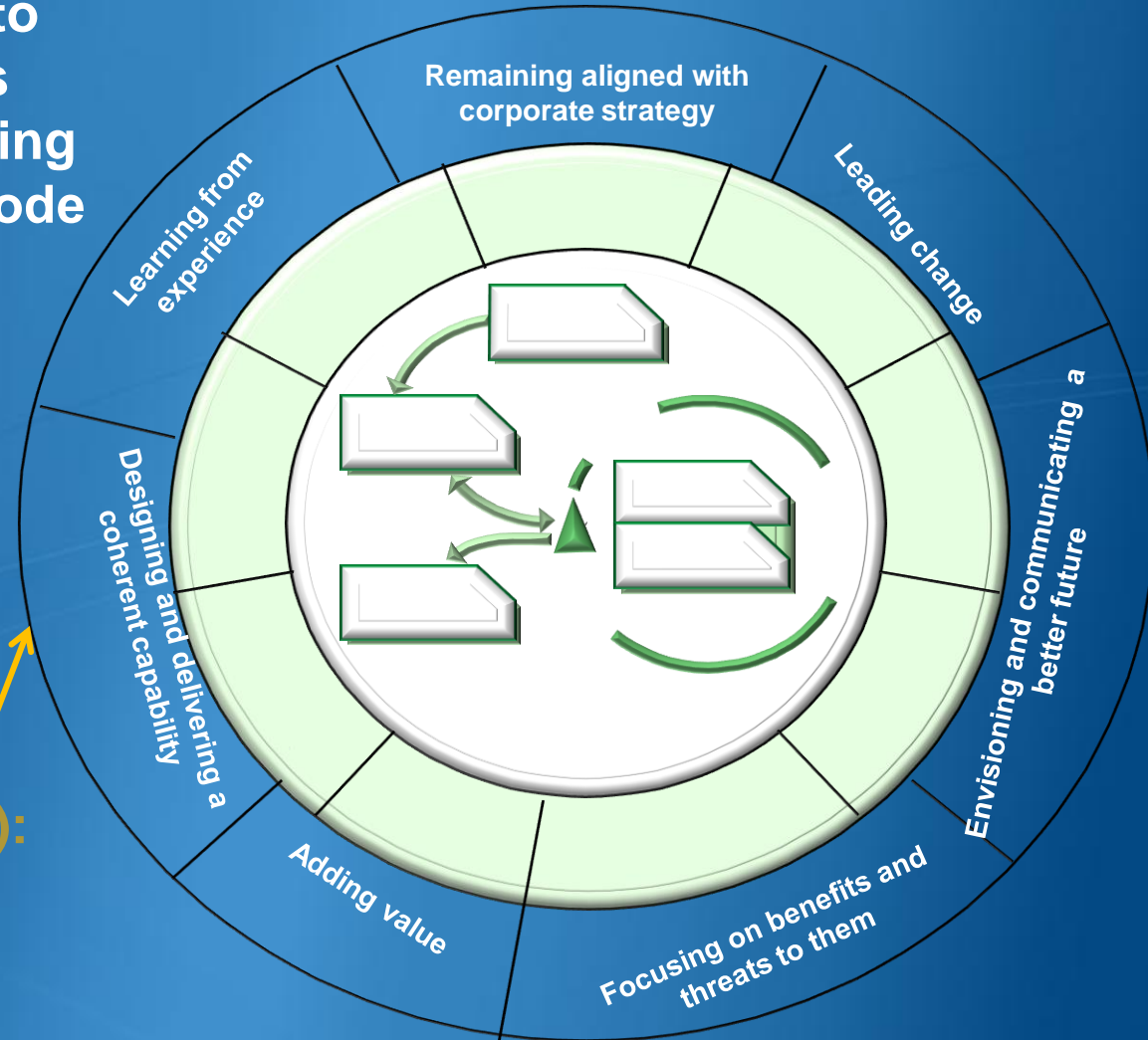
2. „MSP framework and concepts“, from MSP published by the Stationary Office (TSO) and a registered trade of Cabinet Office

4. PMI versus TSO - Principles

PMI SPM v2 - some principles are mentioned, but it is left to the organization to apply its own principles, while adhering to Ethics defined in PMI's code of conduct¹:

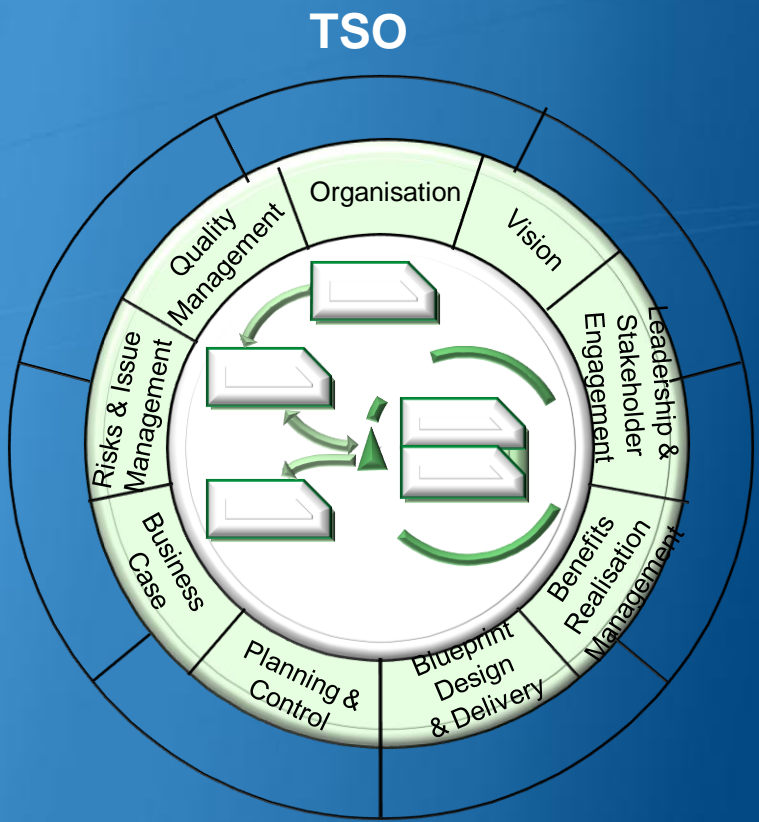
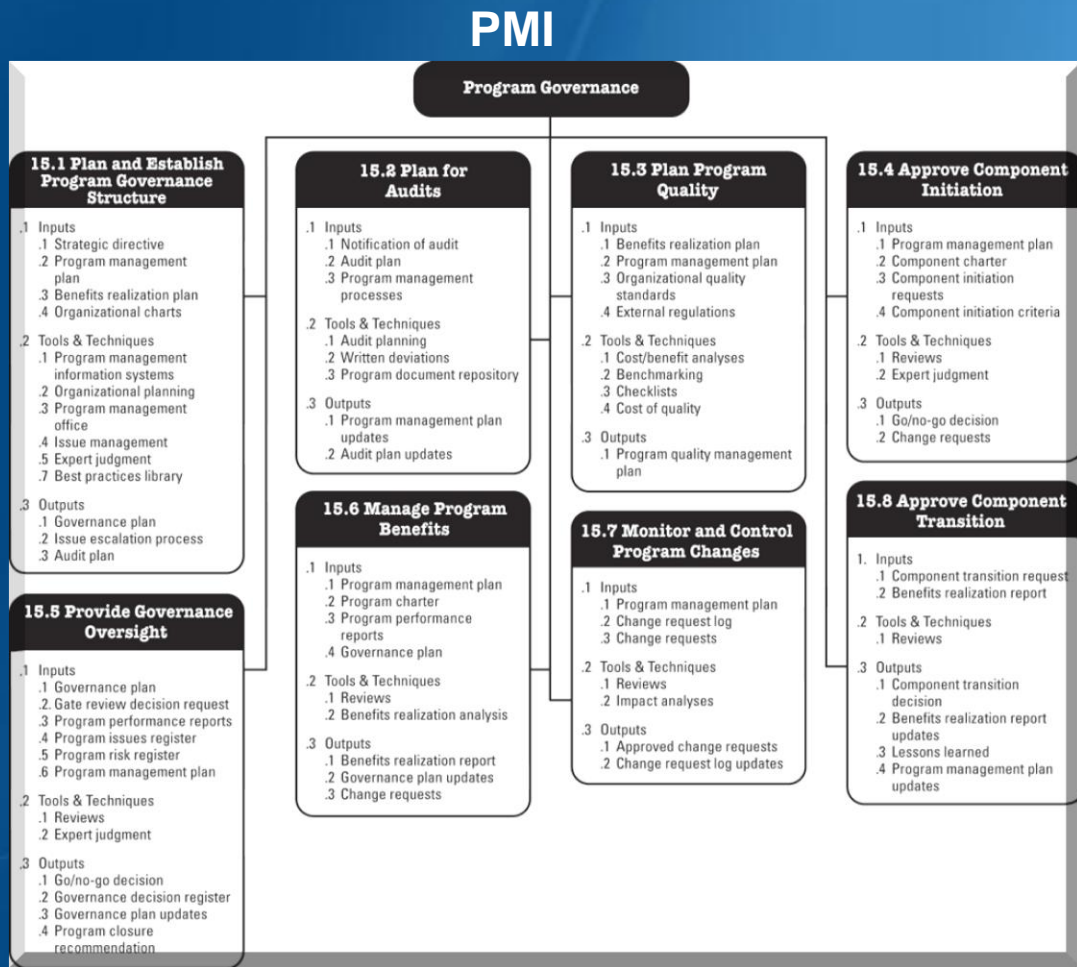
- Architectural principles
- Scientific principles
- Guiding principles
- True program management principles
- Governance principles

TSO Principles² (outer ring):



1. „Representative Program Life Cycle“, from SPM published by Project Management Institute (PMI), a non-profit organisation
2. „MSP framework and concepts“, from MSP published by the Stationary Office (TSO) and a registered trade of Cabinet Office

4. PMI versus TSO Governance - Definitions

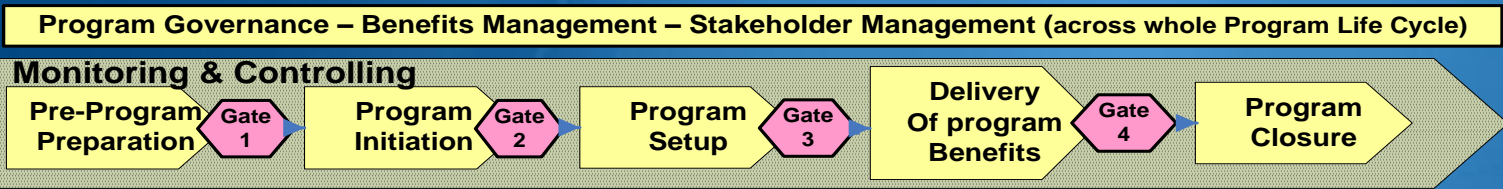


1. „Program Governance Overview“, from SPM published by Project Management Institute (PMI), a non-profit organisation
 2. „MSP framework and concepts“, from MSP published by the Stationary Office (TSO) and a registered trade of Cabinet Office

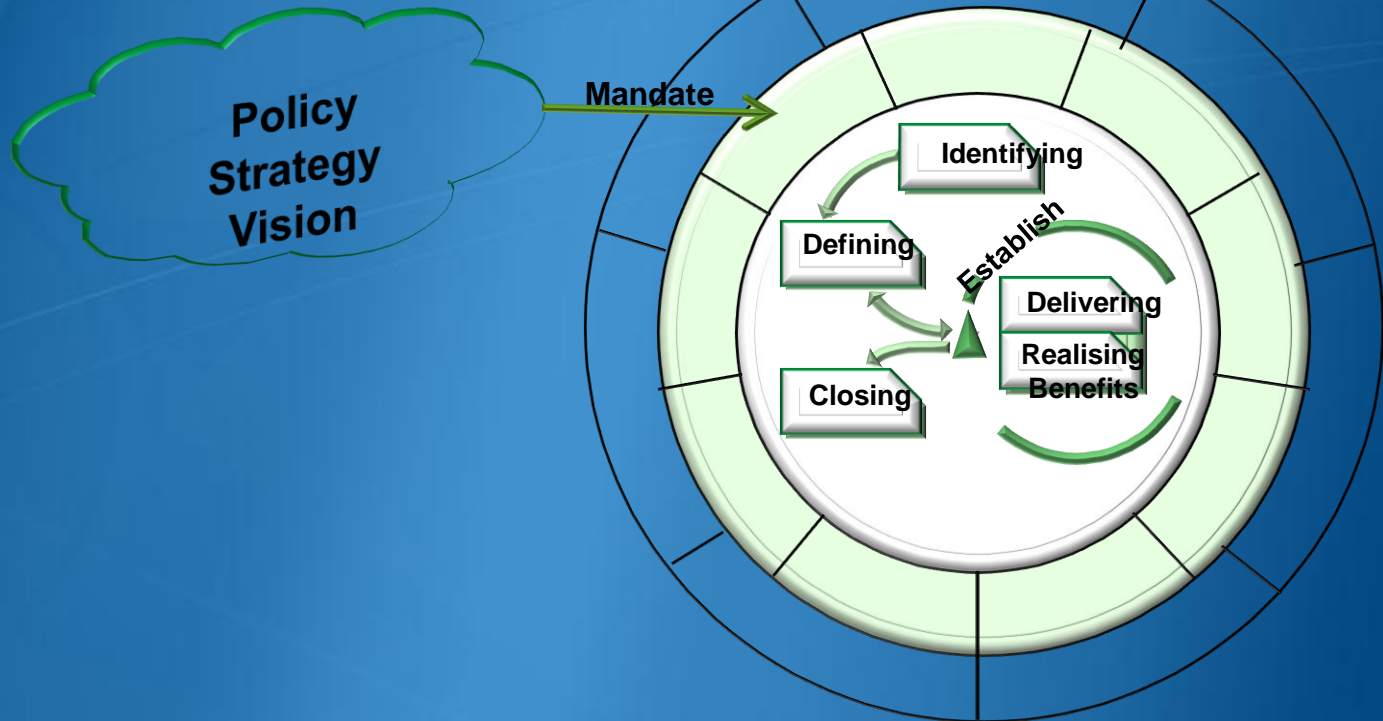
4. PMI Program Lifecycle¹ versus TSO Transformational Flow²

Governance

PMI: Program Life Cycle Phases

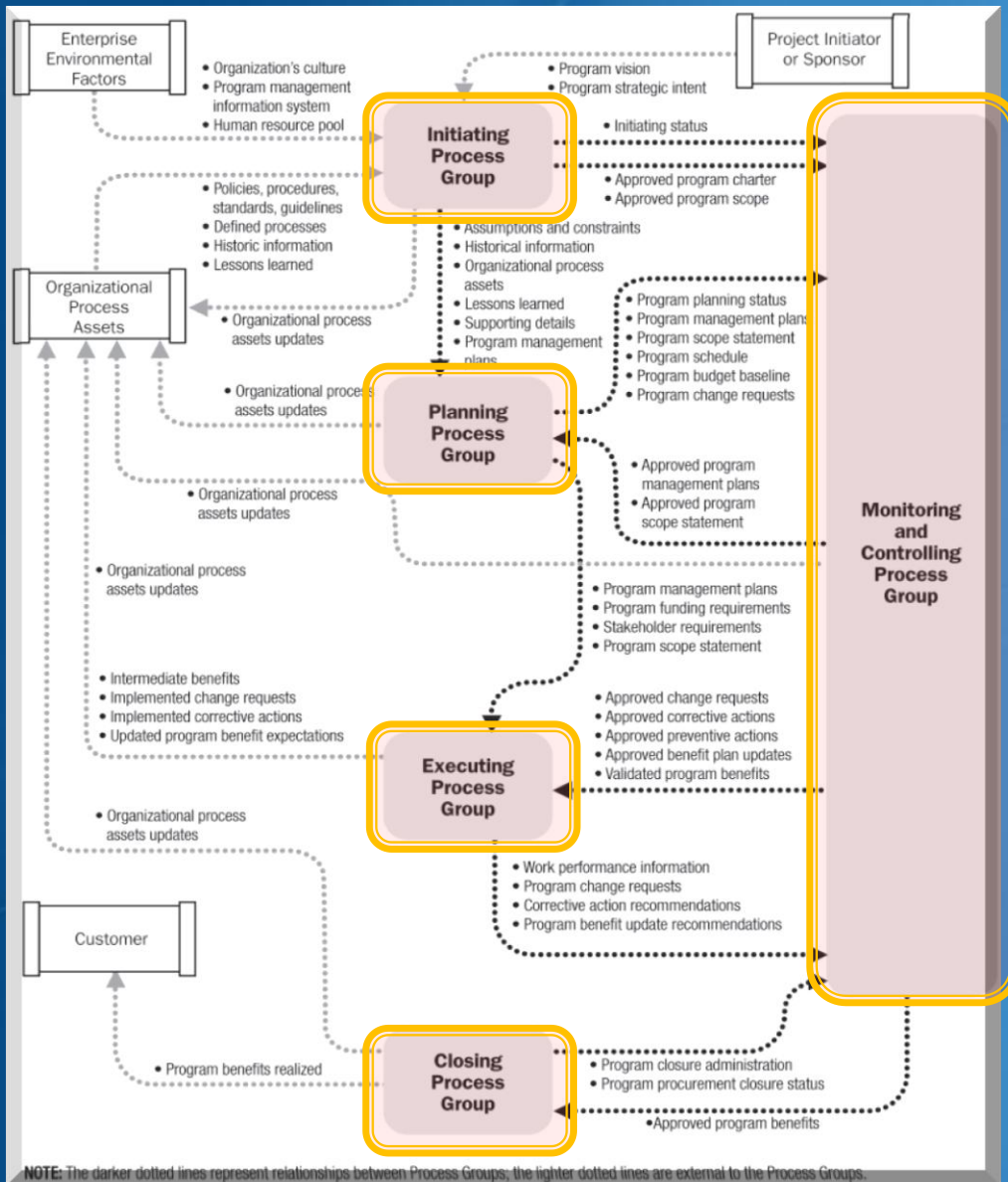


TSO



1. „Program Management Process Groups & Knowledge Areas mapping“, from SPM published by Project Management Institute (PMI)
2. „MSP framework and concepts“, from MSP published by the Stationary Office (TSO) and a registered trade of Cabinet Office

4. PMI – SPM Five Process Groups¹



No Program Process Groups section or concepts within MSP

1. „Program Management Process Interactions“, from SPM published by *Project Management Institute (PMI)*, a non-profit organisation
 2. „MSP framework and concepts“, from MSP published by the Stationary Office (TSO) and a registered trade of Cabinet Office

Extract

Program & Project Management Process Groups*

Knowledge Areas

Integration Management

Scope Management

Time Management

Program
Project

Initiation Process

- 4.1 Initiate Program
- 4.1 Develop Project charter

Planning Process

- 4.2 Develop Program Management Plan
- 4.3 Develop Program Infrastructure Plan
- 4.2 Develop Project Management Plan

- 5.1 Plan Program Scope
- 5.2 Define Program Goals/Objectives
- 5.3 Develop Program Requirements
- 5.4 Develop Program Architecture
- 5.5 Develop Program WBS

- 5.1 Collect Requirements
- 5.2 Define Scope
- 5.3 Create WBS

- 6.1 Develop Program Schedule
- 6.1 Define Activities
- 6.2 Sequence Activities
- 6.3 Estimate Activity Resources
- 6.4 Estimate Activity Durations
- 6.5 Develop Schedule

Executing Process

- 4.4 Direct & Manage Program Execution
- 4.5 Manage Program Resources
- 4.3 Direct & Manage Project Execution

- 5.6 Manage Program Architecture
- 5.7 Manage Component Interfaces

Monitoring & Controlling Process

- 4.6 Monitor & Control Program Performance
- 4.7 Manage Program Issues

- 4.4 Monitor & Control Project Work
- 4.5 Perform Integrated Change Control

- 5.8 Manage & Control Program Scope
- 5.4 Verify Scope
- 5.5 Control Scope

- 6.2 Monitor & Control Program Schedule
- 6.6 Control Schedule

Closing Process

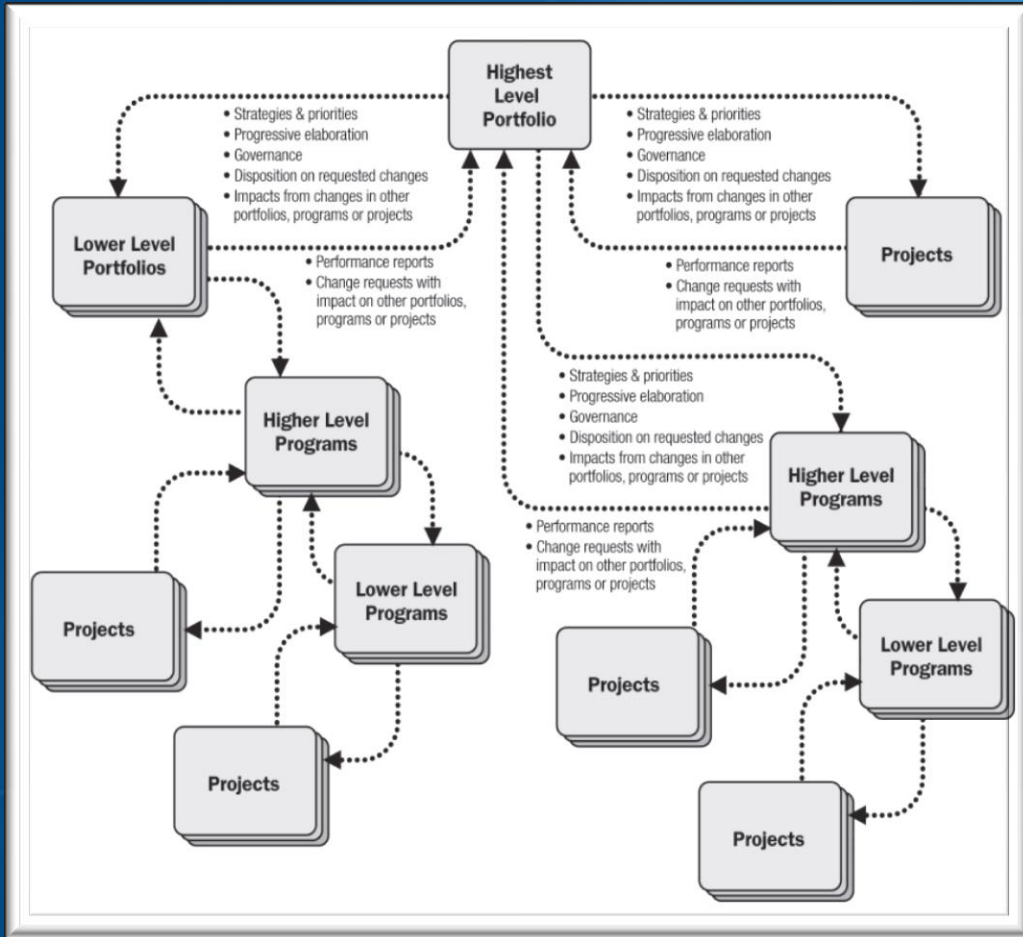
- 4.8 Close Program
- 4.6 Close Project or Phase



1. „Program Management Process Groups & Knowledge Areas mapping“, from SPM published by *Project Management Institute (PMI)*
 2. „Project Management“, from *Management Successful Projects with PRINCE2* published by the Stationary Office (TSO)

5. Combining PMI and TSO Methodologies

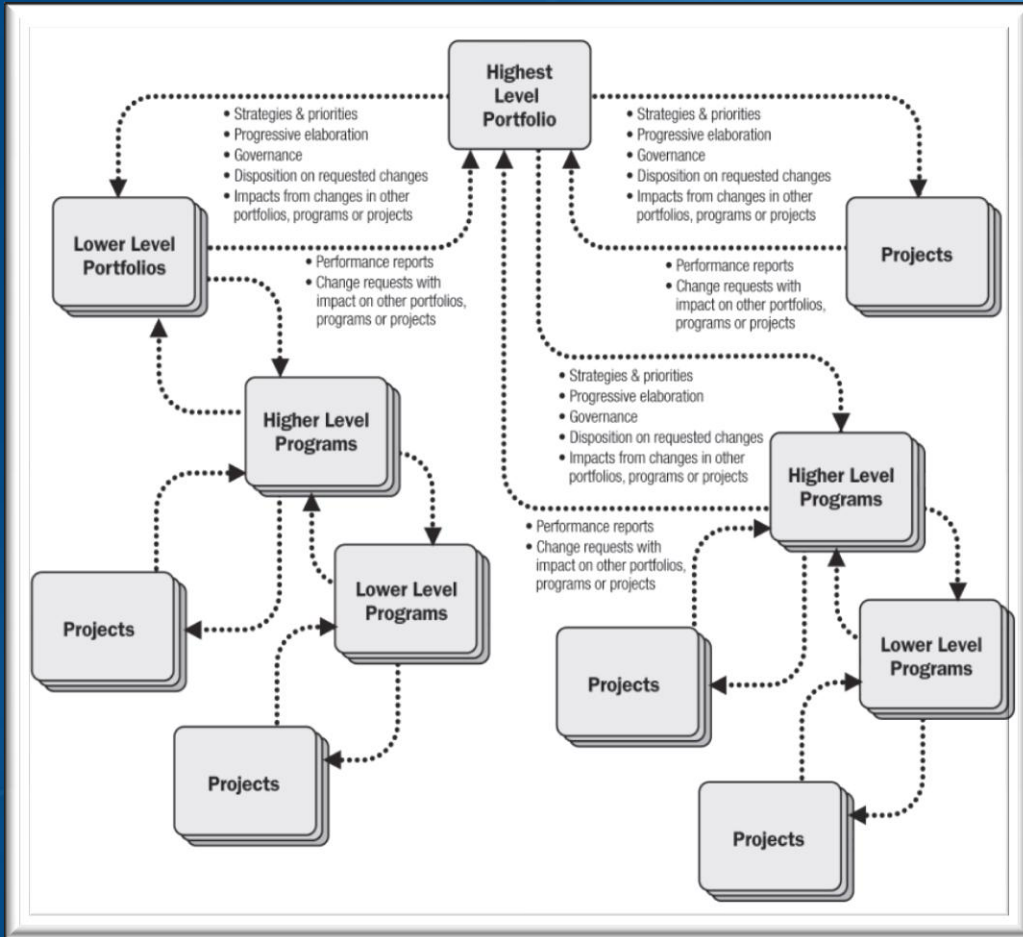
...the best out of both



1. „ Portfolio, Program, and Project Management Interactions“, from SPM published by *Project Management Institute (PMI)*
2. „ Programme Management Environment“, from *MSP* published by the Stationary Office (TSO) and a registered trade of Cabinet Office

5. Combining PMI and TSO Methodologies

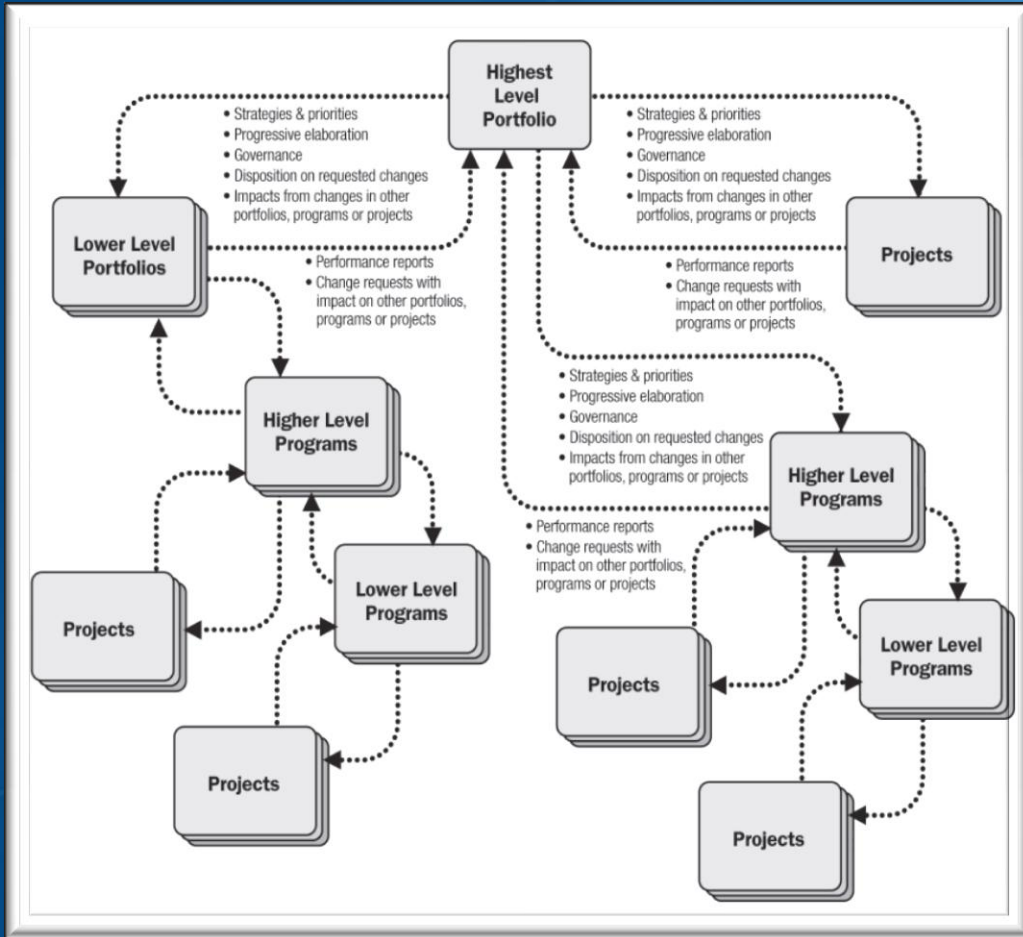
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5. Combining PMI and TSO Methodologies

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6. Differences between SPM and MSP

Areas	SPM	MSP
Different context ¹	Descriptive, to be used where flexibility is suitable	Prescriptive, to be used in a strong line organisation
Different justification concept	Customer approach with focus on Business Need	Business approach with focus on Business Case
Different success concept	Enhance Program/ Project Manager to manage Programs/ Projects with PM tools and techniques	Enhance organisation to establish and integrate programs/ projects with clear organisational structures/ authority levels
Different planning concept ¹	Activities approach	Product approach
Different authority concept ¹	Program/ Project Manager is decision maker	Senior Executive is decision maker
Different leading concept	Project Manager leads staff	Project Manager leads Team Manager, who leads staff
Different risk concept	Contingency budget is out of hands of Program/ Project manager	Once agreed, contingency budget can be used by Program/ Project Manager
Different control concept ¹	Program Manager controlled	Business controlled

1. From „ PRINCE2 and PMBOK: Complementarities, The point of view of the consultant, “, Emmanuel Laffineur, Lausannen June 7th 2012 ¹⁶

7. Summary

- PMI **focused** on Portfolio, Program and Project **interactions/processes**, whilst TSO focused on **external environment influencing** Portfolios, Program and Projects
- PMI **based on** Lifecycles, Process Groups, Knowledge Areas and 42 Processes, while **TSO** on **core concepts, principles, governance themes, and transformational flow**
- Combining the best from PMI/ TSO methodologies could provide **substantial benefit** to the organization
- Project/ Program Managers need to be **flexible** in order to deliver, irrespective of selected methodology

A scenic mountain landscape featuring a large glacier in the background, green slopes in the middle ground, and a field of white flowers in the foreground. The sky is clear blue.

Thank you for listening

Backup slides



Factors to determine – which methodology (1 of 2)

Organizational aspects to be considered	Yes	No
PMI or TSO PM <u>methodology already well established</u> in your organization?	continue to use its PgM methodology (PMI or TSO).	consider the following points
Are <u>customers</u> already following PMI or TSO methodology?	use its PgM methodology (PMI or TSO).	consider the following points
Are your <u>project/ program managers</u> already PMI/ TSO certificated?	continue to use its PgM methodology (PMI or TSO).	consider the following points
Is project/ program management provided as a <u>business to customers</u> ?	PMI might be more appropriate	
Is there a need to <u>quick</u> establish PgM methodology	TSO might be more appropriate	
Is your organisation / your customers <u>located in the UK and commonwealth</u> ?	TSO might be more appropriate	

=> Spend sufficient time to investigate which PM methodology and stay with it

Factors to determine – which methodology (2 of 2)

PM aspects to be considered	Factors	Appropriate
<u>Junior</u> Project/ Program Manager	<u>TSO</u> might be more appropriate, as there are <u>no prerequisites and limited PM/ PgM techniques</u> necessary only to becoming TSO certified.	TSO
<u>Senior</u> Project/ Program Manager	<u>PMI</u> might be more appropriate, as it <u>provides specific PM/ PgM techniques</u> , that might be necessary to fulfill the job and/or is requested by the executive.	PMI
<u>Internal</u> Project/ Program Manager	Select the PgM methodology that best support your <u>career path</u> .	PMI or TSO
<u>External</u> Project/ Program Manager	Select the PgM methodology that your <u>customers</u> do usually working according to	PMI and/ or TSO
<u>International</u> Project/ Program Manager	Select the PgM methodology that is common in the <u>countries you are working in</u>	PMI and/ or TSO

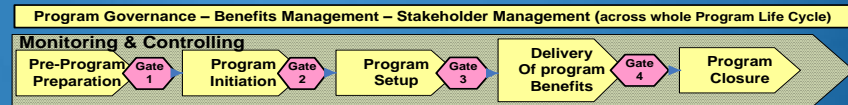
=> Junior PM might start with TSO to get certified early and switch to PMI, when prerequisites are fulfilled and there is time to learn specific PM techniques.

Integrating Principles and Ethics into a combined program management methodology

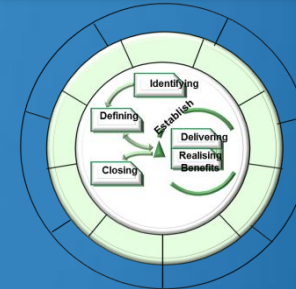
A Challenge



PMI Program Principles



Integrated set of combined methodology principles will require some effort to ensure consistency



MSP Principles