



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

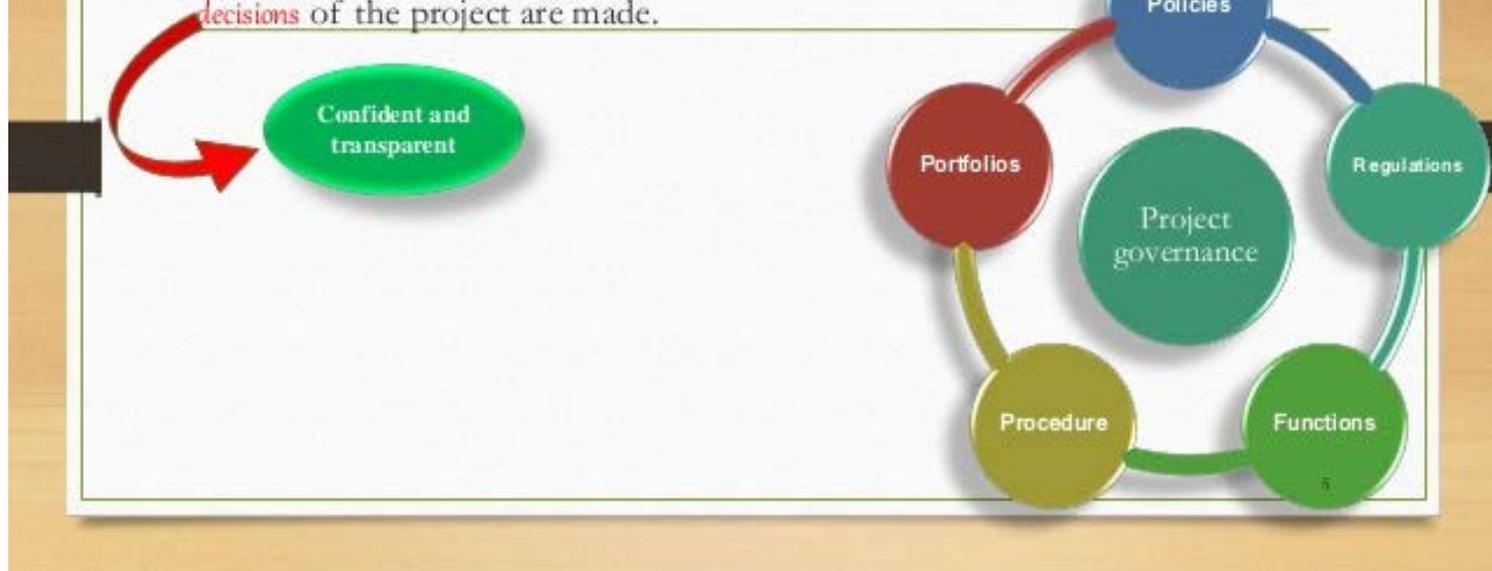
- **Project Capacity**

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

What is Project Governance?

What is project governance ?

- Project governance is the management framework within which *decisions* of the project are made.



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

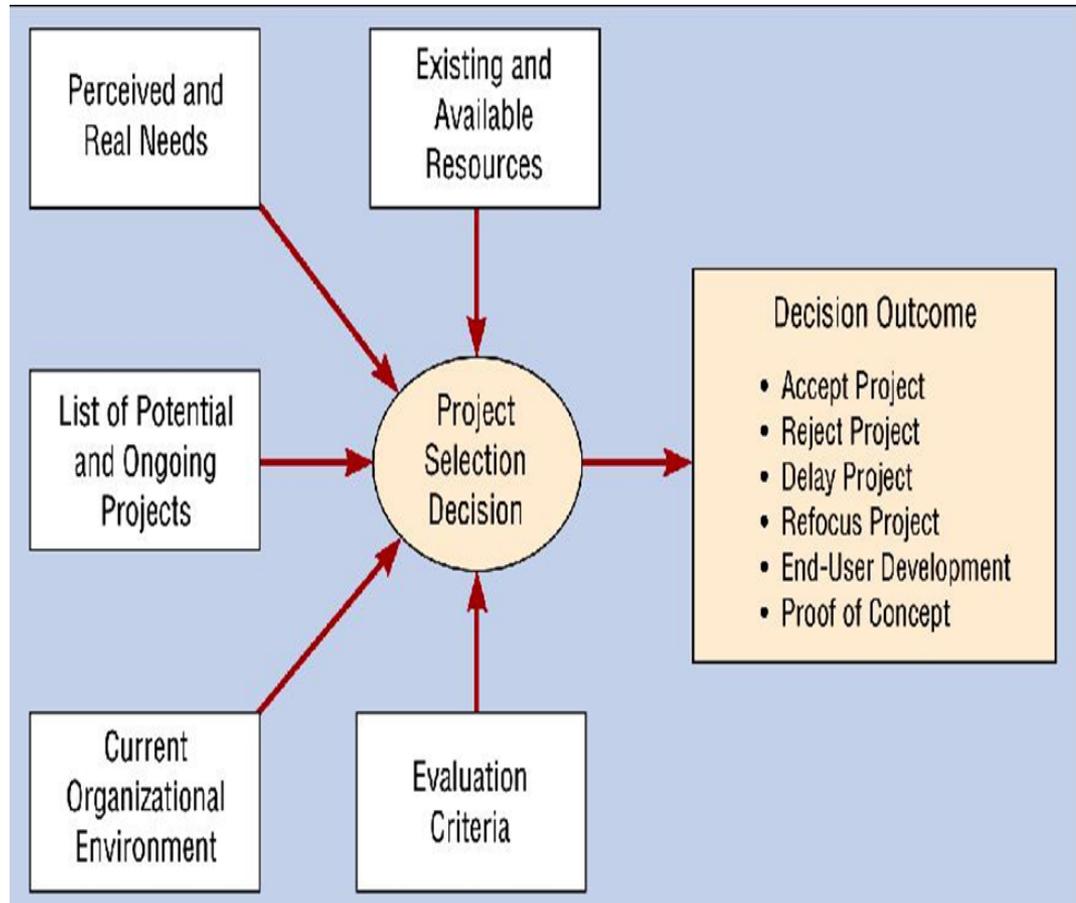
Start with current project selection process used today;

- 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



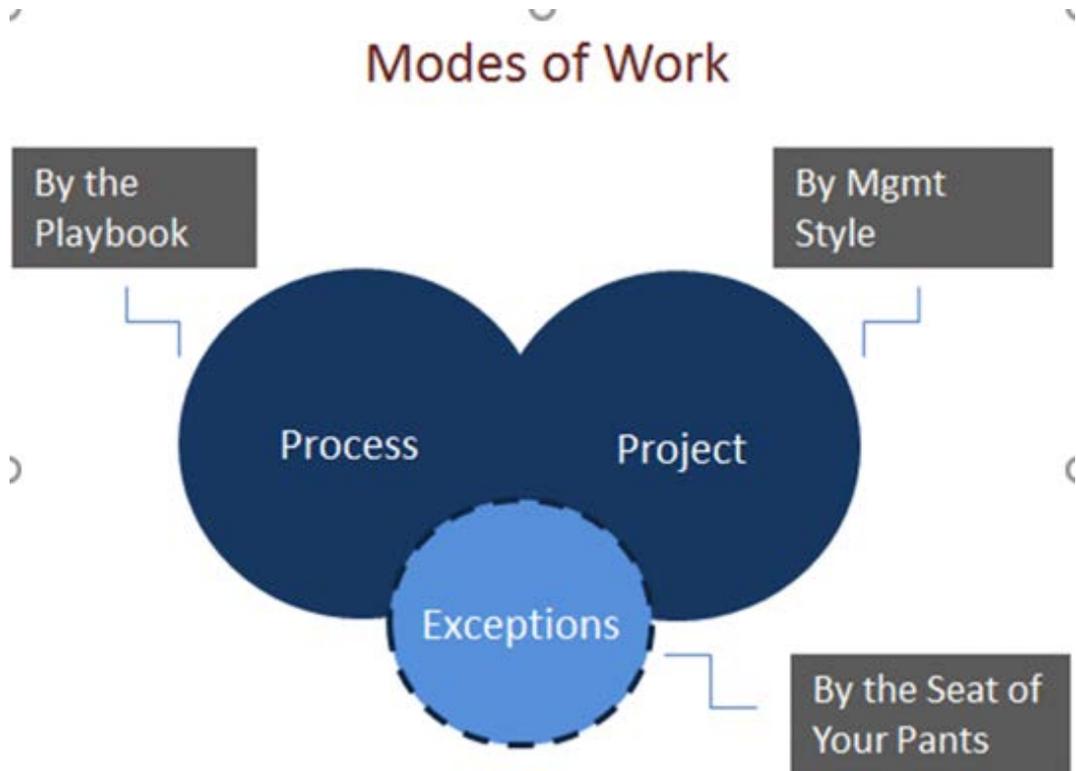
Define Exceptions

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



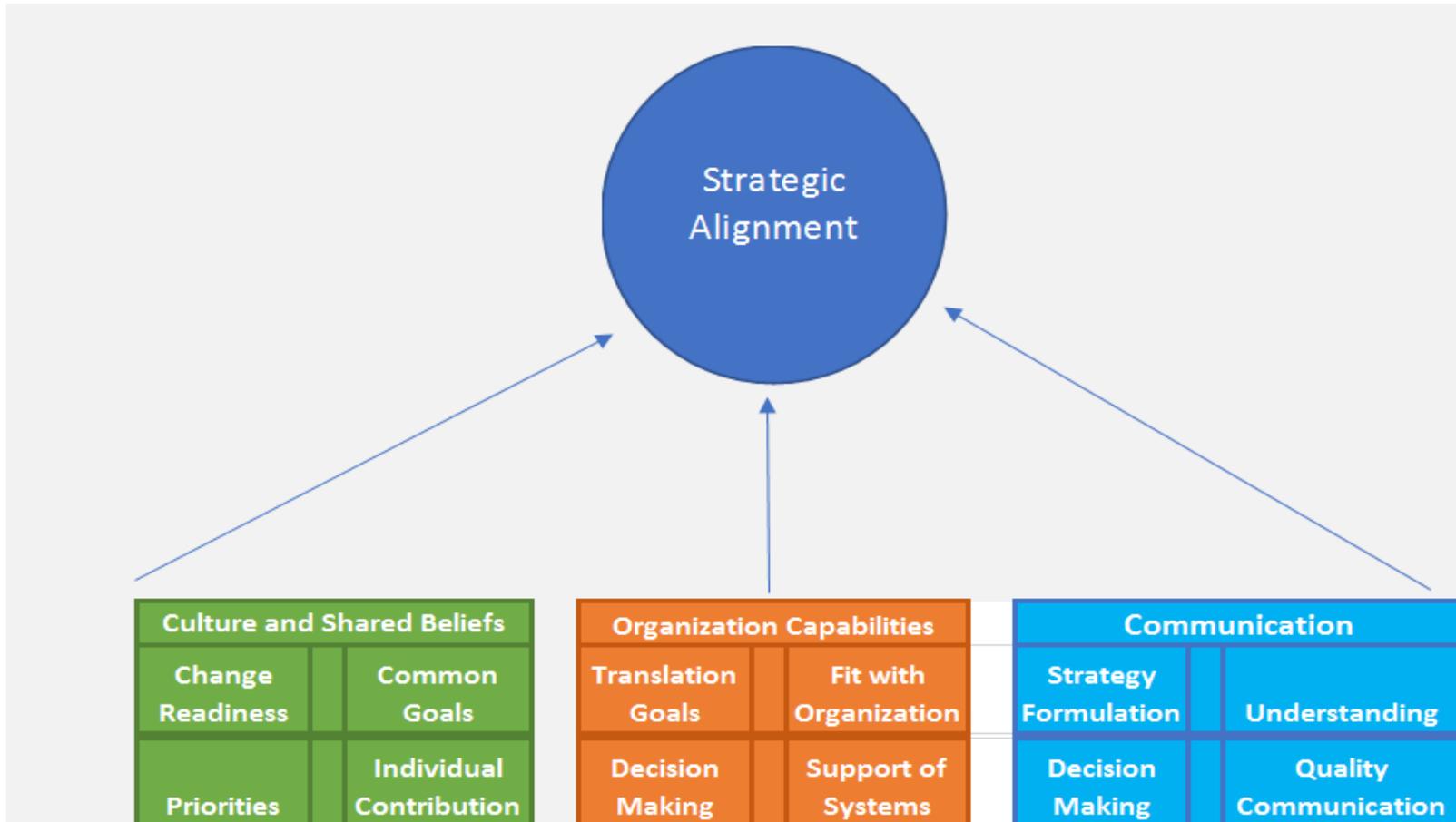
Identify Value

How do we Identify projects that add value?

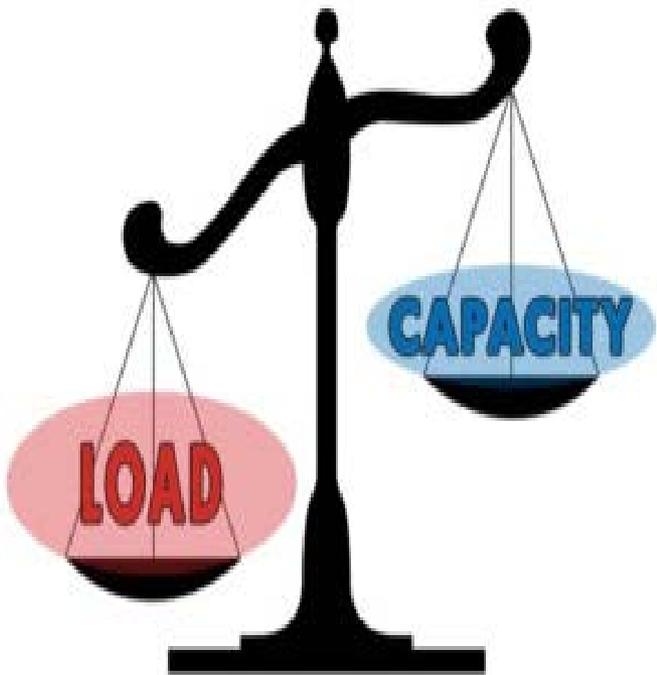
- Start with the organization's strategy
 - Does the project accomplish and advance strategy goals?
- Follow the money
 - Has money been budgeted and approved for the project?



Strategic Alignment



Capacity



Capacity: Common Mistakes

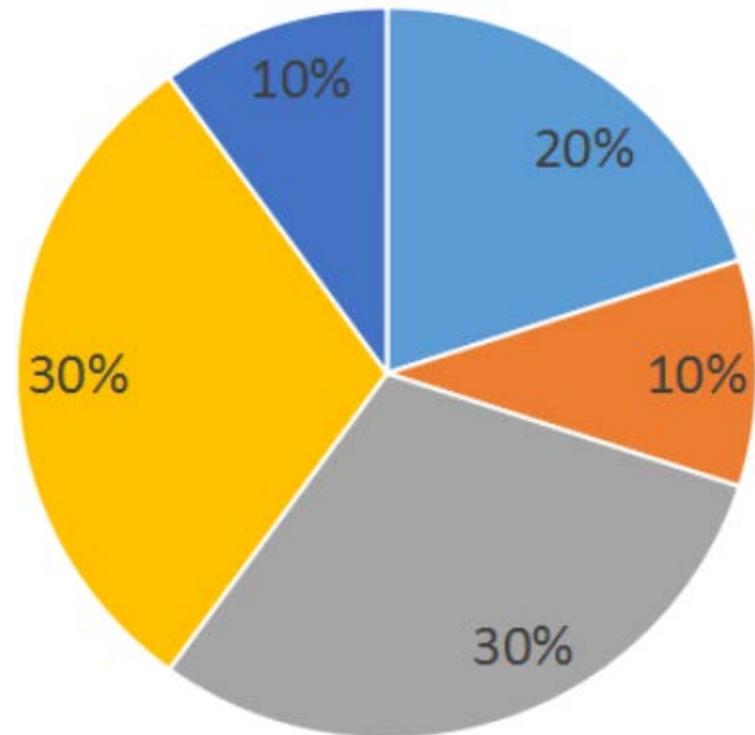
- No understanding of the current workload
- No staging involved - all projects are kicked off immediately
- No regards to resource availability and skillset
- Reacting to Murphy's Law



Resource Allocation

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

Resource Allocation



Establish the Baseline

This will be the basis to measure future progress

Baseline.

n. An imaginary line, standard of value, etc. by which things are measured or compared.

A baseline is a real or imaginary line that the letters of a word rest upon so that the characters appear to line up evenly.

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**





Questions?

Please CHAT questions to ALL PANELISTS