Description of Program Management Processes (Executing, Monitoring and Controlling, Closing)
Topics Covered

- Description of all processes in Executing Process Group:
  - Direct and Manage Program Execution
  - Perform Quality Assurance
  - Acquire Program Team
  - Develop Program Team
  - Information Distribution
  - Request Seller Responses

- Description of all processes in Monitoring and Controlling Process Group:
  - Integrated Change Control
  - Resource Control
  - Monitor and Control Program work
  - Issue Management and Control
  - Scope Control

- Schedule Control
- Cost Control
- Perform Quality Control
- Communications Control
- Performance Reporting
- Risk Monitoring and Control
- Program Contract Administration

- Description of all processes in Closing Process Group:
  - Close Program
  - Component Closure
  - Contract Closure
Summary of Program Management Process Groups (recap)

There are five Program Management Process Groups (briefly discussed below, and covered in detail in next chapter)

- **Initiating Process Group:** This defines and authorizes the program or a project within the program

- **Planning Process Group:** This describes the best alternative courses of action to deliver the benefits of the program

- **Executing Process Group:** This integrates projects, people, and other resources to carry out the plan for the program and deliver the program's benefits.

- **Monitoring and Controlling Process Group:** This requires that the program and its component projects be monitored against the benefit delivery expectations and appropriate corrective actions taken if necessary.

- **Closing Process Group:** This formalizes acceptance of a product, service, or benefit and brings the program to an orderly end.
Executing Process Group

- The Executing Process Group is comprised of the processes that drive the program work in accordance with the program management plan and its subsidiary plans.

- Using these processes, the program team acquires and utilizes the resources needed to accomplish the goals and benefits of the program, including internal program staff, contractors, and suppliers.

- This involves managing the cost, quality, and schedule plans, often as an integrated plan, and providing status information and requested changes to the program's Monitoring and Controlling Process Group, through approved change requests, corrective actions, and preventive actions.
The Executing Process Group contains 7 processes as mentioned below:

1. Direct And Manage Program Execution
2. Perform Quality Assurance
3. Acquire Program Team
4. Develop Program Team
5. Information Distribution
6. Request Seller Responses
7. Select Sellers

MONITORING AND CONTROLLING PROCESS

PLANNING PROCESS
Main objectives of Direct and Manage Program Execution are to:

- Produce the cumulative deliverables and other work products of the program.
- Facilitate and resolve inter-project issues, risks, and constraints.
- Implement approved change requests, corrective actions, and preventive actions once they have been integrated with the relevant plans.
- Ensure that all transition plans are executed at both the project and program level.

Please note (optional): This process is similar to the process, “Direct and Manage Project Execution” for projects: for clarifications and better understanding, you may refer to Page 91 – Page 94, PMBOK Third Edition.
Executing Process Group (1. Direct and Manage Program Execution) continued

Major inputs and outputs for Direct and Manage Project Execution include:

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Program Management Plan</td>
<td>1. Change Request</td>
</tr>
<tr>
<td>2. Program Schedule</td>
<td>2. Work Results</td>
</tr>
<tr>
<td></td>
<td>3. Program Termination Requests</td>
</tr>
</tbody>
</table>

Please note:

- Program management plan execution becomes the primary responsibility of the program manager and the program team once the initial planning activities are completed and execution of the program has begun.

- During Executing Process Group, progress of the work is tracked regularly via updates on individual projects, and is passed on to the Performance Reporting Process.
Main objectives of Perform Quality Assurance are to:

- Evaluate overall program performance on a regular basis to provide confidence that the program will comply with the relevant quality policies and standards.

- Focus on cross-program, inter-project and non-project activities, including the service management activities of the program and the quality needs of the customer.

Please note (optional): This process is similar to the process, “Perform Quality Assurance” for projects: for clarifications and better understanding, you may refer to Page 187 – Page 190, PMBOK Third Edition.
Major inputs and outputs for Perform Quality Assurance include:

**INPUTS**
1. Quality Management Plan
2. Operational Definitions
3. Quality Metrics
4. Work Results

**OUTPUTS**
1. Findings and Results
2. Change Requests (Recommended quality improvement for corrective or preventive actions)

Please note:
- Quality Assurance should be performed throughout the life cycle of the program.
- The Perform Quality Assurance Process, supplements and adds value to the quality assurance efforts of individual projects or programs.
Executing Process Group  
(3. Acquire Program Team)

- Main objectives of Acquire Program Team are to:
  - Acquire human resources for the program through selection of internal or external candidates.
  - Staffing internally involves identifying existing personnel qualified for open positions, negotiating for their services with their current management, and then transitioning them to the program position.
  - Staffing externally involves the process of identifying and evaluating external candidates and then selecting the best candidate for the position. Staffing externally can mean hiring a full-time employee or securing services on a contract or consulting basis.

Please note(optional): This process is similar to the process, “Acquire Project Team” for projects: for clarifications and better understanding, you may refer to Page 202 – Page 212, PMBOK Third Edition
Please note:

- The decision to use internal versus external resources depends upon several factors. These include the length of time that a particular skill set is needed, the availability of internal resources with the right skill sets and the cost of external resources.
Main objectives of Develop Program Team are to:

- Build individual and group competencies to enhance program performance.
- Address succession planning, preparing individuals to assume different or larger roles within the program at some future date, and reassignment of personnel as the program concludes.
- Develop personnel by providing necessary knowledge and skills particular to the program.

Please note (optional): This process is similar to the process, “Develop Project Team” for projects: for clarifications and better understanding, you may refer to Page 212 – Page 215, PMBOK Third Edition.
Executing Process Group
(4. Develop Program Team) continued

Major inputs and outputs for Develop Program Team include:

**INPUTS**
1. Training Plan
2. Assigned Training Resources
3. Personnel Records
4. Program Management Plan
5. Role and responsibility assignments
6. Staffing Management Plan
7. Training Records

**OUTPUTS**
1. Performance Assessments and improvements based on work results
2. Training Records (updates)
3. Team competency assessments (update)

Please note:
- Develop Program Team is an ongoing process throughout the program
- A successful development plan will balance the needs of the program with the needs of the individual's career path.
Main objectives of Information Distribution are to:

- Provide timely and accurate information to program stakeholders in useful formats and appropriate media.
- Administer the three major communications channels: the clients, the sponsors, and the component managers.

Please note (optional): This process is similar to the process, “Information Distribution” for projects: for clarifications and better understanding, you may refer to Page 228 – Page 231, PMBOK Third Edition
### Executing Process Group (5. Information Distribution) continued

Major inputs and outputs for Information Distribution include:

#### INPUTS

1. Communication Messages
2. Information Requests
3. Communications Management Plan
4. Stakeholder Analysis Chart
5. Information for stakeholder

#### OUTPUTS

1. Formal Communication of Program Information
2. Informal communication on an as-needed basis
Executing Process Group
(6. Request Seller Responses)

- Main objectives of Request Seller Responses are to:
  - Issue requests for information (RFI), requests for proposal (RFP), and requests for quotation (RFQ), and obtain the responses.
  
  - These formal documents (RFI, RFP, RFQ) are used in the early stages of planning to help evaluate "make versus buy" decisions, as well as to gain an understanding of seller interest and qualifications.

Please note(optional): This process is similar to the process, “Request Seller Responses” for projects: for clarifications and better understanding, you may refer to Page 284 – Page 286, PMBOK Third Edition
Major inputs and outputs for Request Seller Responses include:

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluation Criteria</td>
<td>1. Request for Information (RFI), requests for proposal (RFP), and</td>
</tr>
<tr>
<td>2. Program Preferred Vendor Lists</td>
<td>requests for quotation (RFQ)</td>
</tr>
</tbody>
</table>
Executing Process Group
(7. Select Sellers)

- Main objectives of Select Sellers are to:
  - Review offers, choose among potential sellers, and negotiate the details of the contract, including technical terms and conditions, roles and responsibilities, deliverables, and final cost.
  - Negotiate and finalize program-wide policies and agreements such as basic order agreements and integrated volume discounts.

Please note (optional): This process is similar to the process, “Select Sellers” for projects: for clarifications and better understanding, you may refer to Page 286 – Page 290, PMBOK Third Edition.
Executing Process Group (7. Select Sellers) continued

Major inputs and outputs for Select Sellers include:

**INPUTS**
1. Evaluation Criteria
2. Proposals
3. Qualified Sellers Lists

**OUTPUTS**
1. Contracts
2. Selected Vendor or Vendors
3. Procurement Management Plan (updates)
4. Lease agreements
5. Basic order agreements

Please note:
- The activity of completing the contract between sellers and customer formally and legally is the responsibility of the Program Contract Administration Process.
Monitoring and controlling involves obtaining and consolidating data on status and progress from individual projects or program packages (i.e. nonproject tasks).

Monitoring also entails interfacing with the program governance structure to ensure the organization has a clear picture of the current benefit delivery and expected future benefits.

Integrated change control involves redirecting or modifying the program as needed, based on feedback from individual projects or work packages. In addition, changes could originate from interfaces with other subsystems of the program or factors external to the program.
The Monitoring and Controlling Process Group contains 12 processes:

1. Integrated Change Control
2. Resource Control
3. Monitor and Control Program Work
4. Issue Management and Control
5. Scope Control
6. Schedule Control
7. Cost Control
8. Perform Quality Control
9. Communications Control
10. Performance Reporting
11. Risk Monitoring and Control
12. Program Contract Administration
Main objectives of Integrated Change Control are to:

- Coordinate changes across the entire program, including changes to cost, quality, schedule, and scope. This includes:
  - Approvals and refusals of requests for change,
  - Escalating requests in line with authority thresholds,
  - Determining when changes have occurred,
  - Influencing factors that create changes,
  - Making sure that changes are beneficial and agreed-upon, and
  - Managing how and when the approved changes are applied.

- Identify, document, and estimate all of the work that the change would entail, including a list of all of the program management processes that need to be carried out again (e.g. updating the PWBS, revising the program risk register, etc.).

Please note (optional): This process is similar to the process, “Integrated Change Control” for projects: for clarifications and better understanding, you may refer to Page 96 – Page 100, PMBOK Third Edition
Major inputs and outputs for Integrated Change Control include:

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Change Request</td>
<td>1. Approved Change Requests</td>
</tr>
<tr>
<td>2. Performance Reports</td>
<td>2. Program Management Plan (updates)</td>
</tr>
<tr>
<td>4. Program Scope Statement</td>
<td>4. Rejected Change Requests</td>
</tr>
<tr>
<td>5. Recommended Corrective</td>
<td>5. Change Register</td>
</tr>
<tr>
<td>Actions</td>
<td>6. Modified Project Priorities</td>
</tr>
<tr>
<td>6. Recommended Preventive</td>
<td>7. Benefits Realization Plan (updates)</td>
</tr>
<tr>
<td>Actions</td>
<td></td>
</tr>
<tr>
<td>7. Cost Management Plan</td>
<td></td>
</tr>
</tbody>
</table>

Please note:

- Inputs for this process include change requests from components and from program-level and non-project activities. The outputs from this process feed back to the component level and, as such, the process is iterative between the program and component domains.
Main objectives of Resource Control are to:

- Manage all program resources, and their associated cost, according to the program management plan

- Monitor human resources to ensure that committed resources are made available to the program as required, and resources are released from the program as dictated by the plan

- Authorize cross-charging or other forms of allocation of expenses between the program, projects and other contributing functions within the organization.
Major inputs and outputs for Resource Control include:

**INPUTS**
1. Lease Agreements
2. Performance Reports
3. Personnel, equipment, materials and facilities requirements
4. Program Management Plan
5. Program Budget
6. Resource Management Plan
7. Staffing Management Plan

**OUTPUTS**
1. Change Request
2. Equipment reclamation requests
3. Expenditure reports
4. Lease Termination requests
5. Utilization reports
6. Equipment transfer agreements
7. Cross-charges

Please note:
- Other than human resources, other resources include plants, test beds, laboratories, data centers, office space, and other facilities, including real estate leases or purchases, equipment of all types, software, vehicles, and office supplies etc.
Main objectives of Monitor and Control Program Work are to:

- Collect, measure and consolidate performance information, and assess measurements and trends to generate improvements

- Focus on individual project reporting to understand each project's performance as it relates to the overall program, as well as reporting on non-project deliverables being produced at the program level

- Make the consolidated information about the program available to stakeholders through the Information Distribution Process

Please note (optional): This process is similar to the process, “Monitor and Control Project work” for projects: for clarifications and better understanding, you may refer to Page 94 – Page 96, PMBOK Third Edition
Major inputs and outputs for Integrated Change Control include:

**INPUTS**
1. Performance Reports
2. Program Management Plan
3. Program Benefits statement
4. Communications Management Plan

**OUTPUTS**
1. Change Request
2. Forecasts
3. Communications Messages

Please note:
- The reported project results, plus those from the non-project activities, are analyzed, to identify conflicts and adverse impacts that must be corrected and also to identify opportunities that can be leveraged. This is similar to risk management; however, it is focused on performance as opposed to risks. At times, this can also result in modification to the program management plan.
Main objectives of Issue Management and Control are to:

- Identify, track, and close issues effectively to ensure that stakeholder expectations are aligned with program activities and deliverables. This alignment can be accomplished by several approaches, including modification of requirements or the program scope, adjusting organizational policies, or changing stakeholder expectations.

- Address the issues escalated from the constituent projects that could not be resolved at the project level.
Major inputs and outputs for Issue Management and Control include:

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Issues Register</td>
<td>1. Change Requests</td>
</tr>
<tr>
<td>2. Performance Reports</td>
<td>2. Escalated Issues</td>
</tr>
<tr>
<td>3. Program Management Plan</td>
<td>3. Issues register (updates)</td>
</tr>
<tr>
<td>4. Work results</td>
<td>4. Proposed resolutions</td>
</tr>
</tbody>
</table>

Please note:

- When an issue is identified, it should be recorded in an issues register and subjected to analysis by a reviewing authority or body. Issue reviews should be conducted on a regular schedule to track the status of all open issues. It is essential that each issue be associated with an owner who has the authority and means to resolve and close the issue; when an issue is unresolved, it is then escalated progressively higher on the authority scale until resolution can be achieved.

- There should be a governance process and procedures that selectively allow issues to receive appropriate visibility for possible impact across other portfolios within the organization.
Main objectives of Scope Control are to:
- Capture requested changes
- Evaluate each requested change
- Decide the disposition of each requested change
- Communicate a decision to impacted stakeholders
- Archive the change request and its supporting detail
- When a request is accepted, initiate the activities required to have the change incorporated into the program management plan.

Please note (optional): This process is similar to the process, “Scope Control” for projects: for clarifications and better understanding, you may refer to Page 119 – Page 122, PMBOK Third Edition
Monitoring and Controlling Process Group (5. Scope Control) continued

Major inputs and outputs for Scope Control include:

**INPUTS**

1. Change Request  
2. Scope Management Plan  
3. Program Scope Statement  
4. Program Work Breakdown Structure (PWBS)  
5. Program Budget  
6. Program Schedule  
7. Performance Reports  

**OUTPUTS**

1. Approved Change Requests  
2. Rejected Change Requests  
3. Program Budget (updates)  
4. Change Request Status communication
Monitoring and Controlling Process Group (6. Schedule Control)

Main objectives of Schedule Control are to:

- Ensure that the program will produce its required deliverables and solutions on time.

- Track the actual start and finish of activities and milestones against the planned timeline, and update the plan so that the comparison to the plan is always current.

Please note (optional): This process is similar to the process, “Schedule Control” for projects: for clarifications and better understanding, you may refer to Page 152 – Page 156, PMBOK Third Edition.
Monitoring and Controlling Process Group
(6. Schedule Control) continued

Major inputs and outputs for Schedule Control include:

**INPUTS**

1. Performance Reports
2. Program Schedule
3. Project Schedule
4. Schedule Management Plan
5. Schedule information requests
6. Earned Value performance
7. Earned Value scorecard
8. Forecasts

**OUTPUTS**

1. Change Requests
2. Information for stakeholders
3. Program Schedule (updates)

Please note:

- Schedule Control must work closely with the other program and portfolio control processes. It involves identifying not only slippages, but also opportunities to do things before time.
Main objectives of Cost Control are to:

- Analyze actual cost as incurred against the plan to identify variance from the plan, and, where possible, do trend analysis to predict problem areas early.

- Deal with unanticipated events or necessary but unplanned activities that affect the budget either negatively or positively.

Please note (optional): This process is similar to the process, “Cost Control” for projects: for clarifications and better understanding, you may refer to Page 171 – Page 178, PMBOK Third Edition.
Monitoring and Controlling Process Group
(7. Cost Control) continued

Major inputs and outputs for Cost Control include:

<table>
<thead>
<tr>
<th>INPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Program Budget</td>
</tr>
<tr>
<td>2. Actual cost for non-project activities</td>
</tr>
<tr>
<td>3. Cost Management Plan</td>
</tr>
<tr>
<td>4. Cost Performance Reports</td>
</tr>
<tr>
<td>5. Earned Value performance</td>
</tr>
<tr>
<td>6. Forecasts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Change Requests</td>
</tr>
<tr>
<td>2. Estimation and Completion</td>
</tr>
<tr>
<td>3. Program Budget (updates)</td>
</tr>
<tr>
<td>4. Variance Reports</td>
</tr>
</tbody>
</table>

Please note:
- Cost Control is frequently thought of as merely holding down cost so that the program remains on budget, or bringing it back to budget when there is an overrun. However, of equal importance, cost control involves identifying opportunities to return funding from the program to the enterprise wherever possible.
Main objectives of Perform Quality Control are to:

- Monitor specific program deliverables and results to determine if they fulfil quality requirements

- Identify faulty outcomes and allow the elimination of causes of unsatisfactory performance at all stages of the quality loop, from the identification of needs to the assessment of whether the identified needs have been satisfied or not.

- Ensure that quality plans are executed at project levels, via quality reviews and project management health checks.

Please note (optional): This process is similar to the process, “Perform Quality Control” for projects: for clarifications and better understanding, you may refer to Page 190 – Page 197, PMBOK Third Edition.
Major inputs and outputs for Perform Quality Control include:

**INPUTS**

1. Quality Management Plan
2. Quality Checklists
3. Work Results
4. Performance Reports

**OUTPUTS**

1. Change Requests
2. Completed Quality Checklists
3. Inspection Reports
4. Non-conforming work-products
5. Test Reports
6. Measurement Results

Please note:

- Perform Quality Control is performed throughout the program.

- Program results include both products and services, such as deliverables, management results, and cost and schedule performance.
Main objectives of Communications Control are to:

- Manage communications to inform the stakeholders about the program and resolve issues of interest to them.

- Ensure that policies and procedures are received, recorded, and routed to the intended recipients (through the Information Distribution Process).

- Other than addressing issues specific to a program, Communications control should address higher level program issues such as environmental requirements and public and media relations management at the social and political level as may be appropriate to the program.

Please note (optional): This process is similar to the process, “Manage Stakeholders” for projects: for clarifications and better understanding, you may refer to Page 235 – Page 236, PMBOK Third Edition.
Major inputs and outputs for Communications Control include:

**INPUTS**
1. Approved Change Request
2. Communications Management Plan
3. Management Directives
4. Performance Reports
5. Stakeholder Analysis Chart

**OUTPUTS**
1. Communications Management Plan

Please note:
- The scope and extent of Communications Management is much wider at the program level than at the project level. Apart from the program sponsor, the other stakeholders involved in a program could include product managers, financial managers and senior management personnel, especially those involved in strategic planning.
Main objectives of Performance Reporting are to:

- Consolidate performance data to provide stakeholders with information about how resources are being used to deliver program benefits.

- Aggregate all performance information across projects and non-project activity to provide a clear picture of the program performance as a whole.

Please note (optional): This process is similar to the process, “Performance Reporting” for projects: for clarifications and better understanding, you may refer to Page 231 – Page 234, PMBOK Third Edition.
Monitoring and Controlling Process Group
(10. Performance Reporting) continued

Major inputs and outputs for Performance Reporting include:

Please note:
- Performance Reporting information is conveyed to the stakeholders by means of Information Distribution process to provide them with needed status and deliverable information. This also provides them with general and background information about the program's performance.

**INPUTS**
1. Program Budget
2. Program Management Plan
3. Program Schedule
4. Project Performance and Status Reports
5. Work Results
6. Variance Reports

**OUTPUTS**
1. Budget (updates)
2. Forecasts
3. Performance Reports
4. Communication Messages
Main objectives of Risk Monitoring and Control are to:

- Track identified program risks, identify new risks to the program, execute risk response plans, and evaluate their effectiveness in reducing risk through the program life cycle.

- Ensures that unresolved risks are escalated progressively higher on the authority scale until resolution can be achieved.

- Ensure that governance process and procedures are in place to allow risks to be assessed as necessary for possible impact across the organization.

Please note (optional): This process is similar to the process, “Risk Monitoring and Control” for projects: for clarifications and better understanding, you may refer to Page 264 – Page 268, PMBOK Third Edition.
Monitoring and Controlling Process Group (11. Risk Monitoring and Control) continued

Major inputs and outputs for Risk Monitoring and Control include:

**INPUTS**

1. Risk Response Plan
2. List of Identified and Prioritized risks
3. Program Work Breakdown Structure (PWBS)
4. Performance Reports
5. Risk Register

**OUTPUTS**

1. Change Request
2. Risk Register (updates)

Please note:

- Program risk situations, plans, and the status and the effectiveness of ongoing or completed risk responses should be included in program management reviews. All modifications resulting from reviews and other changes in risks should be entered in the risk response plan.
Main objectives of Program Contract Administration are to:

- Manage the relationship with sellers and buyers at the program level, excluding such processes performed at the component (i.e. project/operation) level

- Manage purchases and procurement of outside resources that span the program domain and that are not covered by a specific project

Please note (optional): This process is similar to the process, “Contract Administration” for projects: for clarifications and better understanding, you may refer to Page 290 – Page 294, PMBOK Third Edition
Monitoring and Controlling Process Group (12. Program Contract Administration) continued

Major inputs and outputs for Program Contract Administration include:

| **INPUTS** | 1. Contracts  
| 2. Program Management Plan  
| 3. Seller invoices  
| 4. Work results  
| 5. Contract Management Plan  
| 6. Performance Reports |

| **OUTPUTS** | 1. Adjustments to resource accounting  
| 2. Approved payment requests  
| 3. Contract Changes  
| 4. Program reports  
| 5. Change requests  
| 6. Communications messages |

Please note:
- The program management team must be aware of the legal, political, and managerial implications during implementation, since contractual issues can affect deadlines, have legal and costly consequences, and can produce adverse publicity. The team must effectively communicate with sponsors, sellers, governing bodies, and the project and program management teams.
Closing Process Group

- Closing Process Group formalizes acceptance of products, services, or results that bring the program, or a project within a program, to completion.

- The Closing Process Group includes the processes required to terminate formally all the activities of a program, finalize closure of a project within the program and hand-off the completed product to others, or to close a cancelled program or project within the program.

- Program closure activities happen throughout the program, not just at program completion. As specific projects and other activities are completed, closing activities must occur. Otherwise, valuable program information will be lost, and there is a potential that the program will not meet its closure obligations.
The Closing Process Group contains 3 processes:

1. Close Program
2. Component Closure
5. Contract Closure
Main objectives of Close Program are to:

- Formalize the acceptance of the program's outcome by the sponsor or customer. Formal acceptance of the program is achieved by reviewing with the sponsor or customer, the program scope and the closure documents of the program’s constituent projects and non-project activities. These closure documents should include:
  - The sponsor's or customer's sign-off of the projects or non-project activities,
  - The results of any verification of deliverables against requirements.
  - Once the review is complete, the sponsor or customer is asked to acknowledge a final acceptance by signing the closure documents.
- Incorporate significant lessons learned into the closure report output,

Please note (optional): This process is similar to the process, “Close Project” for projects: for clarifications and better understanding, you may refer to Page 100 – Page 102, PMBOK Third Edition.
Major inputs and outputs for Close Program include:

**INPUTS**
1. Approved Deliverables  
2. Lessons Learned  
3. Product Description  
4. Program Management Plan  
5. Program Scope Statement  
6. Status Reports  

**OUTPUTS**
1. Certificate of program completion  
2. Closure Report  
3. Final Performance Reviews  
4. Program Archives  
5. Personnel records (updated)  
6. Lessons Learned

Please note:
- Projects under the program need to be closed before the program is closed. As each project or each non-project activity closes, the Close Program Process should be performed to capture information and records, archive them, communicate the closure event and status, and obtain sponsor or customer sign-off.
Main objectives of Component Closure are to:

- Perform program management activities to close out a project or other non-project activity within the program. Program component closure deals with these closure issues at the program level, that is, it is informed by and performed at a higher level than normal project closure occurring at the project level.

- Validate and ensure that the project closure has indeed taken place at the project level.

- Reallocate resources that become available (to other components that are either active or awaiting activation within the program)

- Close and archive Project Records as needed.
Closing Process Group
(2. Component Closure) continued

Major inputs and outputs for Component Closure include:

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cost Control</td>
<td>1. Certificate of program completion</td>
</tr>
<tr>
<td>2. Lessons Learned</td>
<td>2. Project Archives</td>
</tr>
<tr>
<td>3. Termination Request</td>
<td>3. Program Archives</td>
</tr>
</tbody>
</table>

Please note:

- The information required for Component Closure process is obtained from each of the projects or work packages. For a program, component closure will normally be done at the end of the project life cycle. However, project closure may need to be done if a project is being terminated before the completion of its life cycle. This can be the result of a program benefits review or changes in the external environment.

- .
Closing Process Group
(3. Contract Closure)

- Main objectives of Contract Closure are to:
  - Close out a contract executed during the program and on behalf of the program, in accordance with the contract's terms and conditions. This process also applies to cases of premature contract termination.
  - Perform, both product verification (i.e., verifying that the work was done) and the updating of all contract records.
  - In the case of premature termination, Contract Closure involves documentation of actual work performed plus work not performed, the circumstances that caused termination, and the updating of all contract records.

Please note (optional): This process is similar to the process, “Contract Closure” for projects: for clarifications and better understanding, you may refer to Page 295 – Page 306, PMBOK Third Edition
Closing Process Group  
(3. Contract Closure) continued

Major inputs and outputs for Contract Closure include:

**INPUTS**

1. Acceptance Reports  
2. Contract Performance Reports  
3. Delivery notices  
4. Termination notice

**OUTPUTS**

1. Contract completion certificate  
2. Contract Termination documentation

Please note:

- Contract documentation is very important if a procurement audit happens or legal action is initiated. Such an audit is a structured review of the procurement process from procurement planning through contract administration. In case of legal action, accurate and complete documentation is critical for swift resolution.
Summary of concepts learnt in this chapter

In this chapter, we got a better understanding of:

- Description of all processes in Executing Process Group
- Description of all processes in Monitoring and Controlling Process Group
- Description of all processes in Closing Process Group

- We also discovered that several processes were similar to the project management processes as described in the PMBOK (appropriate references were provided where required)
Quiz for this chapter
(Description of Program Management Processes – Executing, Monitoring and Controlling, Closing)