EXECUTE & CONTROL

7. WORK RESULTS ARE PRODUCED; PROJECT PERFORMANCE IS MONITORED
- Be a vocal champion of the project; support the project team in their work
- Request status from the project manager; use your authority to make decisions as needed
- Review along with key stakeholders:
  - Completion and approval of major deliverables
  - Cost and schedule performance and contract status
  - Quality Assurance Reports
- Celebrate completion of major milestones with the project team

8. ISSUES, CHANGE REQUESTS AND RISKS RECEIVE TIMELY AND APPROPRIATE RESPONSE
- Review and approve significant change requests
- Place a stronger emphasis on rewards for identifying and achieving necessary change rather than punishment for failure
- Balance needs of the organization with Customer needs
- Confirm that significant changes are approved and that the project plan is updated (i.e., updated plan reflects the approved changes in project scope, quality, schedule, or cost)
- Promote a problem-solving climate for issues that cannot be resolved by the project manager
- Approve activation of the Risk Response Plan upon occurrence of identified triggering events
- If the project will result in significant organizational change, confirm that the organization will be ready to accept it

CLOSE

9. PROJECT MAKES A SMOOTH TRANSITION TO OPERATIONS; LESSONS LEARNED ARE DOCUMENTED
- Verify that final deliverables satisfy Customer requirements and meet funding targets
- Sign off on Acceptance of the final deliverable
- Ensure that ongoing responsibility for the new product or services is identified and officially turned over to regular operations
- Participate in or provide input into the project’s lessons learned exercise

An Effective Sponsor Demonstrates these Behaviors:
- Be a Vocal Champion for the change, benefits, and improvements that the project will bring about
- Build strong support for the project among key players in the organization
- Offer high-level support to the project manager and the team without micro-managing
- Emphasize reward and recognition; acknowledge individual accomplishments
- Stay involved throughout the project
- Communicate in a manner that encourages direct feedback

Questions?
Thanks to Oregon DHS for the original version of this document. See:
http://www.dhs.state.or.us/admin/ois/pmo/
WHAT IS A PROJECT?
Temporary work undertaken to create a unique product or service

WHAT IS PROJECT MANAGEMENT?
A proven method that provides effective management of work by establishing a coordinated and well planned effort

A process to ensure a project has:
• Purpose and goals that are understood
• Objectives and metrics
• Defined activities and deliverables with timelines
• Assigned roles & responsibilities
• Clear completion criteria

PROJECT MANAGEMENT PROCESSES

9 GOALS FOR EVERY PROJECT
And steps you can take to create Project Success.

INITIATION
1. PROBLEM OR OPPORTUNITY IS DEMONSTRATED; BUSINESS CASE IS COMPELLING; THE PROJECT IS AUTHORIZED
   - Clearly articulate the problem to be resolved
   - Provide a clear definition of overall goals and objectives; describe what this project will do
   - Ensure alignment with the organization’s strategic goals and priorities
   - Participate in an initial assessment of the risks; state your level of risk tolerance
   - Require a charter that includes agreements on:
     - Potential funding source(s) and budget authority
     - Establishment of Resource requirements
     - The level and amount of planning and controls
     - Use of standard project management processes
     - Other group involvement
     - Identification of Project Manager
   - Participate in Project Review Meetings

PLANNING
2. PROJECT HAS CLEARLY UNDERSTOOD AND AGREED UPON SCOPE
   - Actively support the project; confirm that the chartered level of planning is accomplished
   - Assist in identifying stakeholders for this project
   - Participate in scope planning; help define boundaries around the work
   - Identify or approve project Acceptance Criteria
   - State clearly your requirements for Quality
   - Communicate the relative priorities of scope, quality, schedule and cost

3. THE PROJECT HAS A REALISTIC AND MEASURABLE WORK PLAN
   - Confirm the selection of major deliverables
   - Confirm that the number and frequency of milestones provides enough information to show clear and understandable progress
   - Confirm that the funding and staff necessary to achieve objectives are committed to the project

4. ROLES & RESPONSIBILITIES ARE UNDERSTOOD
   - Verify that members of the Project team and other key stakeholders understand their roles, responsibilities, and commitments

5. QUALITY, COMMUNICATION, PROCUREMENT, AND RISK ARE WELL MANAGED
   - Confirm that the work plan:
     - Includes Quality Management activities
     - Provides for clear and regular communication of the project’s progress to the stakeholders
     - Ensures that procurement decisions and project administration make the best use of funds
     - Includes regular risk planning, where mitigation and contingency plans are agreed upon and can be supported

6. ALL PLANNING AGREEMENTS AND COMMITMENTS ARE INTEGRATED
   - With the Project Manager and other key stakeholders, review and approve the Statement of Work
   - Confirm that funding is aligned with the Statement of Work