Role of the Steering Committee

Role of the StC
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Agenda

- Are Projects important – and do they obtain the required Management attention?
- Governance at ATP
- The role of the Steering Committee
- Misc.
Are projects important?

- Increased direct competition
- Lower costs
- Increased global competition
- Lower T2M
- .....  

\{  
- Innovation  
- Changes  
\}  

Projects !!!
Do you have enough management focus on projects?

- **Project Governance**
  - Formal Gate criteria's
  - Pipeline management and prioritization
  - Project Approval
  - Project Completion and hand over to support/maintenance
  - Formal follow up on Business Case realization
  - Formal Business Cases – anchored in the Business
  - Formal resource allocation (€, hours, …)
  - Individual Project Performance
ATP Governance in 2007

**In Scope**
- All Projects (IT as non IT) in ATP
- Projects with Total Project Costs of 2+ mDKK (including internal resources)

**Outside Scope**
- Projects below 2 mDKK
- Governance models for Management of technologies, applications and infrastructure
- Portfolio Management of technologies, applications and infrastructure

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**Corporate Governance**
- Policy, goals, roles, decision mandates, management activities, measurement

**Strategy**
- Corporate Vision, Corporate Strategy, Business area strategies

**Operational procedures and service delivery**
- Quality management and continuous improvement

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ATP Portfolio Management model (with Prince2)
### ATP Monthly reporting (example)

#### Tidsplan & Fremdrift
- NAFS Kerne: HCJ
- NAFS Ind- og udbetalinger: JST
- NAFS Konvertering: POJ
- NAFS Testkoordinering: OLE
- NAFS Teknik: MEP
- NAFS Portal: MSD
- NAFS SUPP: YTS
- NAFS PD: HCJ
- NAFS ATP: PEH
- NAFS Kvalitetsstyring: VB
- NAFS Forandring, kommunikation, uddannelse: PD

#### Status (klik på farvet felt for detaljer)

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<th>Tidsplan &amp; Fremdrift</th>
<th>Scope &amp; kontrol</th>
<th>Økonomi &amp; ressourcer</th>
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#### Portfolio view

How to secure optimal (individual) Project Performance?
The role of the StC

- Project Owner
- Steering Committee (StC)
- Reference Group
- Project Manager
- Project Team
- Stakeholders
- Chairman of the BoD
- Board of Directors
- General Manager
- Organisation
Composition of the StC

- The StC is responsible for the Project Performance and results
- The StC must be composed as required:
  - Can the group make the necessary decisions?
  - Can the group ensure the needed resources for the project?
  - Does the steering committee ensure sufficient anchoring of the project in the organization?
  - Is all key stakeholders covered by the steering committee – including the future owners of the project results? But not more than 5 members in total …
  - Is sufficient creative and analytical skills present in the group?
  - Does the group have a Holistic mindset on the Company?
  - Can the group challenge and coach the project from a business and management perspective?
  - Does the group have the will and abilities to empower the project?
  - Does the group have a proven track record in being a project steering committee?
Importance of the StC composition

The classic project management dilemma

Knowledge

Impact of decisions

Time
Expectations to the StC members

Before the meeting:
- Prepare (read material, last minutes, …)
- Internal pre meeting
- Close action points
- Send substitute if case of absence

At the meeting:
- Ensure Project progress
- Challenge and discuss in a constructive matter
- Make clear and firm decisions
- Ensure empowerment to the Project Management

After the meeting:
- Respect decisions
- Communicate in a positive manner to (own) stakeholders
- Follow up on carry out own action points
- Close action points
Expectations to the Project Management

Before the meeting:
- Book meetings in advance
- Issue materials in due time before the meeting
- Ensure alignment with Project Owner
- Ensure clear communications re. decision points

At the meeting:
- Present Project status, progress and issues
- Present Project actions, decisions and recommendations
- Manage the meeting – ensure decision making
- Ensure the decisions are clearly understood

After the meeting:
- Issue minutes shortly after the StC meeting
- Respect and implement decisions
- Communicate decisions a.o. from the meeting to the Project
- Celebrate successes from the meeting !!!
Establish a StC Code of Conduct (CoC)

- Guidelines for the StC
  - Roles, responsibilities, …

- Guideline for the StC Chairman and members
  - Roles, responsibilities, …

- Based on ”best practises” and Lessons learned
  - Internal and external

Establish training for all Steering Committees !!!!

Require formal sign off after training (?)
In general, define roles in the organisation …
Four bullet points to remember for the StC

- The Project has a Business Impact - and it’s your responsibility to ensure the success
- The StC is one team – taking active ownership
- Remember to focus on the Company – not individual units
- Decisions – firm and quickly
Misc.

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