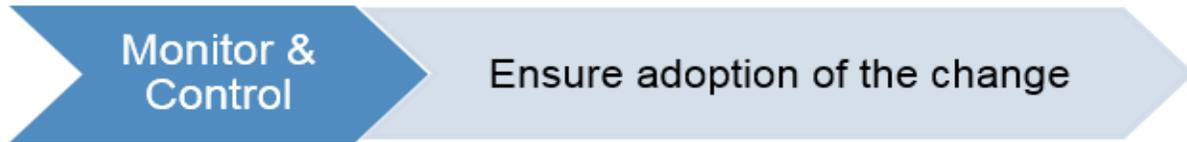




Phase 4: MONITOR AND CONTROL



The MONITOR & CONTROL phase helps you measure project performance, ensure changes are adopted, and makes sure the business reaches proficiency.

During this phase:

- The solution is adopted by the organization.
- The process is allowed to stabilize or, if not achieving targets, is modified as needed and may require corrective action to yield desired outcomes when significant differences exist.
- Day-to-day project focus transitions to the business.
- The business owner reports progress against targets through the implementation period to ensure the attainment of results.
- The sponsor is still actively involved in the project.

Once your project is in control and on track to achieve desired outcomes, move on to the CLOSE & ACHIEVE phase.

Key Participants: Sponsor, Project Manager, Organizational Change Manager, Steering Team. Stakeholder(s), Technical Unit, Business Unit, and Process Owners, as well as Transition Support, Subject Matter Experts, Project Support Staff, Consultants and Solution Contractors (as needed).

Monitor and Control Resources

[1 Sponsor Checklist MONITOR, CONTROL, CLOSE and ACHIEVE \(NEW\)](#)

[2 Phase 4 MONITOR and CONTROL General Guidance](#)

[3 VMO Post Implementation Project Evaluation](#)

[Lessons Learned Tool \(AEC\)](#)

[Post Implementation Satisfaction Survey \(AEC\)](#)

[Post Implementation Scorecard \(AEC\)](#)

[Value Management Office Evaluation Periods](#)

MONITOR and CONTROL Steps:

1. Review the [Sponsor Checklist MONITOR and CONTROL, CLOSE and ACHIEVE](#).
2. Review the [Phase 4 MONITOR and CONTROL General Guidance](#) to ensure familiarity with the process.



3. After "go live", the project team and steering committees continue to meet and perform their duties.

The sponsor may need to call upon the steering committee or sponsor coalition to help achieve project objectives.

4. Monitor the KPI scorecard from the Benefits Toolkit (planned vs. actual benefits).

The original project benefits and desired targets are compared to actual performance. The scorecard is used to measure and track success in achieving an organization's goals. Key performance indicator targets provide data to assist in determining when it has been successful in achieving the project goal. Analyzing the gaps between current performance levels and targets helps organizations identify priority areas needing improvement and develop strategies to close the gaps.

Through implementation, indicators may be publicized internally and externally so that agency personnel and stakeholders know and understand their role in contributing to the results. Honest and clear messages regarding positive and negative trends, corrective actions, and values realized help support the initiative and aid in fostering a commitment to the change.

For measures that have been achieved and are stable, the measure becomes new operating standard. Continued achievement of the new standard is managed through the agency's normal performance management process.

The sponsor should ensure that named individuals are assigned the role of data collections and reporting and should enlist the support of the project manager to ensure reporting is completed. The project manager reviews KPIs with the sponsor and submits KPI data on at least a quarterly basis to agency governance in an agreed-upon format. The sponsor should review performance on a regular basis with the steering committee so that, if needed, implementation plans can be adjusted to improve outcomes.

5. Conduct a walk-through/cleanup of all remaining issues and risks related to the EXECUTE and BUILD phase.

The sponsor ensures a peer review examination of the requirements, design, and implementation is conducted by qualified experts to ensure that the project objectives will be met. This review should be documented.

6. Document Knowledge Transfer.

This is the flow of knowledge, skills, information and competencies from one person to another. It can happen through any number of methods, including coaching, mentoring, training courses and on-the-job experience. Knowledge transfer is vital at the end of a project when a contractor or development staff



hand-off a new system to employees who will operate and maintain the system on a day-to-day basis.

7. Conduct the Post Implementation Satisfaction Survey and complete the Post Implementation Scorecard. Continue to collect Lessons Learned.

The project team, sponsor and organizational change manager meet to discuss the results and, if the results indicate problem areas, brainstorm approaches to resolve issues. The organizational change manager updates lessons learned based on feedback from survey participants.

The post implementation scorecard is to track the effectiveness of OCM efforts and calibrate change management activities in the post-implementation period.

8. Participate in the VMO Post Implementation Project Evaluation.

This is a report prepared after project completion that summarizes project components including background and summary of results (including project history, objectives, and results), product/system use review, attainment of objectives, lessons learned (including corrective action(s), if appropriate), project management schedule and benefit summary. Depending on the duration of the project and expected time horizon to achieve benefits, more than one post implementation evaluation may be conducted and the recommendations then applied to course correct benefits achievement. Expected participants include the project manager, organizational change manager and sponsor.

For more information on VMO evaluations, see [Value Management Office Evaluation Periods](#).

9. Complete the MONITOR and CONTROL phase review.

The MONITOR and CONTROL phase review is a formal examination of the primary project deliverables to ensure the project is likely to meet its objectives before releasing the solution and advancing to the next phase of the project. The sponsor approves the post implementation evaluation and the project manager submits the materials to agency governance for review.

At the completion of the MONITOR and CONTROL phase, approval to proceed is based on the results of the post implementation evaluation. If it indicates likely benefit achievement, final payments to contractors may be made and the project progresses into the CLOSE phase of the project.