



TEXAS A&M
TECHNOLOGY
SUMMIT

Project Governance

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In this session we will cover....

- **Project Governance**

- What is Project Governance
- The Steering Committee
- An easy approach to establishing a Steering Committee

- **Project Selection**

- Identify projects that add value
- Align with strategic goals

- **Project Capacity**

- Common Mistakes
- Resource Allocation
- Establish the baseline
- Measure Progress, Define Success

What is Project Governance?



Steering Committee

A Project Steering Committee:

A governing body that has the power to provide oversight and makes decisions on the organization's investment in projects. It will define expectations and validate its existence through performance.

Goals

- **Strategic Alignment**
- **Benefits Realization**
- **Oversee present and future organization investments and value added by these projects**



Steering Committee Sponsorship

This can be challenging but the sponsor should have the following:

- An understanding and appreciation of the complexity of project management
- Capacity and commitment
- Realistic Expectations
- Influence and leadership
- Can grant power
- Add validity
- Invested in the committee's success



Steering Committee Role

Project Organization Roles & Responsibilities



Steering Committee:

- Set project direction and maintain project oversight
- Communicates expectations
- Assess impact of proposed opportunities and recommendations and make final decisions
- Provide leadership and ongoing support
- Own project

Project Management Team:

- Provide day-to-day project management
- Ensure that project objectives are achieved
- Provide process & systems advice to action teams
- Provide leadership
- Coordinate resources and action team participants
- Serve as liaison between action teams and steering committee
- Provide necessary resources
- Monitor and track project status and budget
- Own Project

Action Teams:

- Analyze issues, activities and processes
- Develop and test creative ideas and solutions
- Take ownership of ideas and solutions
- Develop specific action steps and commit to action plans
- Perform day-to-day project tasks
- Assume accountability for design changes
- Own project

Identify Committee Members

Who should participate on the Committee?

Members or Sub-Committees of the Steering Committee should have the following:

- Organizational mindset
- Empowered decision maker
- Receptive to alternative perspectives
- Have bandwidth to participate
- Engaged and active participation



Establish a Steering Committee

Key Questions to ask when establishing the committee:

- What is the committee's purpose?
- Who needs to be represented?
- How do we identify representatives?
- How long is a member's term?
- How do we replace or remove members?
- What decisions does the committee make?
- What is the decision making process?

Steering Committee Charter

The Charter

- Purpose/Vision
- Authority
- Goals/Objectives
- Procedures
- Membership
- Sponsorship

Team Name & Type	
Authorizing Agent	
Establishment Date	
End Date (May be extended)	
Purpose/Vision	
Scope of Authority	
Principles	
Goals/Deliverables	
Operating Procedures / Communication	
Structure/Organization	
Stakeholders	
Executive sponsor	
Co-chairs	

Steering Committee Members

Responsibilities of Steering Committee Members

- Guidance, Vision, and Oversight
 - Develop and refine Common Agenda for change, including problem, goal(s), and guiding principles
 - Use data to inform strategy development learning
 - Track progress of work using agreed-upon indicators at Steering Committee and working group levels
 - Make connections between working groups to ensure coordination and efficiency
 - Interact with the backbone entity on strategy, community engagement, and shared measurement
- Leadership
 - Considering how your individual organization or those in your network can align to the Common Agenda
 - Serving as vocal champions of the collective impact effort in the community
- Process
 - Participating in the regularly scheduled meetings in person (every 4-6 weeks)
 - Reviewing pre-read materials prior to meetings and coming prepared for engaged discussion, active listening, and respectful dialogue
 - Committing to yearlong membership of the Steering Committee

Suggestions for the Committee

- Focus on the People
- Establish Rules of Engagement
- Start Small and Build (But Start)
- Have Attainable Goals
- Identify KPI's to measure performance
- Alignment and Accountability



Project Selection Process

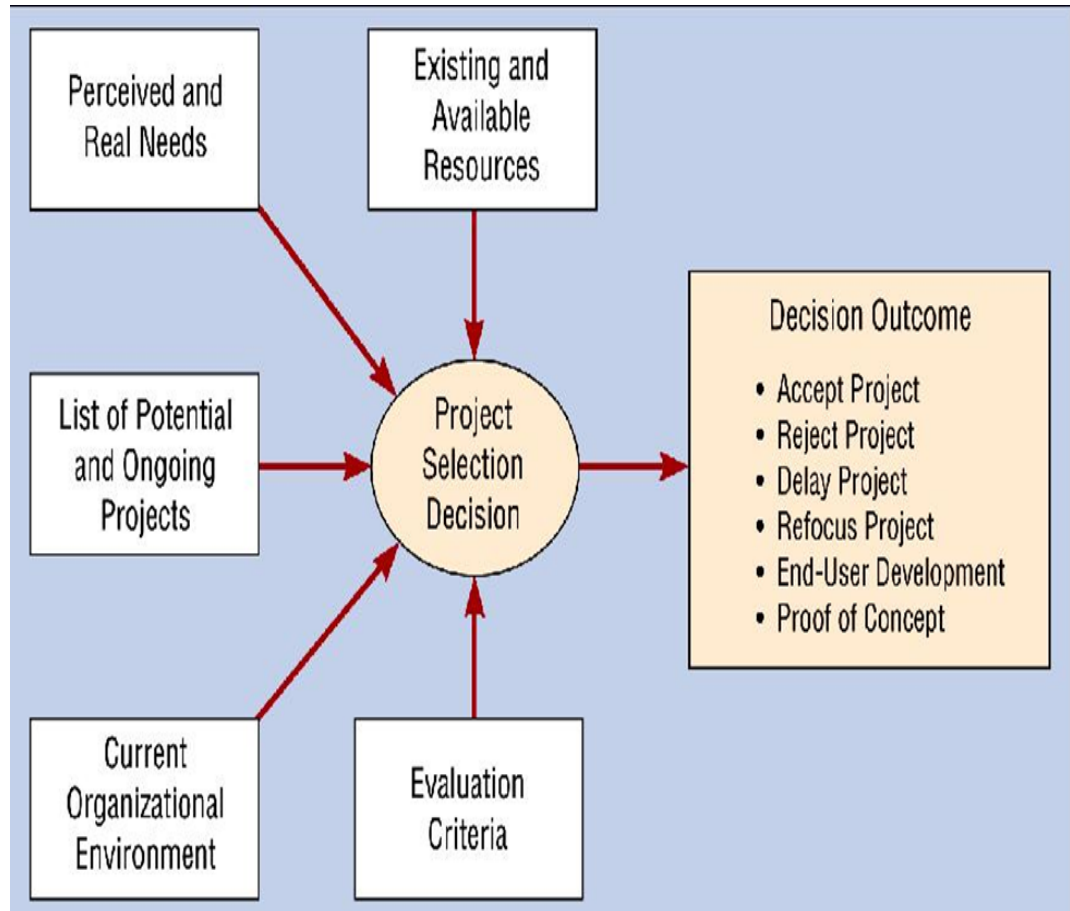
Start with current project selection process used today;

- What information is available to the committee for project selection?
- How will this information be captured and assessed?
- How to decide what criteria to use to identify the right projects to pursue?
- How will the decision be made?
- How can decisions change and how will it be managed?
- What are the impacts and consequences for the change?

Selection Criteria

Selection Criteria

- ROI
- Strategic
- Capacity
- Attainable
- Low Risk
- Added Value
- Regulatory



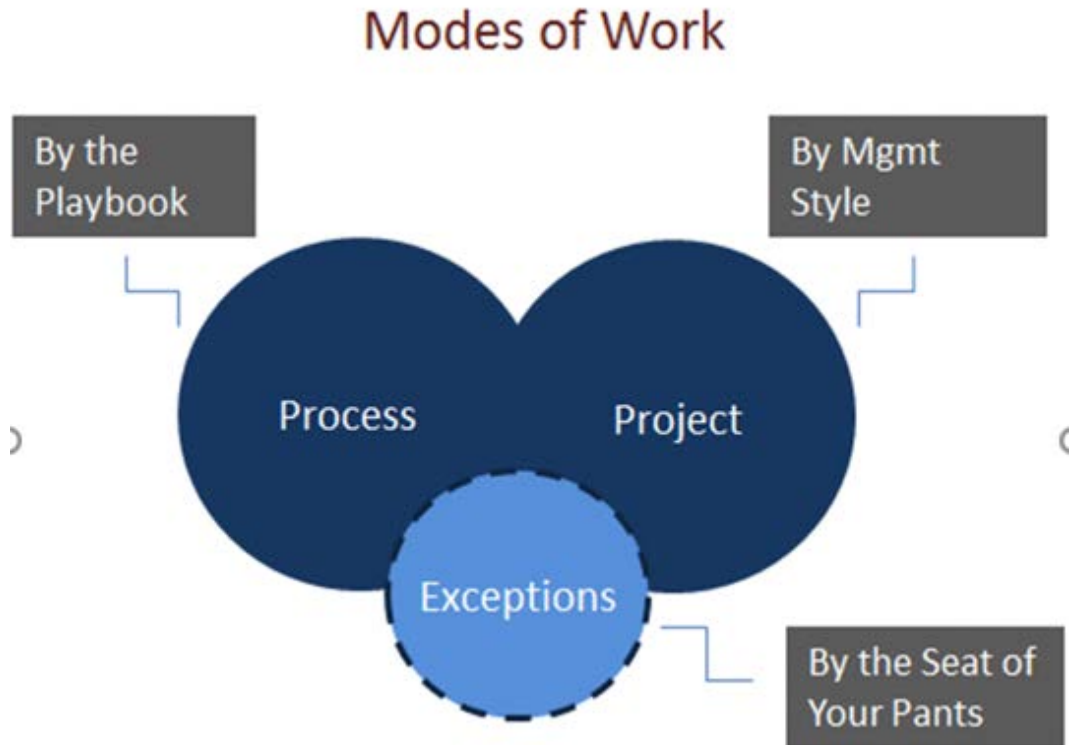
Define Exceptions

What circumstances would cause a decision to be overridden?

- Change in Priorities
- Regulatory mandates
- Change in Administration

Who has the authority to override the decision?

- The Committee
- Other Committees
- President, CIO



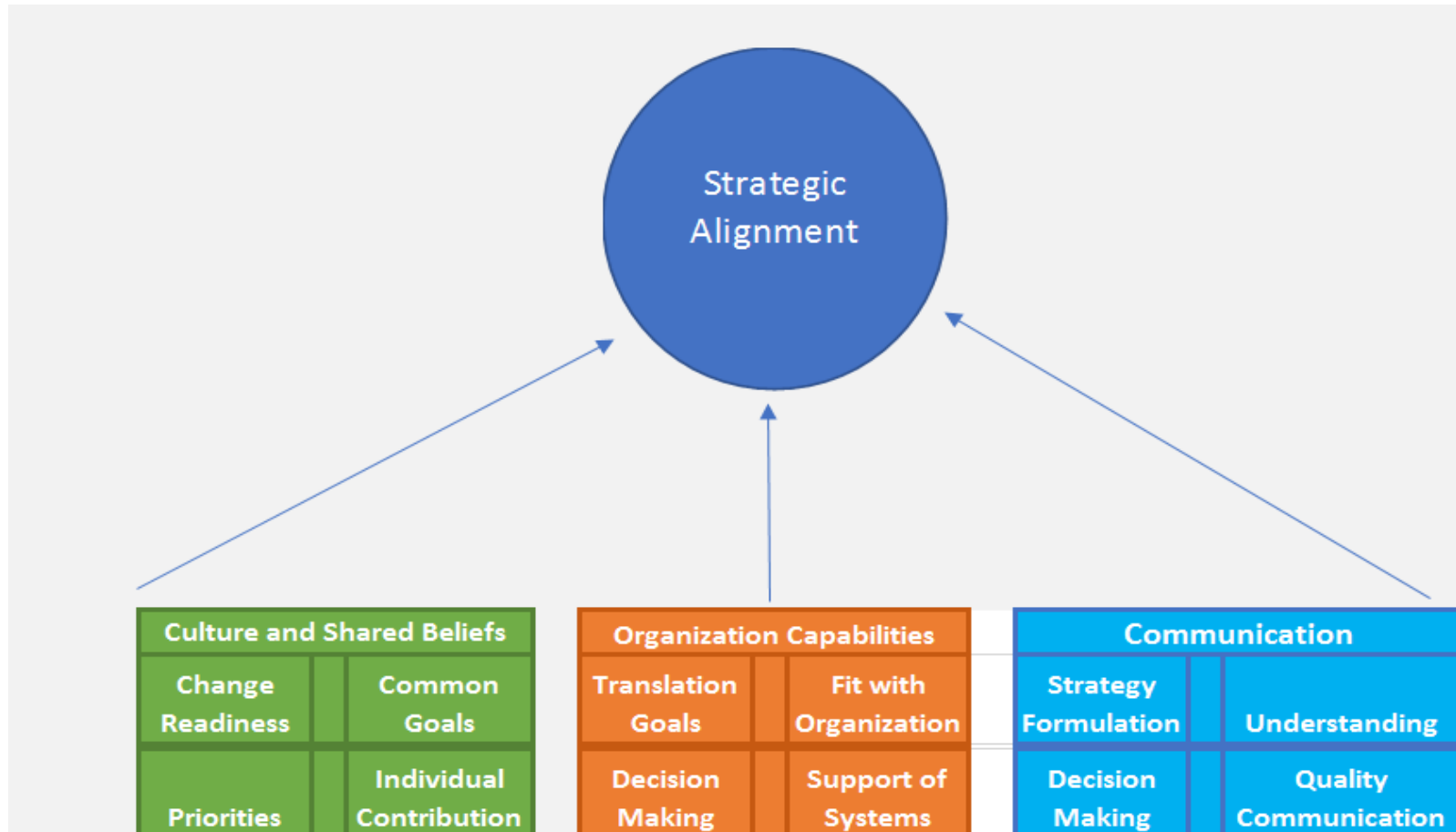
Identify Value

How do we Identify projects that add value?

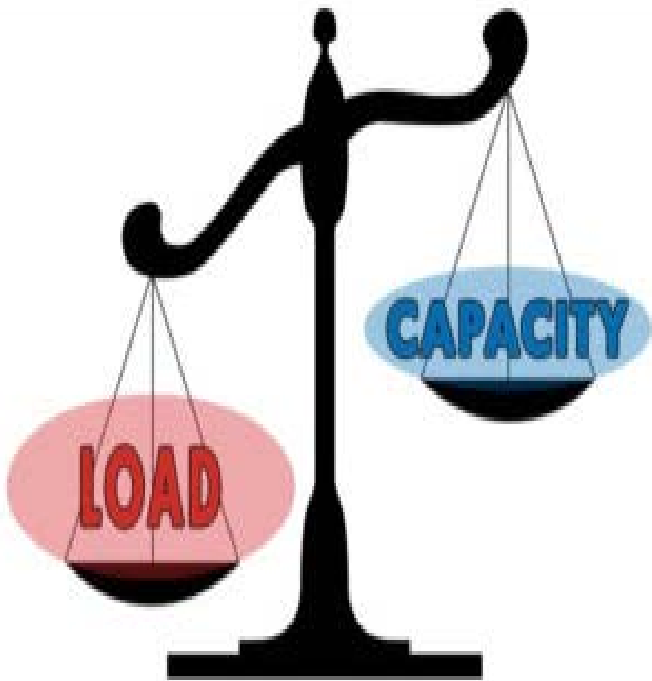
- Start with the organization's strategy
 - Does the project accomplish and advance strategy goals?
- Follow the money
 - Has money been budgeted and approved for the project?



Strategic Alignment



Capacity



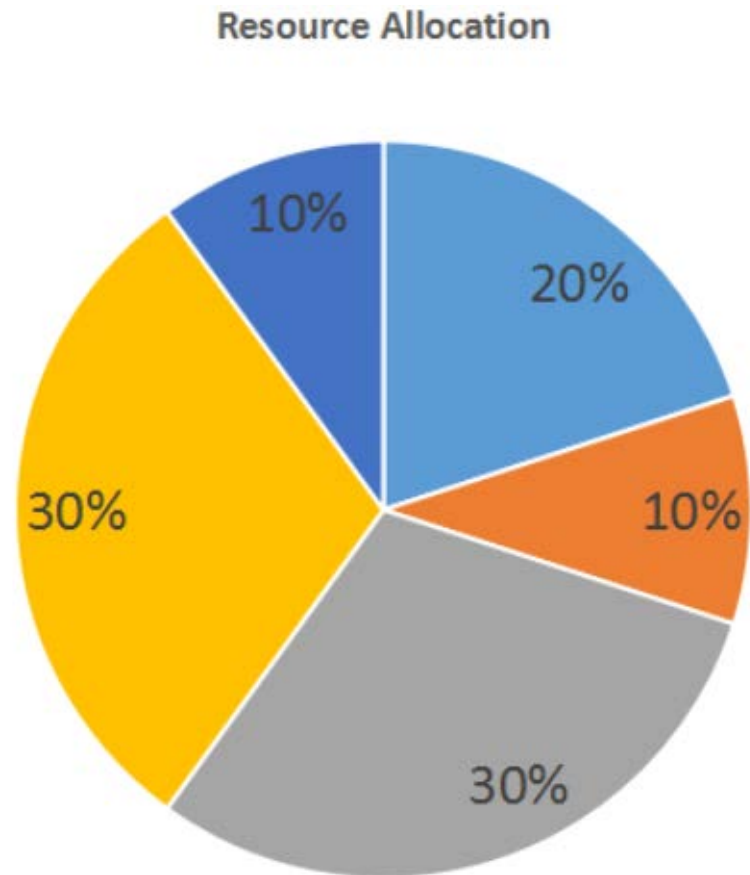
Capacity: Common Mistakes

- No understanding of the current workload
- No staging involved - all projects are kicked off immediately
- No regards to resource availability and skillset
- Reacting to Murphy's Law



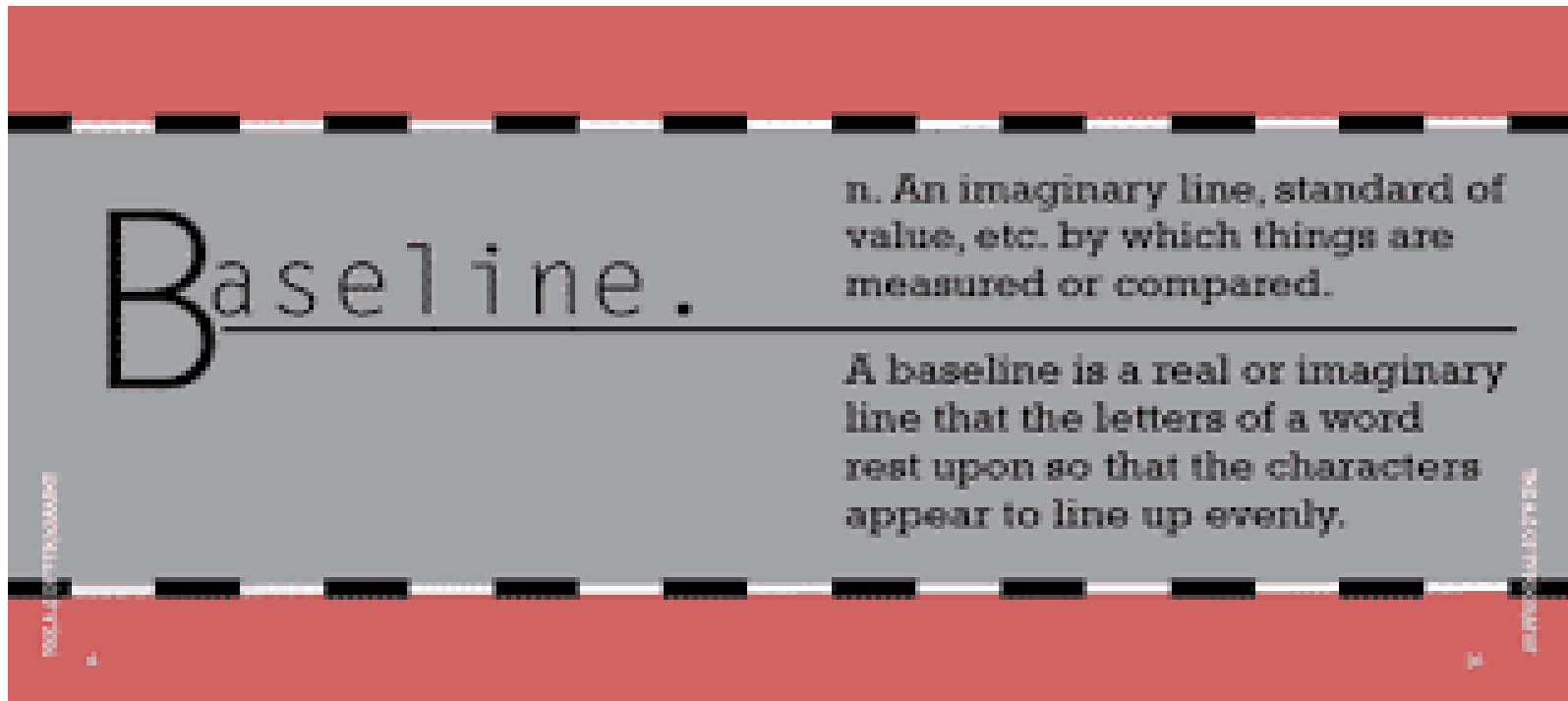
Resource Allocation

- Identify the skills required to do the work
- Consider resource availability
- Be proactive in planning
- Prioritize work
- Use “What if” Analysis



Establish the Baseline

This will be the basis to measure future progress



Success

Define Success

How will it be measured?

Examples

- 20% increase in project completion
- 25% reduction in time to complete projects
- 30% increase in met deliverables

In Closing.....

- Take time to celebrate successes
- Learn from mistakes
- Adopt a process for continuous improvement





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Questions?

Please CHAT questions to ALL PANELISTS