

# Comparison of New Delineation of a Program Management Professional with Current Delineation

REVISED DELINEATION (NEW MODEL)	COMMENT/COMPARE TO CURRENT	CURRENT DELINEATION	
DOMAIN 1 – STRATEGIC PROGRAM MANAGEMENT		DOMAIN I – DEFINING THE PROGRAM	
1.1 Perform an initial program assessment by defining the program objectives, requirements, and risks in order to ensure program alignment with the organization’s strategic plan, objectives, priorities, vision, and mission statement.	Part of DI, T1	Task 1	Perform a program assessment by defining the program objectives and requirements and establishing a high-level road map in order to ensure program alignment with the enterprise strategic plan or mission.
1.2 Establish a high-level road map with milestones and preliminary estimates in order to obtain initial validation and approval from the executive sponsor.	Part of DI, T1		
	No direct counterpart	Task 2	Support business analysis functions in identifying marketplace needs for the potential program offering using research, market analysis, and high-level cost-benefit analysis.
1.3 Define the high level road map/framework in order to set a baseline for program definition, planning, and execution.	Primarily new; possible elements of DII, T1		
		Task 3	Develop benefits realization plan by estimating the costs and benefits (ROI) of the program in order to establish the program’s feasibility and obtain funding.
		Task 4	Perform a preliminary stakeholder analysis through RFP, contract, experience, and input from other sources in order to assess their position relative to the program.
1.4 Define the program mission statement by evaluating the stakeholders’ concerns and expectations in order to establish program direction.	Primarily DII, T1		
		Task 5	Establish alliances with other departments and organizations by recognizing dependencies in order to assess potential partnerships and commitment to the program.

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1.5 Evaluate the organization's capability by consulting with organizational leaders in order to develop, validate, and assess the program objectives, priority, feasibility, readiness, and alignment to the organization's strategic plan.	Major revision	Task 6	Evaluate the organization's capability by consulting with the groups involved with delivery in order to validate the program priority and alignment to the strategic objectives.
1.6 Identify organizational benefits for the potential program using research methods such as market analysis and high-level cost-benefit analysis in order to develop the preliminary program scope and define benefits realization plan.	Some elements of DI, T2; some elements of DI, T3		
1.7 Estimate the high level financial and nonfinancial benefits of the program in order to obtain/maintain funding authorization and drive prioritization of projects within the program.	<b>New</b>		
1.8 Evaluate program objectives relative to regulatory and legal constraints, social impacts, sustainability, cultural considerations, political climate, and ethical concerns in order to ensure stakeholder alignment and program deliverability.	Possible elements of DIII, T1		
1.9 Obtain organizational leadership approval for the program by presenting the program charter with its high-level costs, milestone schedule and benefits in order to receive authorization to initiate the program.	DI, T7 and DII, T7	Task 7	Request authorization to proceed by presenting the program assessment for approval to the governance authorities in order to initiate the program.
1.10 Identify and evaluate integration opportunities and needs (for example, human capital and human resource requirements and skill sets, facilities, finance, assets, processes and systems) within program activities and operational activities in order to align and integrate benefits within or across the organization.	Possible elements of DI, T5		
1.11 Exploit strategic opportunities for change in order to maximize the realization of benefits for the organization.	<b>New</b>		
<b>DOMAIN 2—PROGRAM LIFE CYCLE</b>			
<b>Sub-domain 1: Initiating the Program</b>		<b>Domain II: Initiating the Program</b>	
2.1 Develop program charter using input from all stakeholders, including sponsors, in order to initiate and design program and benefits.	<b>New</b>	Task 1	Define the program mission statement by assembling the stakeholders' concerns and expectations in order to establish program direction and set a baseline for any further action.

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2.2 Translate strategic objectives into high-level program scope statements by negotiating with stakeholders, including sponsors, in order to create a program scope description.	Unchanged	Task 2	Translate strategic objectives into high-level project scope statements by negotiating with stakeholders in order to create a program scope description.
2.3 Develop a high-level milestone plan using the goals and objectives of the program, applicable historical information, and other available resources (for example, work breakdown structure (WBS), scope statements, benefits realization plan) in order to align the program with the expectations of stakeholders, including sponsors.	Modified with examples	Task 3	Develop a high-level milestone plan using the goals and objectives of the program, applicable historical information, and other available resources in order to align the program with expectations of sponsors and stakeholders.
2.4 Develop an accountability matrix by identifying and assigning program roles and responsibilities in order to build the core team and to differentiate between the program and project resources.	Unchanged	Task 4	Develop an accountability matrix by identifying and assigning program roles and responsibilities in order to build the core team and to differentiate between the program and project resources.
		Task 5	Develop project management standards within the program (governance, tools, finance, and reporting) using industry best practices and enterprise standards in order to drive efficiency and consistency among projects.
2.5 Define standard measurement criteria for success for all constituent projects by analyzing stakeholder expectations and requirements across the constituent projects in order to monitor and control the program.	Modified	Task 6	Define meaningful measurement criteria for success by analyzing stakeholder expectations and requirements across the constituent projects in order to control program performance.
		Task 7	Obtain senior management approval for the program by presenting the program charter with its high-level costs and benefits for the organization in order to receive authorization to proceed to the next phases.
2.6 Conduct program kick-off with key stakeholders by holding meetings in order to familiarize the organization with the program and obtain stakeholder buy-in.	Modified	Task 8	Conduct program kick-offs with stakeholders by holding a series of meetings in order to familiarize the organization with the program.
<b>Sub-domain 2: Planning the Program</b>		<b>Domain III: Planning the Program</b>	
2.7 Develop a detailed program scope statement by incorporating program vision and all internal and external objectives, goals, influences, and variables in order to facilitate overall planning.	Primarily DIII, T1	Task 1	Develop a detailed program scope statement by incorporating program vision, objectives, out-of-scope items, schedule, financial milestones, and legal/regulatory/safety concerns in order to aid in overall planning.

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2.8 Develop program WBS in order to determine, plan, and assign the program tasks and deliverables.	Modified	Task 2	Develop program scope definition using work breakdown structures in order to determine the program deliverables and tasks.
2.9 Establish the program management plan and schedule by integrating plans for constituent projects and creating plans for supporting program functions (for example, quality, risk, communication, resources) in order to effectively forecast, monitor, and identify variances during program execution.	Modified	Task 3	Establish the program management plan and baseline by integrating the plans for the constituent projects and creating the plans for the supporting program functions including management of scope, schedule, finance, benefits, quality, resource, procurement, risk response, change and communications in order to effectively forecast, monitor, and identify variances during program execution.
2.10 Optimize the program management plan by identifying, reviewing, and leveling resource requirements (for example, human resources, materials, equipment, facilities, finance) in order to gain efficiencies and maximize productivity/ synergies among constituent projects.	Modified	Task 4	Optimize the program plan by reviewing and leveling resource requirements (e.g., materials, equipment, facilities, finance, human capital) in order to gain efficiencies and synergies among projects.
2.11 Define project management information system (PMIS) by selecting tools and processes to share knowledge, intellectual property and documentation across constituent projects in order to maximize synergies and savings in accordance with the governance model.	Modified	Task 5	Define project management information system (PMIS) by selecting tools and processes to share knowledge, intellectual property and documentation across constituent projects in order to maximize synergies and savings.
2.12 Identify and manage unresolved project level issues by establishing a monitoring and escalation mechanism and selecting a course of action consistent with program constraints and objectives in order to achieve program benefits.	<b>New</b>		
2.13 Develop the transition/integration/closure plan by defining exit criteria in order to ensure all administrative, commercial, and contractual obligations are met upon program completion.	Modified	Task 6	Develop the transition plan by defining exit criteria, policies, and processes to ensure all administrative, commercial, and contractual obligations are met upon program completion.
2.14 Develop key performance indicators (KPIs) by using decomposition/ mapping/ balanced score card (BSC) in order to implement scope and quality management system within program.	<b>New</b>		

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2.15 Monitor key human resources, including subcontractors, and identify opportunities to improve team motivation (for example, develop compensation, incentive, and career alignment plans) and negotiate contracts in order meet and/or exceed benefits realization objectives.	New		
<b>Sub-domain 3: Executing the Program</b>		<b>Domain IV: Executing the Program</b>	
2.16 Charter and initiate constituent projects by assigning project managers and allocating appropriate resources in order to achieve program objectives.	Modified T2	Task 1	Consolidate project/program data (documented issues, status reviews, risks, financial reports, resources, etc.), using predefined reporting tools and methods to monitor program performance.
2.17 Establish consistency by deploying uniform standards, resources, infrastructure, tools, and processes in order to enable informed program decision making.	Modified T4	Task 2	Charter constituent projects by assigning project managers and allocating appropriate resources in order to meet program objectives.
2.18 Establish a communication feedback process in order to capture lessons learned and the team's experiences throughout the program.	New		
2.19 Lead human resource functions by training, coaching, mentoring, and recognizing the team in order to improve team engagement and achieve commitment to the program's goals.	Major revision	Task 3	Motivate the team using appropriate tools and techniques in order to increase commitment to the program objectives.
		Task 4	Establish program consistency by deploying uniform standards, resources, infrastructure, tools and processes in order to enable informed program decision making.
2.20 Review project managers' performance in executing the project in accordance with the project plan in order to maximize their contribution to achieving program goals.	New	Task 5	Capture program status and data by sampling the population of the program management information system in order to maintain accurate and current program information for the use of stakeholders.
2.21 Execute the appropriate program management plans (for example, quality, risk, communication, resourcing) using the tools identified in the planning phase and by auditing the results in order to ensure the program outcomes meet stakeholder expectations and standards.	Minor revision	Task 6	Execute the appropriate program plans (quality, risk, communication, staffing, etc) using the tools identified in the planning phase and by auditing the results of the use of these tools in order to ensure the program outcomes meet stakeholder expectations and standards.

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2.22 Consolidate project and program data using predefined program plan reporting tools and methods in order to monitor and control the program performance and communicate to stakeholders.	Modified T1	Task 7	Approve closure of constituent projects upon completion through appropriate processes and procedures in order obtain acceptance.
2.23 Evaluate the program's status in order to monitor and control the program while maintaining current program information.	Major revision of T5		
2.24 Approve closure of constituent projects upon completion of defined deliverables in order to ensure scope is compliant with the functional overview.	Modified T7		
<b>Sub-domain 4: Controlling the Program</b>		<b>Domain V: Controlling the Program</b>	
2.25 Analyze variances and trends in costs, schedule, quality, and risks by comparing actual and forecast to planned values in order to identify corrective actions or opportunities.	Modified	Task 1	Analyze variances of costs, schedules, quality and risks by comparing actual values to planned values from the program plan, trends, and extrapolation in order to identify corrective actions necessary.
2.26 Update program plans by incorporating corrective actions to ensure program resources are employed effectively in order to meet program objectives.	Modified, part of DV, T2	Task 2	Identify potential corrective actions by forecasting program outcomes using simulations, what-if scenarios and causal analysis in order to incorporate corrective actions into the program management plan.
2.27 Manage program level issues (for example, human resource management, financial, technology, scheduling) by identifying and selecting a course of action consistent with program scope, constraints, and objectives in order to achieve program benefits.	Major revision	Task 3	Manage change in accordance with the change management plan to control scope, quality, schedule, cost, and contracts.
2.28 Manage changes in accordance with the change management plan in order to control scope, quality, schedule, cost, contracts, risks, and rewards.	Minor revision	Task 4	Address program level issues by identifying and selecting a course of action by taking into account the program constraints and objectives in order to enable continued program progress.
2.29 Conduct impact assessments for program changes and recommend decisions in order to obtain approval in accordance with the governance model.	<b>New</b>		
2.30 Manage risk in accordance with the risk management plan in order to ensure benefits realization.	<b>New</b>		

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<b>Sub-domain 5: Closing the Program</b>		<b>Domain VI: Closing the Program</b>	
2.31 Complete a program performance analysis report by comparing final values to planned values for scope, quality, cost, schedule, and resource data in order to determine program performance.	Minor revision	Task 1	Complete a program performance analysis report by gathering final values and comparing to planned values for quality, cost, schedule, and resource data in order to determine program performance.
2.32 Obtain stakeholder approval for program closure in order to initiate close-out activities.	Part of DVI, T2	Task 2	Manage program completion by executing the transition plan (initiate benefits realization measurement, release resources and acknowledge individual performance, perform administrative closure, obtain acceptance, transfer ongoing activities to functional organization) in order to close out the program.
2.33 Execute the transition and/or close-out of all program and constitute project plans (for example, perform administrative and PMIS program closure, archive program documents and lessons learned, and transfer ongoing activities to functional organization) in order to meet program objectives and/or ongoing operational sustainability.	Part of DVI, T2		
2.34 Conduct the post-review meeting by presenting the program performance report in order to obtain feedback and capture lessons learned.	Minor revision	Task 3	Conduct the stakeholder post-review meeting by presenting the program performance report in order to obtain feedback and capture lessons learned.
2.35 Report lessons learned and best practices observed and archive to the knowledge repository in order to support future programs and organizational improvement.	Modified	Task 4	Report lessons learned via appropriate methodologies to support future program or organizational improvement.
<b>DOMAIN 3 – BENEFITS MANAGEMENT</b>			
3.1 Develop the benefits realization plan and its measurement criteria in order to set the baseline for the program and communicate to stakeholders, including sponsors.	DI, T3		
3.2 Identify and capture synergies and efficiencies identified throughout the program life cycle in order to update and communicate the benefits realization plan to stakeholders, including sponsors.	Possible elements of DI, T5		

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3.3 Develop a sustainment plan that identifies the processes, measures, metrics and tools necessary for management of benefits beyond the completion of the program in order to ensure the continued realization of intended benefits.	<b>New</b>		
3.4 Monitor the metrics (for example, by forecasting, analyzing variances, developing "what if" scenarios and simulations, and utilizing causal analysis) in order to take corrective actions in the program and maintain and/or potentially improve benefits realization.	Major revision, part of DV, T2		
3.5 Verify that the close, transition, and integration of constituent projects and the program meet or exceed the benefit realization criteria in order to achieve program's strategic objectives.	Part of DVI, T2		
3.6 Maintain a benefit register and record program progress in order to report the benefit to stakeholders via the communication plan.	<b>New</b>		
3.7 Analyze and update the benefits realization and sustainment plans for uncertainty, risk identification, risk mitigation, and risk opportunity in order to determine if corrective actions are necessary and communicate to stakeholders.	<b>New</b>		
3.8 Develop a transition plan to operations in order to guarantee sustainment of products and benefits delivered by the program.	Part of DVI, T2		
<b>DOMAIN 4 – STAKEHOLDER MANAGEMENT</b>			
4.1 Identify stakeholders, including sponsors, and create the stakeholder matrix in order to document their position relative to the program.	Elements of DI, T4		
4.2 Perform stakeholder analysis through historical analysis, personal experience, interviews, knowledge base, review of formal agreements (for example, Request for Proposal (RFP), Request for Information (RFI), contracts), and input from other sources in order to create the stakeholder management plan.	Elements of DI, T4		
4.3 Negotiate the support of stakeholders, including sponsors, for the program while setting clear expectations and acceptance criteria (for example, KPIs) for the program benefits in order to achieve and maintain their alignment to the program objectives.	Possible elements of DI, T5		

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4.4 Generate and maintain visibility for the program and confirm stakeholder support in order to achieve the program's strategic objectives.	<b>New</b>		
4.5 Define and maintain communications adapted to different stakeholders, including sponsors, in order to ensure their support for the program.	Elements of DIII, T3		
4.6 Evaluate risks identified by stakeholders, including sponsors, and incorporate them in the program risk management plan, as necessary.	Elements of DIII, T3		
4.7 Develop and foster relationships with stakeholders, including sponsors, in order to improve communication and enhance their support for the program.	Possible elements of DI, T5		
<b>DOMAIN 5 – GOVERNANCE</b>			
5.1 Develop program and project management standards and structure (governance, tools, finance, and reporting) using industry best practices and organizational standards in order to drive efficiency and consistency among projects and deliver program objectives.	DII, T5, modified		
5.2 Select a governance model structure including policies, procedures, and standards that conforms program practices with the organization's governance structure in order to deliver program objectives consistent with organizational governance requirements.	<b>New</b>		
5.3 Obtain authorization(s) and approval(s) through stage gate reviews by presenting the program status to governance authorities in order proceed to the next phase of the program.	Primarily new; possible elements of DII, T7		
5.4 Evaluate key performance indicators (for example, risks, financials, compliance, quality, safety, stakeholder satisfaction) in order to monitor benefits throughout the program life cycle.	<b>New</b>		

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5.5 Develop and/or utilize the program management information system, and integrate different processes as needed, in order to manage program information and communicate status to stakeholders.	Elements of DIII, T5		
5.6 Regularly evaluate new and existing risks that impact strategic objectives in order to present an updated risk management plan to the governance board for approval.	Elements of DV, T1		
5.7 Establish escalation policies and procedures in order to ensure risks are handled at the appropriate level.	<b>New</b>		
5.8 Develop and/or contribute to an information repository containing program-related lessons learned, processes, and documentation contributions in order to support organizational best practices.	<b>New</b>		
5.9 Identify and apply lessons learned in order to support and influence existing and future program or organizational improvement.	<b>New</b>		
5.10 Monitor the business environment, program functionality requirements, and benefits realization in order to ensure the program remains aligned with strategic objectives.	Primarily new; possible elements of DI, T2		
5.11 Develop and support the program integration management plan in order to ensure operational alignment with program strategic objectives.	<b>New</b>		