

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

Program Management Complexity Factors		Criteria for a Rating of:			
		1	2	3	4
Governance Complexity					
1	Sponsorship support.	Consistently strong	Usually strong	Occasionally strong	Seldom strong
2	Program management structures.	Mostly simple	A few complex	Some complex	Many complex
3	Decision-making processes within the program. T	Little to no variability	Variability in some areas	Variability in many areas	Variability in most areas
4	Program manager's authority.	Total to almost total	Extensive	Moderate	Limited
Stakeholder Relationship Complexity					
5	Stakeholder stability over time.	Very high	High	Moderate	Low or very low
6	Degree of public interest in program.	Very low	Low	Moderate	High or very high
7	Degree of cultural diversity.	Very low	Low	Moderate	High or very high
8	Percent of staff able to converse fluently in program's primary language.	90-100%	50-89%	20-49%	Less than 20%
9	Number of languages used in conducting program activities.	One	2-3	4-5	More than 5
10	Number of active locations requiring overnight stay for meetings.	1-3	4-5	6-7	More than 7
11	Range of time zones with active stakeholders.	1-3 hours	4-6 hours	7-9 hours	More than 9 hours
Program Definition Complexity					
12	Agreement regarding the desired future state.	High or very high	Moderate	Low	Very low
13	Level of fluidity in desired future state.	Very low	Low	Moderate	High or very high
14	Clarity of expected benefits.	High or very high	Moderate	Low	Very low
15	Stakeholder expectations regarding benefits.	Most clearly stated	Many clearly stated	Some clearly stated	Few clearly stated
16	Interdependency of benefits.	Very low	Low	Moderate	High to very high
17	Degree of competing stakeholder interests.	Very low	Low	Moderate	High to very high
Benefits Delivery Complexity					
18	Assessment of benefits delivered.	Simple for most	Simple for many	Simple for some	Simple for a few
19	Amount of cultural and behavioural change required within the sponsoring organization.	Very low to low	Moderate	High	Very high
20	Impact on other work of the sponsoring organisation.	Very low	Low	Moderate	High to very high
21	Demand for innovation in constituent projects.	Very low	Low	Moderate	High to very high
22	Management complexity of constituent projects.	Very low	Low	Moderate	High to very high
23	Stability of methods and approaches used in constituent projects.	All or most are known	Many are known	Some are known	Only a few are known
24	Magnitude of overall program risk.	Very low	Low	Moderate	High to very high
Resource Complexity					
25	Availability of capable people.	Mostly assured	Usually assured	Occasionally assured	Seldom assured
26	Availability of adequate funding.	Mostly assured	Usually assured	Occasionally assured	Seldom assured
27	Availability of suitable equipment.	Mostly assured	Usually assured	Occasionally assured	Seldom assured
28	Availability of suitable supplies and materials.	Mostly assured	Usually assured	Occasionally assured	Seldom assured
29	Number of independent funding sources.	1	2-5	6-10	More than 10

ACDC Table Factors