

## 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/>

# Guide to Project Sponsorship

---

## QUICK REFERENCE

---



## A Quick How-To for the Project Sponsor

---

# 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

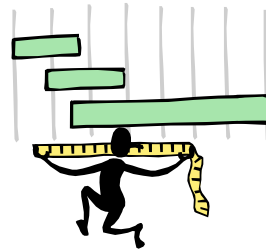
A process to ensure a project has:

- Purpose and goals that are understood
- Objectives and metrics
- Defined activities and deliverables with timelines
- Assigned roles & responsibilities
- Clear completion criteria

## PROJECT MANAGEMENT PROCESSES



*Applicable to most projects most of the time*



# 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

- Establish the likelihood of change; agree to a change management process

### 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