*Project Name*

Project Governance

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# Introduction

This Project Governance approach document defines the structure and processes that will be used for the <AGENCY> <Project.> It defines the required communications, their content, timing, and audience. It also discusses processes for schedule management, status reporting, issue and risk management, scope change control and project escalations to be used throughout the project.

The principles of effective project governance include:

* Define and manage communications between the project team, Vendor, and <AGENCY> management (stakeholders) by distributing information regarding project progress and status in a timely manner;
* Provide the right information, at the appropriate level of detail, so that project participants can make timely and informed decisions;
* Facilitate sharing and discussion of critical program information (i.e., schedule, scope, issues, risks, resources) to the project teams and executive sponsors; and
* Educate, motivate and promote sponsorship of the project team at all levels.

# Project Structure

This section defines the organization and roles and responsibilities of those involved in overall project / program management and oversight.

## VENDOR Project Organization Chart

Executive Governance Board

Project Steering Committee

Transformation / Transition Executive

Workstream Project

Management Team

On-going Operations Team

Steady State / Operations Executive

Hand-off

HCMS PMO

## Roles & Responsibilities

|  |  |  |
| --- | --- | --- |
| **Role** | **Members** | **Responsibility** |
| Executive Governance Board | * <list names of Executive Project Sponsors> | * Overall program leadership * Visible executive support of project goals and objectives * Resolution of escalated issues * Approval of contract changes |
| Project Steering Committee | * <list names of Project Steering Committee> | * Project plan approval * Confirm project scope & objectives * Resource allocation * Resolution of escalated issues * Approval of contract changes * Meet regularly with project managers |
| Workstream Project Management Team | * <list names of Project Managers / Team Leads for each Workstream> | * Manage project plan execution * Identify / track issues and risks that may impact scope, schedule or quality * Provide status reporting |

# Project Plan and Schedule Management

This section defines the processes for developing, managing, and reporting status on project schedules for the <AGENCY> Transformation and Transition Project.

## Project Plan Development & Monitoring

The principles of effective schedule management include:

* Definition of key milestones and deliverables (in conjunction with the contract and <AGENCY>)
* Working with workstream team leads to break down key milestone and final deliverable dates into interim deliverables whose completion accurately measures progress towards the final goal
* Standardizing interim milestones and deliverables across all workstreams so that everyone is reporting on progress at similar points in time (e.g., each team has an interim completion once per week, or on some other periodic basis)
* Defining and implementing standardized reporting processes for progress tracking and reporting

An initial Project Plan is developed based on best practices and VENDOR’ understanding of the contract. This will be refined as a result of working sessions with <AGENCY>. Contractually-defined milestones and deliverables dates for the <AGENCY> Transformation and Transition Project have been used to develop the overall Project Schedule and the schedule for each workstream.

Interim milestones and deliverables will be determined by workstream team leads and their <AGENCY> counterparts and must be accurate measures of progress against the key milestones and deliverables defined in the contract. It is important to schedule completion of meaningful tasks that together will add up to delivery of the desired component.

Once the team schedules are consolidated and the overall Project Schedule is approved by <AGENCY>, it will be “baselined”. This means that the Project Schedule is ready to be used to track and report progress and the document is then placed under Schedule Change Control. Dates can change, but we will follow the review process outlined below to ensure that changes do not adversely impact other teams or overall project delivery.

**VENDOR Best Practices**

Initial Baseline Project Plan

**Joint Workshops**

**to define**

**Future-State Processes**

**Draft**

**Contract & SOW**

Final Project Plan

## Project Plan Change Control Process

The <AGENCY> Project will use the following process to change dates, deliverables or milestones in the baselined Project Schedule. Any changes discussed at the Status Meeting will be reviewed with the client if:

* The change will impact the delivery schedule for client deliverables
* The change will impact a contractually-defined delivery date
* The change will change the project’s scope, quality, or cost

The VENDOR project manager will deliver the updated Project Schedule and Status Report, highlighting the proposed changes, to the <AGENCY> project manager. An accompanying document will state the reason for the requested change, the impact of the change, and the date by which the change needs to be approved (typically within one week). The VENDOR project manager may request a meeting with the <AGENCY> project manager if the change is complex or additional explanation is required. The <AGENCY> project manager must accept or reject the change within the defined timeframe. Once approval is received, the date is changed in the Project Schedule and it is re-baselined.

# Status Reporting

On a weekly basis, workstream team leads will report progress to the Project Manager for both the Project Plan and the written Status Report.

## Project Plan Updates

Weekly updates will be captured as follows:

* Tasks will be updated with percent complete (and target completion dates revised as necessary as per the Schedule Change Control process described above)
* Each task will automatically be assigned a status as follows:
  + Green – On Track / Work-in-progress
  + Yellow – Target completion date due within the next 7 days AND percent complete is less than 50% (these serve as a “flag” to the project manager to monitor closely)
  + Red – Target completion date missed (see Schedule Change Control above)
  + Blue – Completed

## Status Report Updates

Status Reports are captured in the <AGENCY> Project Log and updated weekly as follows:

* Milestones / Deliverables due during this reporting period with status (represented as follows):
  + Green – On Track / Work-in-progress
  + Yellow – Target Completion Date for non-critical path item missed or at risk
  + Red – Target Completion Date for critical path item missed or at risk (recovery plan required)
  + Blue – Completed
* Milestones / Deliverables due during next reporting period (with forecast)
* Key Issues / Risks
* Key Decisions Made

Each team’s report will be discussed at the weekly Status Meeting and any proposed changes in dates can be examined for dependencies at that time. Changes that will impact Key Milestones or Deliverables will be discussed and agreed to with <AGENCY> using the change control process outlined above, since they may require a change to contract terms or conditions.

## Executive Dashboard Updates

The Executive Dashboard is a vehicle that is used to report status to the Executive Governance Board on a monthly basis and includes:

* Summary of Milestones / Deliverables due during this reporting period with status (represented as follows):
  + Green – On Track / Work-in-progress
  + Yellow – Target Completion Date for non-critical path item missed or at risk
  + Red – Target Completion Date for critical path item missed or at risk (recovery plan required)
  + Blue – Completed
* Summary of Milestones / Deliverables due during next reporting period (with forecast)
* Key Issues / Risks
* Key Decisions Made
* Executive Action Items / Decisions Required
* Contract Change Requests

## Project Team Meetings

Weekly

* Team Status for each Workstream
* Workstream Management Team
* Project Steering Committee

Monthly

* Executive Governance Board

# Issue, Risk & Action Item Management

An Issue is defined as an obstacle that may impact the project scope, schedule or quality. The process of identifying, tracking, escalating and communicating the status of issues is critical to the overall success of a project.

A Risk is defined as a *potential* obstacle to the scope, schedule or quality of a project. It’s different from an Issue in that it hasn’t happened yet. Risk Management is defined as the identification, assessment and development of mitigation efforts and contingency plans for risk monitoring and control. In addition, this process will be used to ensure that all risks are communicated to senior management and other project stakeholders as appropriate and in a timely manner. Risk Management is conducted throughout the lifecycle of the Project and includes all areas of the Project.

Action Items may represent follow-up activities from meetings (and are initially captured in formal meeting minutes and then transferred to the Project Log), next steps required to resolve an Issue or address a Risk or simply the need to obtain closure on outstanding decisions that require input from team members not immediately available.

## Tracking Issues, Risks & Action Items

All team members have the responsibility for identifying project issues, risks and action items to management. Details are captured in the Project Log and reviewed during the weekly status meeting.

Issues can be closed once their resolution has been determined. The resolution of outstanding issues may translate into an Action Item that needs to be logged and tracked or a Change Request that needs to be opened (see Contract Change Control Process below).

## Escalation Process

Issues, risks, and action items may require escalation when the lack of speedy resolution threatens the project schedule, cost, or quality. The following is the escalation path for unresolved issues, risks, and actions items for the <AGENCY> Project.

* Team members escalate Issues, Risks, and Action Items to their team leaders.
* If the team leader is unable to resolve the escalated item, they escalate it to the VENDOR or <AGENCY> Project Manager. The Project Manager captures the details in the Project Log and adds the escalated item to the agenda of the appropriate meeting to be addressed at its next iteration.
* If the item is not resolved at the next meeting of the appropriate project group, the Project Manager escalates it to the Project Steering Committee for resolution.
* Items that remain unresolved are escalated to the Project Sponsors for both VENDOR and <AGENCY>. The escalation is done by the Governance Team meeting chair, and the escalation mechanism is an ad hoc meeting as required. The Project Sponsors will determine further escalation paths as needed.

# Contract (Scope) Change Control Process

This section defines the process for initiating, assessing and controlling modifications to the contractually-specified details of a project. It defines the required documentation, review process, and management approvals to implement changes to baseline deliverables and schedules. This plan provides a tracking mechanism to be used throughout the project.

The objectives are to:

* Provide a process that clearly defines how project modifications – scope, deliverables, timelines, resources, execution strategy – are initiated and documented;
* Provide a guideline for analyzing and evaluating proposed changes;
* Provide a process for review and approval of requests;
* Provide a process for implementation of changes to the project.

The <AGENCY> Project employs the following strategies to meet these objectives:

* A defined rigorous process to review requests and assess impact;
* A Change Control Review process to insure all stakeholders are represented and aware of proposed changes, mitigation strategies and project impacts.

## Relationships to other Program Management Functions

The Change Management process has interfaces to several other project management processes:

* Project Plan and Schedule Management

The project manager is responsible for monitoring the overall project schedule and status of milestones. As changes are identified, project managers are responsible for documenting any schedule impacts associated with the change request. Before a change is accepted into a given release, the Delivery Manager must ensure any schedule impacts associated with change requests are included in the detailed impact assessment.

* Status Reporting

Unexpected changes can significantly impact the ability to deliver a solution on time and within budget. Therefore, those changes will be reported on the Executive Dashboard, such as the number of changes under investigation or the number of changes accepted into a given release.

* Issue and Risk Management

Change requests approved or rejected can raise important issues that should be documented and tracked through the Issue Management Process.

The Risk Management process tracks program risks and mitigation plans. Change requests can increase or decrease project risks. As change requests are reviewed, risks associated with each change request must be considered.