

## EXECUTE, MONITOR & CONTROL

### 6. THE PROJECT MANAGER MONITORS PROJECT PERFORMANCE AND IS PROACTIVE IN KEEPING IT ON TRACK

- Be a vocal champion of the project; support the project team in their work
- Create an environment in which the project manager can report accurate project status information without fear of retribution
- With key stakeholders, review completion and approval of major deliverables
- Periodically update estimates for cost, completion date and Business Value
- Celebrate completion of major milestones with the project team

### 7. ISSUES AND CHANGE REQUESTS RECEIVE TIMELY AND APPROPRIATE RESPONSE

- Review significant change requests; approve only those changes that make the project stronger
- Use impact on delivery of Business Value as a basis for decisions on proposed project changes
- When significant changes are approved confirm that the project plan is updated
- Foster a collaborative environment to resolve issues that are beyond the project manager
- Support implementation of risk response plans and use of the Contingency fund when issues occur
- If the project will result in organizational change (e.g. change in business process or reporting relationships), confirm that the organization will be ready to accept it and take action if it is not

## CLOSE

### 8. PROJECT MAKES A SMOOTH TRANSITION TO OPERATIONS; LESSONS LEARNED ARE PUT INTO PRACTICE

- Verify that final deliverables satisfy business requirements and meet funding targets
- Sign off on Acceptance of the final deliverable
- Ensure that an operations group has accepted responsibility for maintenance of project deliverables
- Participate in or provide input into the project's lessons learned exercise. Ensure that meaningful Lessons Learned are put into immediate use.

### An Effective Sponsor Demonstrates these Behaviors:

- Is a Vocal Champion for the change, benefits, and improvements that the project will bring about
- Builds strong support for the project among key players in the organization
- Offers high-level support to the project manager and the team without micro-managing
- Emphasizes reward and recognition; acknowledges individual accomplishments
- Stays involved throughout the project
- Communicates in a manner that encourages direct feedback

### Questions?

Email – [info@cvr-it.com](mailto:info@cvr-it.com)

Thanks to Oregon DHS for the original version of this document.

# Guide to Project Sponsorship

## QUICK REFERENCE



## A Quick How-To for the Project Sponsor

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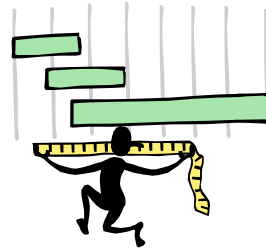
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## WHAT IS A PROJECT?

Sponsored work of a temporary nature undertaken to create a unique product, service or result which creates Business Value for the enterprise

## WHAT IS PROJECT MANAGEMENT?



A systematic approach to conducting a coordinated and well planned effort that reaches project objectives and maximizes the Business Value that will result from the project

A process to ensure that a project has:

- A Purpose on which all stakeholders agree
- Project Objectives that are specific, measurable, agreed upon and realistic
- Business Objectives that align with Business Strategy
- A well thought out plan that describes how the project will be managed
- The resources needed to carry out the work
- Assigned roles & responsibilities
- Clear acceptance criteria

## 8 GOALS FOR EVERY PROJECT

*And steps the Sponsor can take to promote Project Success*

### INITIATION

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#### 1. PROBLEM OR OPPORTUNITY IS DEMONSTRATED; BUSINESS CASE IS COMPELLING; THE PROJECT IS AUTHORIZED

- Clearly state the problem to be resolved
- Provide a clear definition of business objectives, i.e. the intended Business Value of this project.
- Confirm that the project's approach and objectives are appropriate and acceptable.
- Participate in an initial assessment of the risks; state your level of risk tolerance
- Require a charter that includes agreements on:
  - Boundaries around scope
  - Potential funding source(s) and budget authority
  - Level of uncertainty in cost and time estimates
  - Unique or difficult Resource requirements
  - Relative importance of Cost, Time and Scope
  - Use of standard project management processes
- Identify the Project Manager

### PLANNING

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#### 2. PROJECT SCOPE IS CLEARLY UNDERSTOOD AND AGREED UPON

- Actively support the project; confirm that adequate project planning is done
- Assist in identifying stakeholders for this project
- With the Project Manager and other key stakeholders, review and approve the Scope Statement
- Ensure that planned scope is adequate to achieve project success
- Identify or approve project Acceptance Criteria

- State clearly your requirements for Quality
  - Confirm the relative priorities of scope, quality, schedule and cost
  - Fully support a Change Control process; assist in obtaining its acceptance among stakeholders
  - If stakeholders are reluctant to accept the project's deliverables, support an Organizational Adoption effort.
- #### 3. THE PROJECT HAS A REALISTIC AND MEASURABLE PLAN
- Participate in the selection of major deliverables
  - Confirm that the number and frequency of milestones will provide enough information to show clear and understandable progress
  - Confirm that the project has sufficient funding and staff to achieve objectives in a way that will maximize Business Value
- #### 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 project management plan:
    - Includes Quality Management activities
    - Provides for clear and regular communication of the project's progress to stakeholders
    - Includes the project manager in development of all procurement documents, including contracts
    - Ensures that procurement decisions and project administration make the best use of funds
    - Includes formal risk management, where proactive and contingency plans are agreed upon and supported, and a Contingency fund is under the control of the Project Manager.