WHAT IS A PROJECT?
Temporary work undertaken to create a unique product or service

WHAT IS PROJECT MANAGEMENT?
A proven method for the most effective management of work by increasing coordination and collaboration

It’s a process to ensure a project has:
• An understood goal or purpose
• Objectives or measurements
• Defined activities and deliverables with timelines
• Assigned roles & responsibilities
• Clear completion criteria

WHAT IS PROJECT SPONSOR?
A person with the authority to sponsor a project

SO YOU’VE BEEN ASKED TO SPONSOR A PROJECT

9 Sponsor Process Goals
Following are the sponsor’s process goals and actions.

INITIATE
1. PROBLEM OR OPPORTUNITY DEMONSTRATED AND PROJECT AUTHORIZED
   - Articulate clearly, the problem to be resolved
   - Provide a clear definition of overall goals/objectives that a solution will resolve
   - Ensure alignment with the organization’s strategic goals and priorities
   - Participate in an initial assessment of the business and technical complexity to determine if the risks warrant managing this as a project
   - Require a charter defining agreements on:
     - The level and amount of planning and controls
     - Use of standard project management processes
     - Potential funding source(s) and budget authority
     - Other group involvement
     - Identification of Project Manager/Initial Steering Committee
     - Assignment of resources to complete planning

2. PROJECT HAS CLEARLY UNDERSTOOD SCOPE
   - Actively support and ensure the chartered level of planning and controls is accomplished
   - Provide the planning team with the common understanding of the scope
   - Identify or approve the project completion criteria
   - Communicate the priority of scope, schedule, and cost
   - Assist in identifying/recognizing impacted stakeholders
   - Negotiate the expectation for changes and agree to a change management process

3. REALISTIC WORK PLAN IS DEVELOPED AND TRACKABLE
   - Aid in the selection of the major deliverables
   - Review, at minimum, a summary of all the work defined, preliminary estimates, resource requirements, and milestone schedule
   - Ensure the number/frequency of milestones provides enough information to show clear and understandable progress to the Executive committee
   - Ensure funding/staff necessary to achieve objectives are negotiated and are committed

4. ROLES & RESPONSIBILITIES ARE UNDERSTOOD
   - Require that the Steering Committee and Project team understands their roles, responsibilities, and commitments

Questions?
Email us at hcis-pmo@uiowa.edu
8. ISSUES, CHANGES, AND RISKS ARE RESPONDED TO IN A TIMELY AND APPROPRIATE MANNER

- Review and approve, along with Steering Committee, the change requests and impacts that will effect the achievement of major milestones, dates, and agreements with funding partner or others
- Place stronger emphasis on rewards for identifying and achieving the change versus punishment for failure
- Balance needs of the organization with the needs of the end user
- Ensure changes are tracked to closure and that the plan is updated and approved – reflecting the approved changes in project scope, schedule, or cost
- Promote a problem-solving climate for issues that cannot be resolved by the project manager – should ensure someone has responsibility to solve
- Approve shift to a contingency plan based on identified triggering events

CLOSE

9. PROJECT TURNED OVER TO OPERATIONS, IS EVALUATED, AND LESSONS LEARNED ARE DOCUMENTED

- Verify, along with Steering Committee final deliverables meet funding and scope requirements
- Approve, along with Steering Committee final deliverable indicating acceptance of the product of this phase or project
- Participate or provide input into the project’s lessons learned documentation
- Ensure that the ongoing responsibility for the product or services is identified and officially turned over to operations
- Assist in the preparation/presentation of the project evaluation

Behaviors Demonstrated:
- Strong ownership and motivation to or for change, benefits, and improvements
- Is tenacious in pursuit of the project objectives and building strong support
- Offers high-level support to project manager and team without micromanaging
- Emphasizes reward and recognition; acknowledges individual accomplishments
- Maintains a good working relationship with those who are implementing the project
- Communicates in a manner that encourages direct behaviors

PROJECT MANAGEMENT PROCESSES

PLAN—CONTINUE

5. AGREEMENTS ARE MADE ON QUALITY, COMMUNICATION, PROCUREMENT, AND RISK MANAGEMENT

- Ensure processes, work and ongoing resources are incorporated into the work plan for:
  - Quality Management activities
  - Communicating a clear understanding of the project’s progress, impacts and organization to the stakeholders
  - Ensuring procurement options and administration are the best use of funds
  - Ensuring risk identification, mitigation, and contingencies are agreed and can be supported

6. ALL PLANNING PROCESS AGREEMENTS AND COMMITMENTS ARE INTEGRATED

- Review and approve along with Steering Committee and Project Manager the Integrated Project Plan
- Ensure the Advanced Planning Document, Grant or other funding vehicle is in alignment with the Integrated Project Plan

EXECUTIVE & CONTROL

7. WORK RESULTS ARE PRODUCED AND PROJECT PERFORMANCE IS MONITORED

- Facilitate and chair the Steering Committee Meetings, requests status from the project manager to review, monitor, and make directive decisions
- Review along with Steering Committee:
  - Completion and approval of major or key deliverables
  - Progress on key milestones, cost and schedule performance, issues, next steps and contract status
  - Reviews Quality Assurance Status Reports for recommended corrective actions and discusses with project manager and steering committee for agreement to direct corrective actions.

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