

Applying Program Management to Strategic Initiatives

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Program

A program is defined as related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually.

From PMI's *The Standard for Program Management* (4th ed)



Program Management

Program management is defined as the application of knowledge, skills, and principles to a program to achieve the program objectives and to obtain benefits and control not available by managing program components individually.

From PMI's *The Standard for Program Management* (4th ed)

5 Domains of Program Management

Program **strategy** alignment

Program **benefits** management

Program **stakeholder** engagement

Program **governance**

Program **life cycle** management



Scholarly Communication

Strengthen and elevate the structure of scholarly communication, in addition to identifying and pursuing appropriate programs and scope of work that support research, innovation and discovery in alignment with staffing. Fully integrate the Libraries into the research support mission.

Key Priorities

Strengthen the scholarly communication structure and **staffing** within the Libraries' organizational structure

Review the Center for the Advancement of Digital Scholarship (CADS) programs and **scope of work**

Conduct a **needs assessment** for necessary services related to research support



Program Governance

...comprises the framework, functions, and processes by which a program is monitored, managed, and supported in order to meet organizational strategic and operational goals.

From PMI's *The Standard for Program Management* (4th ed)

Stakeholder Meetings

Around 40 people invited to 3 meetings over several months

Started by brainstorming service areas, identified 6 to focus on

Follow up meetings expanded on the more challenging ones

Experimenting our way forward is a learning experience

Service Areas

6 areas identified at first meeting

Each has one or more projects/components

Leadership

VIVO

Partner with press

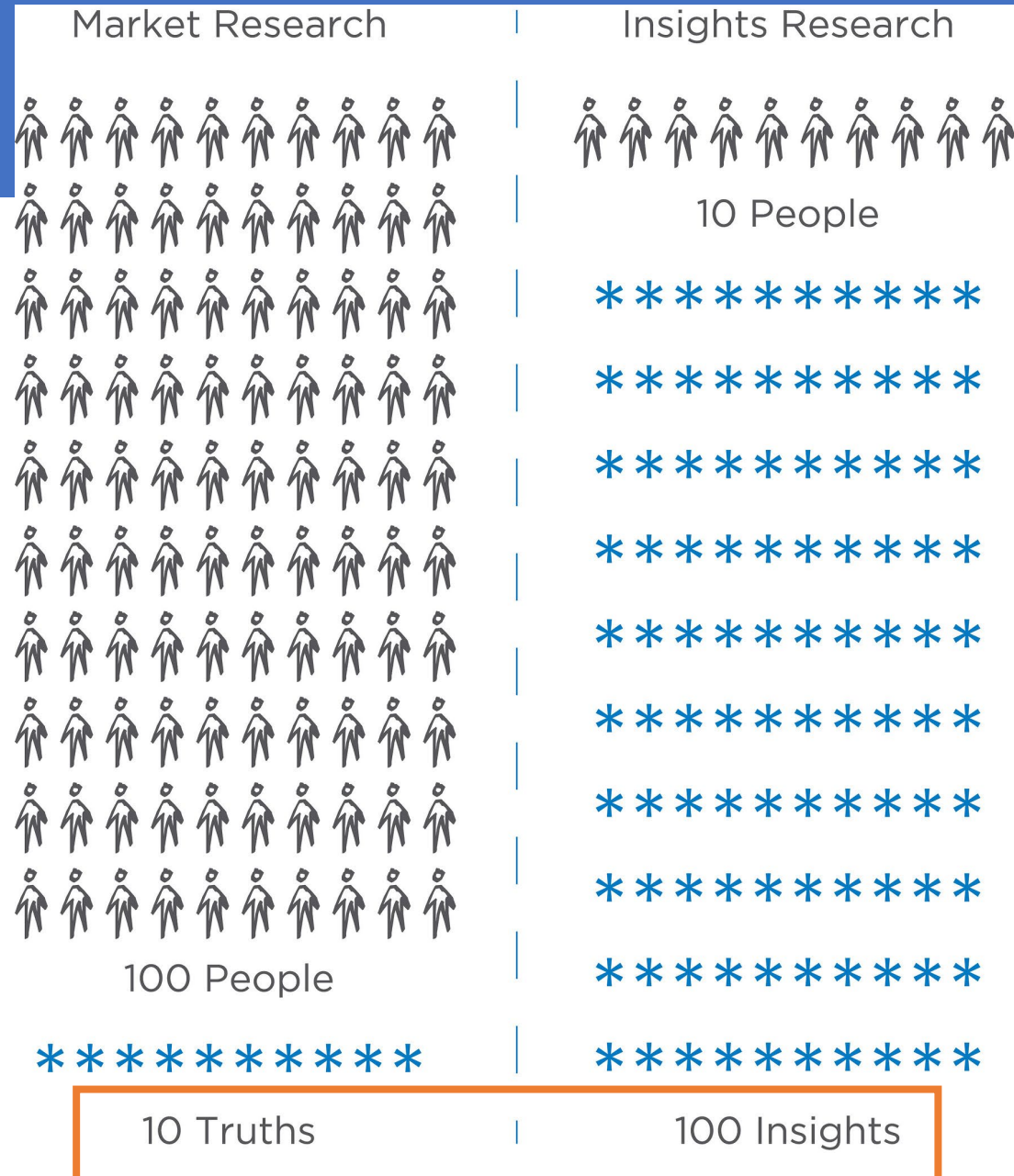
Microcredentialing

Library as hub

Research data management (RDM)

Insights Research

- “Although surveys might yield statistical truths, they can yield precious little insight”
 - From Colegrave
- “qualitative research yields more useful insights that we can use as a basis for design than quantitative research’s “truths” do”
 - From [Polaine, Lovlie, and Reason](#)



Useful Meeting Activities

VIVO polarity discussion + -

Led to a decision to pilot

One question survey for RDM

Uncovered uncertainty about
RDM and moving forward

Example Program Management Tools

Aligning with strategy, assessing achievability,
and calculating value index

Aligning with strategy

- Using pairwise comparison

	1 Activity 1	2 Activity 2	3 Activity 3	4 Activity 4	5 Activity 5	Score	Weighted Score
1 Activity 1						0	0
2 Activity 2	5					5	10
3 Activity 3	5	5				10	20
4 Activity 4	5	5	5			15	30
5 Activity 5	5	5	5	5		20	40
				Sum		50	100

Aligning with strategy

- Example

	1 Activity 1	2 Activity 2	3 Activity 3	4 Activity 4	5 Activity 5	Score	Weighted Score
1 Activity 1		3	3	2	3	11	22
2 Activity 2	2		3	1	2	8	16
3 Activity 3	2	2		2	3	9	18
4 Activity 4	3	4	3		4	14	28
5 Activity 5	2	3	2	1		8	16
					Sum	50	100

Assessing Achievability

Achievability Assessment Factors	Score 10	Score 5	Score 2
A. Financial Factors			
1 Project cost /total Program budget*	≤ 5%	5-20%	≥ 20%
2 Expected Return/Benefits	≤ Short-term	Medium-term	Long-term
3 Funding (Financial Authority)	Internal to BU	Other business unit	Outside Org.
B. Boundary Factors			
1 Resource Availability (FTE Capacity)	≥ 2:1 (200%)	2:1-1:1 (200-100%)	≤ 1:1 (100%)
2 Type of project (Authority)	BU initiated	Org. initiated	External/Regulatory
3 Schedule	Acceptable/estimated	Tight/negotiated	Inadequate/imposed
C. Resourcing Factors			
1 Spread of Resources	All internal	Internal + External	PM + External
2 Dedicated workforce (Fulltime)	All	most	Few
3 Staff Expertise/ experience	↗ Requirements	Sufficient	↘ Requirements
D. Complexity Factors			
1 Type of Work/Innovativeness	Known	New	Breakthrough
2 Interdependency of projects	Negligible	Significant	Essential
3 Objectives & Scope	Well Defined	Unclear	Undefined
Score Total /120			

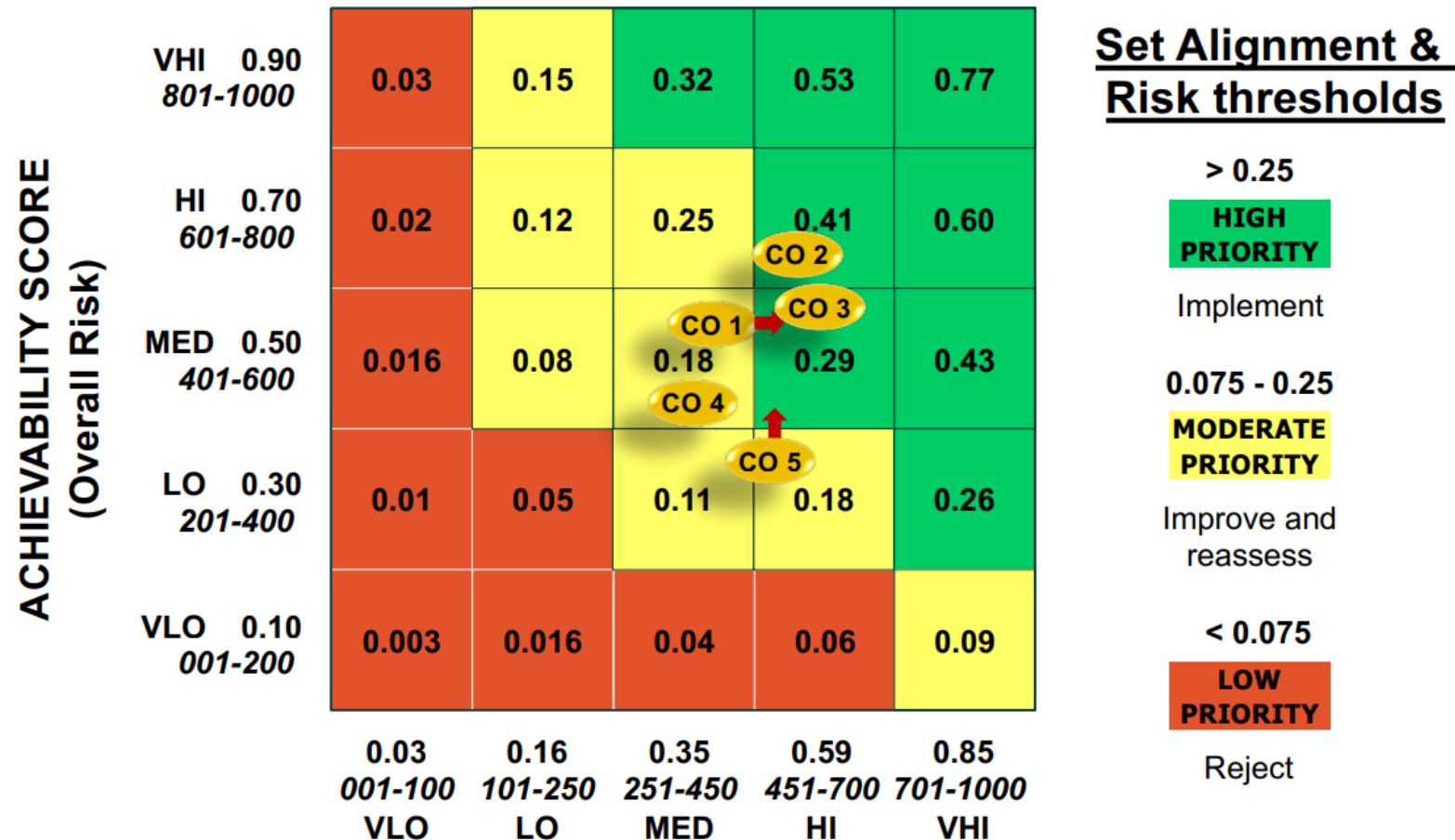
Achievability Score (Total score/120x1000)

Achievability Assessment Factors	Score				
A. Financial Factors	Co1	Co2	Co3	Co4	Co5
1 Project cost /total Program budget*	5	10	5	2	5
2 Expected Return/Benefits	2	5	5	2	2
3 Funding (Financial Authority)	5	5	5	5	2
B. Boundary Factors					
1 Resource Availability (FTE Capacity)	5	10	5	2	5
2 Type of project (Authority)	5	2	10	5	2
3 Schedule	10	2	10	5	2
C. Resourcing Factors					
1 Spread of Resources	5	5	2	5	5
2 Dedicated workforce (Fulltime)	2	10	5	2	2
3 Staff Expertise/ experience	5	5	10	5	5
D. Complexity Factors					
1 Type of Work/Innovativeness	10	10	5	5	5
2 Interdependency of projects	2	2	5	2	5
3 Objectives & Scope	10	10	5	10	5
	66	76	72	50	45
Score Total /120	550	630	600	417	375

Achievability Score (Total score/120x1000)

Calculating Value Index

- Alignment – Achievability Scoring



Benefits



Steering Committee is small and nimble



Freed up staff from lengthy Task Forces
but they were still included in activities



We strive for safe to fail experiments,
not fail safe planning



This approach allowed us to move
forward on several fronts and see results



More on Program Management

Highly recommend Project Management Institute's (PMI) seminars/ training:

- *Michel Thiery's program management sessions for people interested in tools and process
- *Greg Githens sessions for people interested in strategic/futuristic thinking