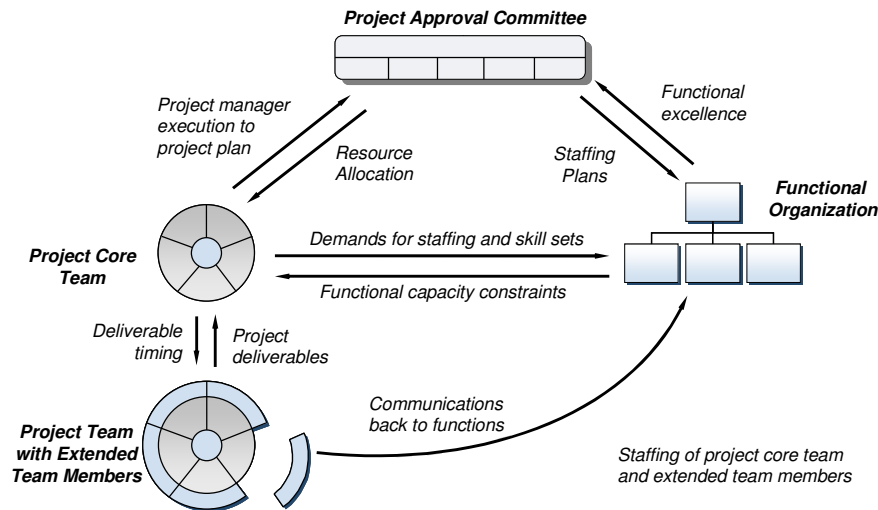


Any complex project or program requires a mixture of leadership, governance and management. The question then becomes: **How do we enable leadership, governance and management to happen?** The following leadership/governance model can effectively manage a program or portfolio of projects involving cross-functional team members:



**Project Approval Committee (PAC):** PAC review meetings are where project governance takes place. The PAC is a team of senior management with the responsibility and authority to approve and prioritize new projects and allocate resources. The PAC also enforces the project management planning and execution of existing projects. When projects are not meeting expectations, the PAC may cancel projects or help ensure action is taken to get the project back on track.

**PAC Chairperson:** demonstrates leadership at the PAC review meetings. The PAC chairperson keeps meetings efficient and effective, resolves issues and has the ultimate accountability for PAC decisions.

**PAC Facilitator:** ensures teams are prepared for the PAC review meeting. Maintains PAC meeting schedule, supports the PAC chairperson in facilitating the meeting and records decisions and action items. Generally, the PAC facilitator reports directly to the PAC chairperson.

**Project Manager and Project Core Team:** the project manager (PM) manages project budget and key metrics embedded in the project plan. The PM prepares for PAC reviews and provides recommendations to the PAC, including assessment of potential risks and alternatives as the project progresses. The PM is also responsible for calling early warnings (interim reviews) when appropriate.

**Functional Managers:** allocate resources based on the PACs project priorities. Partner with project managers to develop staffing plans prior to new project reviews, and to assign resources during projects. Maintain functional excellence and track progress of teams against functional deliverables.

**Project Team with Extended Team Members** - execute assigned tasks and activities relevant to their function and participate in project management and technical reviews.

**Process Owner:** works closely with the PAC chairperson and PAC facilitator to maintain integrity in the process. Ensures project management tools and methodologies are applied, and lessons learned are incorporated for continuous improvement. Provides training and communication to ensure process clarity. Also applies and maintains process documentation, templates and checklists.