



Delivering on Enterprise Strategies and Objectives

Program Office Support Services

Organizations create *program offices* to facilitate strategic programs that are intended to change how the entity operates. Programs are long term initiatives that adapt and grow with the organization. The program office is accountable for designing and implementing the framework that will drive the program forward, and help all parts of the organization adapt to the program's objectives. A program has its own projects and efforts, as well as guiding other projects and day-to-day functions.

Program offices create policies and procedures to institutionalize the program across the enterprise. The program office creates work plans and directly engage with stakeholders to ensure alignment with the program.

Program offices have complimentary efforts to administer the program, while at the same time providing oversight and governance of projects and functions that serve or impact the program. Program offices implement risk management techniques to understand threats and hazards at a portfolio level. They must actively identify and assess risks, and take action to address issues. To be successful, the program office must have effective processes and tools to manage its efforts and those of its key partners.

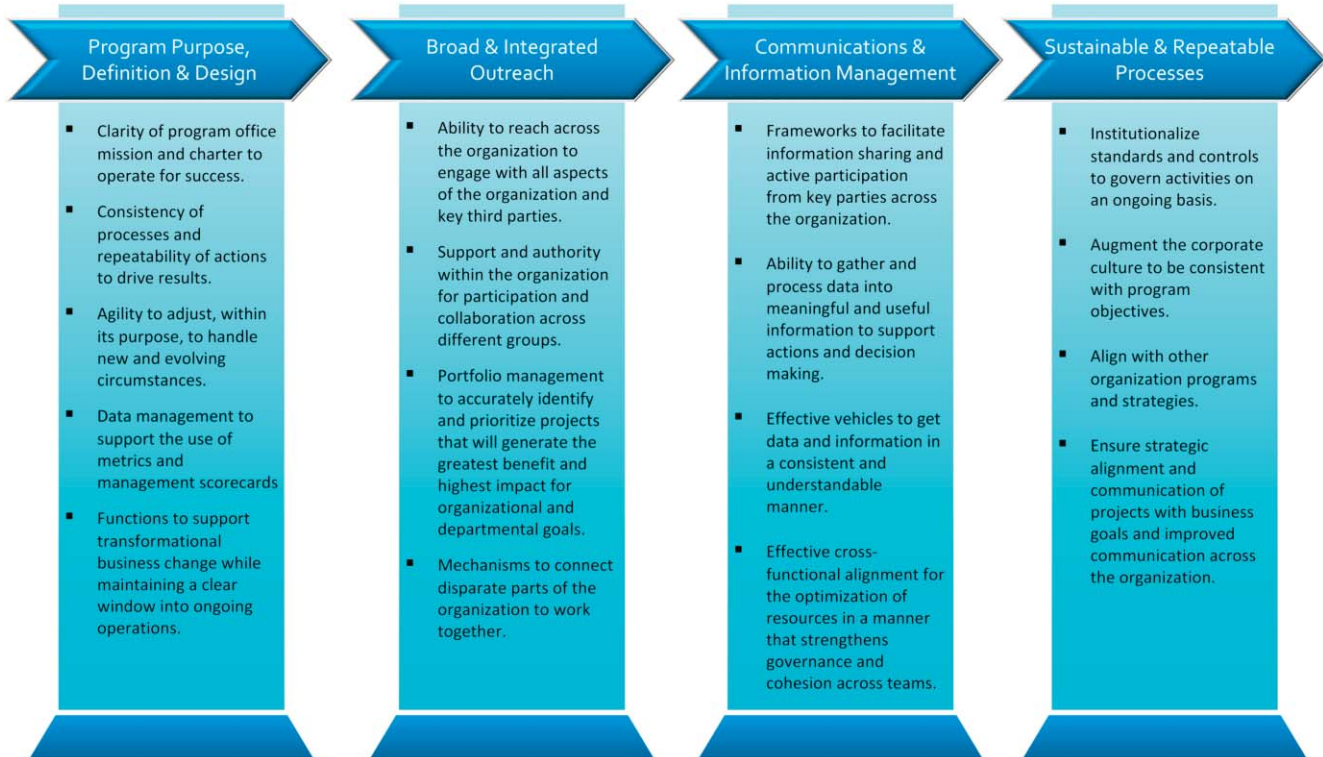
Program offices generally work at an enterprise level to drive important initiatives such as project management, cybersecurity, compliance, risk management, internal audit, safety, vendor management, and data management.

Northcross Group (NCG) works with organizations to develop effective program offices to meet internal and external requirements and frameworks. We also work with existing program offices to enhance their processes and infrastructure, and better position themselves within the organization's strategic and tactical efforts.

Program Office Roles and Functions

Successful program offices conduct a set of ongoing functions that contribute to their success. NCG refers to these functions as the **Four Program Office Pillars**. The first pillar provides the foundation for a program office by defining its purpose and operating model. The second pillar focuses on planning and working the steps to drive efforts and collaborate with stakeholders. The third pillar develops and refines tools and relationships to engage directly in projects and efforts as needed. The fourth pillar establishes processes to lay the foundation for long-term sustainability and effectiveness of the program.

NCG's Four Program Office Pillars



NCG's Four Program Office Pillars describe the important steps needed to start and operate a sustainable and effective program office.

NCG's **Program Office Support Model** provides services that address both the program office operations, along with risk management and support for activities related to the program. NCG's consultative services, direct support, and automated tools empower program office operations and performance with best practices and lessons learned from across industries. NCG helps program offices define their role within an organization and strengthen its relationships to other enterprise functions. The NCG Team can step in to run efforts as resources or specific skill sets are needed.

NCG tailors its services by industry and the program office's subject area. With that lens, NCG works with each organization to tailor support and resources to address their priorities. The NCG Team is very effective in this regard due to the broad and deep experience levels of our resources. The following sections further describe NCG's program office services.



Program Office Processes, Policies, and Procedures

NCG helps program offices have the right structure and governance models to match the complexity and structure of the overall organization. NCG assesses communication channels and approaches for sending information out, as well as engaging support from across the organization. NCG validates that policies and procedures are in place to guide efforts across all levels of the enterprise. NCG builds, or enhance existing, business processes and implements them within existing work streams to facilitate program goals.

NCG builds and augments data collection and reporting tools to ensure that program offices have the earliest and most accurate line of sight possible to risks and issues. This foundation of data provides insight and supports data driven decision-making. This data also supports the tracking of progress and measurement of improvements over time.

NCG Program Office Support Model



NCG's program office support and services address each of the Program Office Pillars and works across them over time.

Program offices must periodically take stock of their performance, successes, and challenges. This helps drive continuous improvements, while also ensuring that efforts stay mission focused. NCG provides a range of consultative and assessment services to ensure processes and efforts are effective and accurately focused. This includes insuring that reporting, communication, collaboration processes, and systems are working properly. NCG evaluates, provides updates, or develops policies and procedures to ensure that program offices are providing the right guidance and support for teams to be successful.



Risk Oversight Services – Program and Project Evaluations

NCG establishes standing functions to monitor project and program performance, process design, and cross-program risk identification. We use that data and information to develop findings and recommendations. This actionable insight is provided to project/program staff, program office committees or directly to the responsible resources to take corrective action or improve productivity.

NCG provides subject matter expertise and data level reviews of program and project initiatives for variances from objectives, frameworks, or requirements. We look for factors and indicators of challenges with the ability of work streams to deliver based on quality, timeframe, or budget. Based on

this analysis, NCG provides detailed recommendations for improvements and course corrections.

NCG conducts direct interviews with program resources along with review of Project Management Life Cycle (PMLC) and System Development Life Cycle (SDLC) artifacts. If program reviews and subject matter reviews (i.e. architecture, security, standards, etc.) are already in place, NCG will evaluate their effectiveness and offer enhancement recommendations. If technical assessments or workflow process gating is needed, NCG can establish those forums with supporting processes and procedures. These functions provide ongoing and direct engagement across initiatives throughout their life cycle.



Risk Mitigation and Support – Taking Action and Leveraging Resources

NCG builds or enhances risk management processes to ensure they are the right fit for an organization and the subject matter. NCG helps program offices establish risk analysis and assessment processes to best direct their efforts and resources. NCG incorporates risk management planning processes to help direct actions based on actual data and alignment with program objectives.

NCG provides resources to engage directly with projects, and to run projects that may need particular handling or skill sets.

NCG provides highly skilled personnel at the management, architecture, data, communication, quality control, testing, and delivery levels.

NCG resources take corrective actions and step into roles for the troubled projects or programs. This support can last for the duration of the project or until efforts are back on track. NCG resources actively engage with the project teams to facilitate interaction and sharing of expertise and experience. This not only addresses areas of deficiency; it provides support to all aspects of the effort.

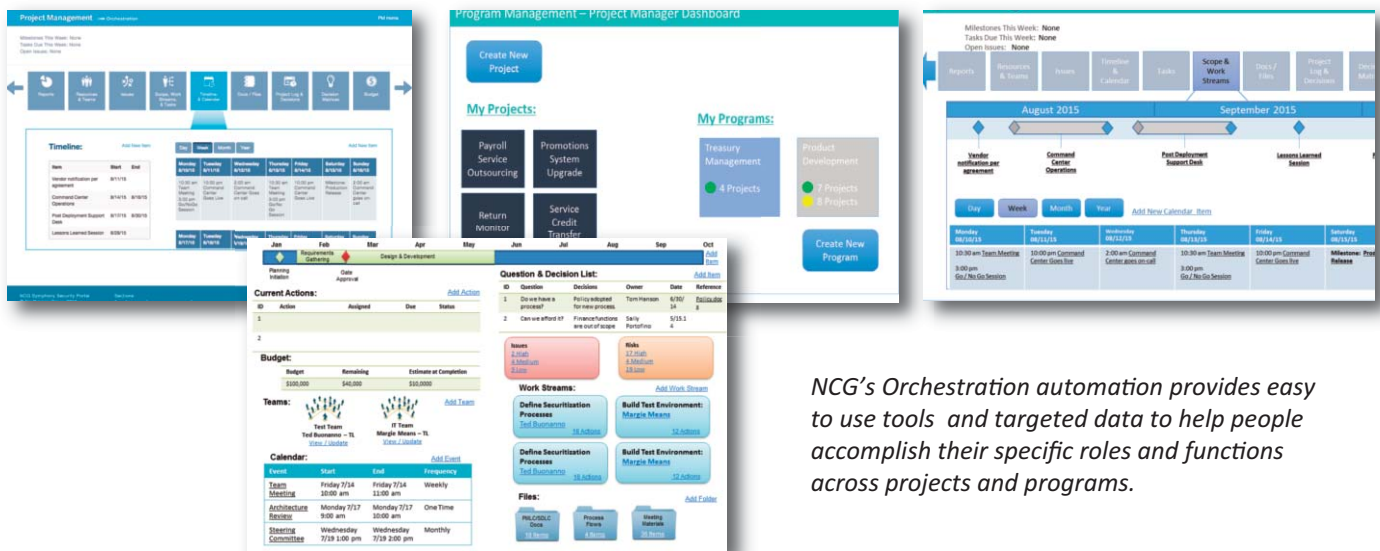
Orchestration for Program Management

To direct and manage collaboration across the enterprise with people all different levels, NCG has developed automation called **Orchestration for Program Management**. The Orchestration automation provides program and project level

tools to manage portfolios, work projects, and conduct oversight and risk management activities. Orchestration automation provides interactive and easy to use tools that are tailored to the specific needs of everyone involved in the program. Orchestration automation strives to let people focus on supporting the organization's program and not learning another piece of software.

Orchestration goes beyond complex and inflexible planning tools that are only used by handful of users, by giving all users automation to help them get their job done and collaborate with others. **Orchestration for Program Management** provides data collection and reporting interfaces that are tailored for project teams, executive/management levels, and for other general users. It provides automated tools for Program Offices to administer programs and drive efforts in a manner consistent with the program's policies and procedures.

NCG's Orchestration for Program Management Screenshots



NCG's Orchestration automation provides easy to use tools and targeted data to help people accomplish their specific roles and functions across projects and programs.

The Northcross Group (NCG) delivers business system and technology services. NCG makes it our business to ensure that technology serves our clients, allowing them to meet business goals, gain competitive advantage, enhance security, implement governance, ensure compliance, and stabilize operations.

NCG consultants bring a blend of technical and business acumen with a proven track record in the public, private, and non-profit sectors. We approach business challenges head-on and figure out the most effective way to leverage technology to reach objectives.

NCG uses disciplined processes, refined from decades of experience. Flexibility is a cornerstone of our industry-tested methodologies—giving NCG the ability to adapt to changing environments and needs.

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