

## **Aitken-Carnegie-Duncan Complexity Table for Program Manager Role Definition**

Program Management Complexity Factors		Criteria for a Rating of:			
		1	2	3	4
<b>Governance Complexity</b>					
1	<b>Sponsorship support.</b> This factor covers how well sponsors anticipate and respond to requests for assistance from the program. <i>Sponsors</i> may include both individuals and organizations.	Consistently strong	Usually strong	Occasionally strong	Seldom strong
2	<b>Program management structures.</b> This factor covers how information is shared among the program's stakeholders. It includes consideration of the number and variety of reporting formats, the clarity of reporting lines, and the number of independent entities involved. <i>Independence</i> requires a separate senior executive.	Mostly simple	A few complex	Some complex	Many complex
3	<b>Decision-making processes within the program.</b> This factor covers both who makes decisions and how those decisions are made. For example, if most decisions are made by the program manager, the decision-making processes would have "little to no variability."	Little to no variability	Variability in some areas	Variability in many areas	Variability in most areas
4	<b>Program manager's authority.</b> This factor covers the extent to which the program manager can implement decisions without approval from a sponsoring organization.	Total to almost total	Extensive	Moderate	Limited
<b>Stakeholder Relationship Complexity</b>					
5	<b>Stakeholder stability over time.</b> This factor covers changes in key stakeholders' level of interest or commitment; changes in assignments (e.g., a new sponsor); and identification or discovery of new or additional stakeholders during the program.	Very high	High	Moderate	Low or very low
6	<b>Degree of public interest in program.</b> This factor covers the potential for media or governmental actions that may affect the program.	Very low	Low	Moderate	High or very high
7	<b>Degree of cultural diversity.</b> This factor covers the potential for conflict and misunderstanding created when there are significant cultural differences among the people involved in the program. In particular, it includes consideration of differences in ethical standards and practices.	Very low	Low	Moderate	High or very high
8	<b>Percent of staff able to converse fluently in program's primary language.</b> This factor covers the issues that can be caused by weak language skills. <i>Conversing fluently</i> requires the ability to express oneself clearly and to understand others during both business and social discourse.	90-100%	50-89%	20-49%	Less than 20%
9	<b>Number of languages used in conducting program activities.</b> This factor covers the issues that may arise from the need to translate intra-program documents into different languages.	One	2-3	4-5	More than 5
10	<b>Number of active locations requiring overnight stay for meetings.</b> This factor covers the logistical challenges that are created when program staff are not collocated. Generally, a one-way, 2 hour trip would involve an overnight stay. <i>Active</i> means that these locations host frequent meetings.	1-3	4-5	6-7	More than 7
11	<b>Range of time zones with active stakeholders.</b> This factor covers the logistical challenges that are created when active stakeholder are in different time zones. <i>Active</i> means that these stakeholders are frequently participating in meetings, teleconferences, and videoconferences.	1-3 hours	4-6 hours	7-9 hours	More than 9 hours

### **ACDC Table Factors (continued over page)**

Program Management Complexity Factors		Criteria for a Rating of:			
		1	2	3	4
<b>Program Definition Complexity</b>					
12	<b>Agreement regarding the desired future state.</b> This factor covers the extent to which stakeholders are in agreement about the characteristics of the desired future state.	High or very high	Moderate	Low	Very low
13	<b>Level of fluidity in desired future state.</b> This factor covers how much the description of the desired future state changed during the program.	Very low	Low	Moderate	High or very high
14	<b>Clarity of expected benefits.</b> This factor covers how well-defined the program's expected benefits were.	High or very high	Moderate	Low	Very low
15	<b>Stakeholder expectations regarding benefits.</b> This factor covers the challenges involved in delivering benefits when stakeholder expectations about those benefits are not stated.	Most clearly stated	Many clearly stated	Some clearly stated	Few clearly stated
16	<b>Interdependency of benefits.</b> This factor covers the need for coordination within the program, as well as with external programs and projects, in order to realize program benefits.	Very low	Low	Moderate	High to very high
17	<b>Degree of competing stakeholder interests.</b> This factor covers the challenges involved in dealing with competing stakeholder interests. <i>Interests</i> may be related to the desired future state, to expected benefits, or to how the activities of the program are conducted.	Very low	Low	Moderate	High to very high
<b>Benefits Delivery Complexity</b>					
18	<b>Assessment of benefits delivered.</b> This factor covers the challenges associated with agreeing on what to measure, how to measure, and when to measure. Quantifiable benefits are generally simpler to measure.	Simple for most	Simple for many	Simple for some	Simple for a few
19	<b>Amount of cultural and behavioural change required within the sponsoring organization.</b> This factor covers the degree of organizational change required to obtain the expected benefits. The development of individual skills in support of new tools or systems would not normally be considered behavioural change.	Very low to low	Moderate	High	Very high
20	<b>Impact on other work of the sponsoring organisation.</b> This factor covers the degree to which program activities interfere with or affect other work within the sponsoring organization. <i>Other work</i> may include other programs and projects or ongoing operations.	Very low	Low	Moderate	High to very high
21	<b>Demand for innovation in constituent projects.</b> This factor covers the degree of technical or product-oriented creativity required to deliver the results expected from constituent projects.	Very low	Low	Moderate	High to very high
22	<b>Management complexity of constituent projects.</b> This factor covers the difficulty of managing constituent projects. <i>Management complexity</i> is independent of technical complexity.	Very low	Low	Moderate	High to very high
23	<b>Stability of methods and approaches used in constituent projects.</b> This factor covers the degree to which technical and management methods, methodologies, and systems are known.	All or most are known	Many are known	Some are known	Only a few are known
24	<b>Magnitude of overall program risk.</b> This factor covers the extent to which program benefits may not be delivered as a result of risk events. It involves consideration of impacts, probabilities, the ease of response, and the need for a timely response.	Very low	Low	Moderate	High to very high

**ACDC Table Factors (continued over page)**

Program Management Complexity Factors		Criteria for a Rating of:			
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<b>Resource Complexity</b>					
25	<b>Availability of capable people.</b> This factor covers the program's ability to get individuals with the requisite skills assigned to and working on the program in a timely fashion. <i>Availability</i> includes both quantity and quality at all levels of the program.	Mostly assured	Usually assured	Occasionally assured	Seldom assured
26	<b>Availability of adequate funding.</b> This factor covers the program's ability to get monetary resources allocated to the program in a timely fashion. <i>Monetary resources</i> may be cash or spendable budgets.	Mostly assured	Usually assured	Occasionally assured	Seldom assured
27	<b>Availability of suitable equipment.</b> This factor covers the program's ability to get needed equipment allocated to the program in a timely fashion.	Mostly assured	Usually assured	Occasionally assured	Seldom assured
28	<b>Availability of suitable supplies and materials.</b> This factor covers the program's ability to get disposable items allocated to the program in a timely fashion.	Mostly assured	Usually assured	Occasionally assured	Seldom assured
29	<b>Number of independent funding sources.</b> This factor covers the challenges involved with reporting and coordinating the timing and amounts of funding from independent sources. <i>Independence</i> requires a separate senior executive.	1	2-5	6-10	More than 10

**ACDC Table Factors**