

GOWER HANDBOOK OF PROGRAMME MANAGEMENT



Geoff Reiss
Malcolm Anthony
John Chapman
Geoff Leigh
Adrian Pyne
Paul Rayner

GOWER

Contents

List of tables	xi
List of figures	xiii
Notes on contributors	xix
Acknowledgements	xxv

Part I An Introduction to Programme Management

1 Introduction	3
1.1 Welcome	3
1.2 Why you should read this book	4
1.3 An overview of programme management	5
1.4 Definitions of programme management and related terms	16
1.5 Types of programmes	20
1.6 Change programmes: The focus of this book	26
1.7 Benefits of programme management	26
1.8 How to use this book	27
1.9 Conclusion	30
References	30
2 The programme management process	31
2.1 Introduction	31
2.2 Start-up	42
2.3 Define programme	64
2.4 Establish programme	97
2.5 Manage programme	116
2.6 Closure	144
2.7 Appendix	159

Part II A Supporting Infrastructure

3 Programme organization and governance	165
3.1 Introduction	165
3.2 Programme structure	167
3.3 Project environment	170
3.4 Programme organization	171
3.5 Programme leadership	179
3.6 Programme governance	181
3.7 Reasons why programmes fail	188
References	202
4 Programme planning and control	203
4.1 Introduction	203
4.2 A definition	203
4.3 Differences between programme planning and project planning	204
4.4 The delegation method	215
4.5 The loan or secondment method	217
4.6 Planning for the delivery of benefits	218
4.7 Mechanisms for programme and portfolio planning and control	219
4.8 Barriers to successful programme planning	229
4.9 Standardization	241
4.10 Summary	242
References	243
5 Benefits management	245
5.1 What are benefits?	245
5.2 Programmes, projects and benefits	246
5.3 The programme business case	249
5.4 Hard and soft benefits	249
5.5 Delivering the business strategy	252
5.6 The difficulties of benefit management	257
5.7 Responsibilities for benefit delivery	264
5.8 Programme management and delivering benefits	266
5.9 Programme execution	282
5.10 Project closure, benefit realization and programme closure	287
5.11 Benefit management and the communications	288
References	293

6	Stakeholder management	295
6.1	Introduction	295
6.2	Benefits of managing stakeholders	297
6.3	Process overview	298
6.4	Refining the stakeholder map	313
6.5	Stakeholder management roles and responsibilities	323
6.6	Conclusion	327
	References	328
7	Management of risks and issues	329
7.1	Introduction	329
7.2	Issue management	330
7.3	Risk management	333
7.4	A risk management framework	337
7.5	Conclusion	349
	References	349
8	Programme assurance and quality	351
8.1	Introduction	351
8.2	Quality in a programme environment	351
8.3	Programme assurance	353
8.4	Programme quality strategy	355
8.5	Contents of programme quality strategy	357
8.6	Relationship of quality strategy to formal contracts	359
8.7	Tests, checks or reviews and acceptance strategy	360
8.8	Programme audits	362
8.9	Programme assurance and risk management	368
8.10	Programme assurance roles and responsibilities	369
8.11	Quality costs	372
8.12	Quality leadership	395
	References	376
9	Configuration management	377
9.1	Introduction	377
9.2	Elements of configuration management	378
9.3	Configuration management plan	383
9.4	Configuration management roles and responsibilities	384
9.5	Document management	384
9.6	Escrow arrangements	385

10	Internal communications	401
10.1	The importance of internal communication	401
10.2	A model of communication	402
10.3	Ensuring reliable feedback	404
10.4	Communication for motivation	409
10.5	Roles and responsibilities for internal communication	413
10.6	The tyranny of e-mails	414
10.7	Measuring communication effectiveness	415
10.8	Internal communication and leadership	416
	References	421
11	Programme accounting and financial control	423
11.1	The role of programme accounting and financial control	423
11.2	Scope of programme accounting and financial control	426
11.3	Programme versus project accounting and financial control	428
11.4	Roles and responsibilities within the programme finance team	429
11.5	Exercising financial control over a programme	432
11.6	Collecting programme costs	433
11.7	Analysing programme costs	437
11.8	Certainty of cost	442
11.9	Earned value analysis	445
11.10	Programme events requiring accounting and financial control information	453
11.11	Programme accounting and financial control through the lifecycle	456
11.12	Accounting for programme costs	472
11.13	Conclusion	473
	References and further reading	475
12	Management of scope and change	477
12.1	Introduction	477
12.2	Programme change versus project change	479
12.3	Scope management within the civil engineering industry	480
12.4	Scope management within a programme environment	481
12.5	Key elements of scope management	482
12.6	Roles and responsibilities	483
12.7	A Programme change request process in detail	484
13	The programme office	503
13.1	What is a programme office?	503
13.2	How a programme office can help	504

13.3	Programme office structures	509
13.4	Designing and building a programme office	510
13.5	Preparing the programme office for new programmes	512
13.6	Tools for the programme office	514
13.7	Programme office interfaces	522
13.8	Programme office roles and responsibilities	523
	References	526
14	Programme knowledge management	527
14.1	Introduction	527
14.2	A knowledge management process	529
14.3	Knowledge management roles and responsibilities	530
14.4	Knowledge management through the programme lifecycle	531
14.5	Wider knowledge sharing	542
14.6	Continuous improvement	543
14.7	Conclusion	543
	References	545
<hr/>		
Part III	Programme Management Maturity	
<hr/>		
15	Measuring programme management maturity	549
15.1	Introduction to programme maturity	549
15.2	Using the Programme Management Maturity Model	551
15.3	Conclusions	558
16	Improving programme management maturity	561
	References	562
16.1	Improving programme organization and governance	563
16.2	Improving programme planning and control	572
16.3	Improving benefits management	579
16.4	Improving stakeholder management	583
16.5	Improving risk and issue management	590
16.6	Improving programme assurance and quality	597
16.7	Improving configuration management	606
16.8	Improving internal communications	611
16.9	Improving programme accounting	618
16.10	Improving management of scope and change	623
	<i>Appendix A Glossary</i>	631
	<i>Appendix B Sources of additional information</i>	641
	<i>Appendix C A worked example</i>	655
	<i>Index</i>	697