

mAster Governance plan

**VERSION 0.x**

This template was created to enable departments to more easily develop their project plans. The Department of Technology, Consulting and Planning Division, created this template based on its experiences. The template relies on industry best practices combined with decades of experience on California state information technology projects. The way it was structured is to enable a department to complete the information related to its project without having to write background information related to the discipline. A department may use as much or as little of the template as it wishes.

**Template Instructions:**

* ***Instructions for completing*** this template – written for the author of the project plan - are encased in **[ ]** and the text is ***italicized*** *and* ***bolded.***
* *Examples* are provided as a guideline to the type of sample information presented in each section and the text is *italicized*.
* Boilerplatestandard language for each section is written in the document font and may be used or modified, as necessary.
* A department’s project specific information goes within the brackets ***<< >>***.
* *Informational text is italicized* within square brackets [ ] for informational purposes to the person who has to create the plan and includes background information, explanation, rationale, etc.

APPROVAL SIGNATURES

***[This should include all members of the highest ranking decision-making body on the project, as well as the Project Manager. Type in the Member’s name and department title, then acquire signature once document is completed. Any changes to the governance approach must be reflected in an updated plan, and signatures must be re-acquired. Delete these instructions before acquiring signatures.]***

I understand the Governance Plan describes roles and responsibilities for the <<Project>>. I have read and understand the Governance Plan, and will fulfill the role identified for me as attested to by my signature below.

| **NAME,****DEPARTMENT TITLE** | **SIGNATURE** | **PROJECT ROLE** | **DATE** |
| --- | --- | --- | --- |
|  |  | Executive Sponsor |  |
|  |  | Project Director |  |
|  |  | Project Manager |  |
|  |  | Executive Steering Committee Member |  |
|  |  | Executive Steering Committee Member |  |
|  |  | Executive Steering Committee Member |  |
|  |  | Executive Steering Committee Member |  |
|  |  | Executive Steering Committee Member |  |

DOCUMENT REVISION HISTORY

***[Update the following table each time the document is revised.]***

The following table tracks when and what changes were made to the Governance Plan.

| REVISION NUMBER  | DATE OF RELEASE  | AUTHOR | SUMMARY OF CHANGES |
| --- | --- | --- | --- |
| ***[Typically start with 0.1 and increase with each revision.]*** | ***[Date it is being shared for input or approval.]*** | ***[First and last name of who created or edited it.]*** | ***[Insert high level content description. Do not state edits are in response to Bob’s input, for example, but edits reflect vote is one per person with Project Manager being a non-voting member.]*** |
|  |  |  |  |
|  |  |  |  |
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# INTRODUCTION

***[This is a generic introduction that may be left as is, revised, or replaced in its entirety based on how you want to convey the message. The idea is to explain to the reader the value of a Governance Plan.]***

The <<Department>> is implementing the <<Project>> to <<insert business drivers – sometimes articulated as project objectives - here>>.

For the <<Project>> to be successful, decisions must be made timely, at the right level of authority for the project. A well-defined and active governance structure has been shown to result in more efficient and effective teams, improved results, reduced risks, and better resource utilization. The defined process is intended to benefit the project by:

Ensuring decisions are made timely at the appropriate project level.

Ensuring the Project maintains sponsorship and funding.

Providing strategic leadership and direction.

Fostering a culture of accountability and transparency.

Providing oversight and guidance to improve the potential for success.

To achieve these objectives, we must have a documented, structured approach to decision-making.

# OVERVIEW

***[This section provides a very high level overview of governance. The language below may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

A Governance Plan documents the approach to how decisions will be made on the project. It also defines roles and responsibilities, and the timeframe in which decisions must be made. When a party wants to appeal a decision, an agreed upon escalation and appeal process is used. Those are also described in this Governance Plan.

The purpose of the Governance Plan is to describe the overall governance and decision-making process for the <<Project>> and its stakeholders.

# Document Maintenance

***[This is standard in all project artifacts to let the reader know how frequently and upon which occasions this plan will be updated. The language below may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

This document will be reviewed annually and updated as needed. This document contains a revision history log. When changes occur, the version number will be updated to the next increment along with the date, and the owner making the change and change description will be recorded in the revision history log of the document.

# Scope of Plan

***[This section describes what is covered in the governance plan. The language below may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

The plan describes who, by role, is responsible for making decisions, approving Project documents, establishing contracts in support of the Project, approving contractor deliverables, and making the final decision to accept the automated system and contractor’s products. It also specifies thresholds above which issues must be escalated to a higher level of authority. Should parties to the project want to appeal a decision, the plan includes an appeal process.

# Success Criteria for Plan

***[This section describes how you will know if the plan is effective. It may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

This Governance Plan will be considered successfully implemented if decisions are made by the appropriate governing body on a timely basis.

# Intended Audience and Document Use

***[This section describes who should read and be familiar with the contents of this document. It may be left as is, revised, or replaced in its entirety based on how you want to convey the message.***

***The Plan should be readily shared and you may even want to post it to a project website if you have external stakeholders. Transparency enables issues to be raised sooner so that they are quickly addressed and do not negatively impact the project.]***

The Executive Steering Committee ***[replace Executive Steering Committee with the formal name of the highest ranking decision-making body for your project],*** Project Director, Project Manager, project team members, subject matter experts, vendor staff, and Team Leads should be familiar with the governance process and their role in it, as described in this plan. The plan is also for the use of stakeholders and anyone associated with the project who wants to know how and when decisions will be made on the project, especially if they want to provide input.

# REFERENCED DOCUMENTS

***[This section describes which project documents are referenced and where they may be found. For example, to ensure commonality of the use of terms, a Project Glossary is typically created at the onset of a project and updated throughout. The Project Glossary would be a document that is typically referenced and/or relied upon to build other project artifacts. Thus, it would be noted below. This section maybe left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

The following documents are referenced in this deliverable:

<<Referenced document>>

<<Referenced document>>

<<Referenced document>>

Project Artifacts that are referenced or otherwise used to build this Governance Plan may be found here:***[Providing the location helps the reader to find the source documents.]***

<<Document Location – provide entire path or SharePoint site>>

# Roles and Responsibilities

***[This section describes who is responsible for which decisions on the project. The purpose of defining this is to ensure decisions are made at the lowest level on the project, and made by someone with the authority to do so. Additionally, by clearly defining roles and responsibilities, everyone knows who may make a particular type of decision. This section may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

To ensure decisions are made timely to achieve these objectives and deploy a system that includes all needed scope, clear roles and responsibilities must be defined and made known to all involved. The purpose of defining that early on is to ensure issues do not languish because project members do not know who may make the decision. Note that these are project roles, not department position classifications or titles. One person may fulfill more than one role.

The <<Project>> is being deployed to accomplish the following objectives:

<<Insert objectives here>>

*Increase program response time by 25%*

*Increase customer satisfaction by 40%*

*Decrease per decision cost by 10%*

The scope of the <<Project>> includes:

<<Insert scope here. It is typically excerpted from the Project Charter. If excerpted from Charter, remember to include that as a reference in Section 7 above. >>

Table 8‑1 identifies the roles and responsibilities for the entities that will make decisions and undertake work related to this project.

***[Topics to consider as you identify roles and responsibilities:***

***Since the project is only being developed to meet a business need, the highest ranking program owner should be the Project Sponsor.***

***Do not give more authority to a role than they would otherwise have in the department. For example, if a department staff member does not have approval authority for a $1 million contract for the department, they should not have a project role that enables them to approve a $1 million contract.***

***No vendor may approve any financial obligation for the state, per state law. Thus, if you have a vendor as your Project Director, he or she may not approve project scope changes, contracts, or any decision that results in a financial obligation for the state.***

***It is less important who has a specified responsibility than that the responsibility is documented and well known so that it may be executed in a timely fashion.***

***Ensure those with the specified responsibilities have the time to perform their functions. Executives, in particular, have responsibilities in addition to the project and must have time to perform them.***

***If a role identified below will not exist on your project, eliminate it. Remember that one person can fulfill many roles and do not confuse having a dedicated person/role with the need for the function on the project.***

***If a role on your project is not described below, add it.]***

Table ‑: ROLES AND RESPONSIBILITIES

| **Role** | **Responsibility** |
| --- | --- |
| Executive Steering Committee (ESC) *[Replace with name of your highest level decision-making body. Then search the rest of this document for Executive Steering Committee or ESC and replace with name of your highest ranking decision-making body if it is not called the ESC.]* | * Ultimate decision-making body.
* Makes decisions on policy and scope change that would result in deviation of 10% or greater (including reducing scope). *[Need to make decision if this entity has authority at 10% level. Can choose another level but ensure it is not so low that this body has to meet more frequently than it has time for to make these decisions.]*
* Project Advocate within and external to the Department.
* Guide and mentor staff to complete data entry accurately and timely in their respective divisions.
* Identify and communicate potential conflicts in proposed policies between department initiatives and this effort.
* Ensure resources are made available to implement decisions made by this body.
* Voting membership is comprised of: *[Ensure it is not an unwieldy number of members. It is a good idea to have an odd number so that if you have a majority rule there is more likely to be a number for a simple majority.]*
	+ Executive Sponsor, Chair of Executive Steering Committee
	+ Project Director, Vice-Chair of Executive Steering Committee
	+ Chief Deputy Director of Department [*typically responsible for programs, if the department has two Chief Deputy Directors]*
	+ Program Director [*Should be a program owner who is not the Executive Sponsor*]
	+ Chief Information Officer [or department function responsible for network and potentially maintaining the system once deployed]
	+ <<Project Function>>
 |
| Executive Sponsor | * Ultimate responsibility for success of governance for IT Project Data.
* Makes decisions on scope, schedule, or budget changes that are between 5- 10% variance *[Need to make decision if this entity has authority at 5-10% level.*
* Facilitates open communication regarding the project.
* Removes obstacles that could impede success.
* Advocates for alignment of practices with policy.
* Advocates for tools to facilitate efficiencies.
* Ensures decisions are made by Executive Steering Committee within defined time constraints.
* Ensures resources are made available to implement project decisions timely.
* Chairs the Executive Steering Committee.
* Reports progress to executive staff within department.
* Makes decisions escalated by Project Director within span of control.
* Sets policy direction.
* Communicates progress on the Project to other State entities (e.g., legislators, Control Agencies, etc.)
 |
| Project Director | * Removes obstacles within span of control that could impede success.
* Provides strategic direction and support to the project.
* Makes decisions on issues that were escalated by the Project Manager including any scope, schedule, or budget changes up to 5% variance *[Need to make decision if this entity has authority up to 5% level.*
* Escalates issues to the Executive Sponsor for decision.
* Makes decisions escalated by Project Manager within span of control.
* Meets every <<insert frequency of meetings>> with Executive Sponsor to provide status.
* Escalates issues for resolution to the Project Sponsor.
 |
| Project Manager | * Makes daily decisions based on direction provided by Project Director, Executive Sponsor, and Executive Steering Committee.
* Balances technical constraints with policy recommendations.
* Presents agenda items to the Executive Steering Committee, but is not a voting member of the Executive Steering Committee.
* Serves as administrator of Executive Steering Committee.
* Escalates issues for resolution to the Project Director not in span of control.
* Meets weekly with Project Director to validate priorities, review direction, and ensure appropriate communication is occurring.
 |
| Subject Matter Experts (SME) | * Actively participate in project as dictated by roles.
* Guide and mentor staff to complete work accurately and timely.
* Ask questions if policy or procedure is confusing.
* Make recommendations for improving the policies, procedures, and practices that impact the program and/or project.
* Document “as is” business process.
 |
| Data Lead | * Develops and implements plans to ensure appropriate data is ready when needed by the project.
 |
| Testing Lead | * Develops and implements plans to ensure sufficient testing is conducted before application is put into production.
 |
| Change Control Board (CCB) | * Evaluates change requests in terms of their ultimate effect on project quality, scope, and timeline constraints.
 |
| Project Management Office (PMO) | * Develops, implements, maintains and ensures execution of the project management plans and supporting processes and procedures.
* Has no decision-making authority on this project; this is a support role.
 |
| Project Oversight Provider*[Typically provided by the Department of Technology]* | * Provides advice on how the project team could more efficiently and effectively manage the project.
* Documents findings and recommendations in the requisite oversight report, as required by SIMM.
* Has no decision-making authority on the project.
* Reports directly to the Project Director or Project Sponsor – never directly to the Project Manager.
* Never reports to a vendor (for example, if vendor was in Project Director role).
 |
| Independent Verification and Validation | * Provides analysis and expert advice on how the development (beginning with documenting strong requirements) can be enhanced to ensure greater project success.
* Reports analysis to the Project Manager for action.
* Accountable to the Project Director and Project Sponsor concurrently.
 |
| Legislature | * Approves appropriations for projects.
* Approves Section 11.00 requests to increase contract by a specified amount.
 |
| Department of Technology | * Approves projects when initiated.
* Approves changes to projects (through the Special Project Report).
* Provides project oversight.
* Approves procurements and contract amendments.
 |
| Department of Finance | * Approves project budgets (via a Budget Change Proposal or Spring Finance Letter) before the Legislature does.
* Approves Section 11.00 changes to contracts.
 |
| Department of General Services | * Approves informal procurements (requests for offers) – typically for project support services like project management, security, etc.
 |
| External Stakeholders | * No decision-making role on project but may influence project by influencing the Legislature.
* Recipient of project information.
 |
| Government Stakeholders | * <<Agency, Governor’s Office, and federal entities may have a role in your project. Assess whether that might be the case and include here as appropriate. >>
 |
|  | * [***Add other project roles as appropriate for your project. For example, you may have an Information Security Officer or HIPAA oversight on your project who has specified authority.]***
 |

1.

# governance Structure

***[This section describes the governance structure. The purpose of explaining it is to describe how each body interrelates with others. The table above describes the responsibilities but not how an issue moves between the roles. This section may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

Two governing bodies (the Executive Steering Committee and the Project Leadership team) have been established to guide the Project to a successful conclusion. The Project Leadership Team is defined as all the project members except the Executive Steering Committee. Policy is established at the Executive Steering Committee level while the Project Leadership Team implements the tactics to achieve the policies.

The Project is further organized in several layers of teams to provide for efficient two-way flow of ideas, information, and decisions. Below is a description of the process, criteria, and timeframe by which decisions will be made on the project. A pictorial representation of this structure may be found in Appendix B: Project Organization Chart.

## Executive Steering Committee

The Executive Steering Committee is the highest level of decision making for this initiative.

1.

### Purpose of the Executive Steering Committee

The Executive Steering Committee (ESC) exists to ensure the Project will meet its goals. The ESC has the ultimate responsibility to ensure the success of the initiative. To monitor progress against goals, the ESC meets to establish policy, receive the project status, hold the Project Manager accountable to oversight findings and recommendations, ensure decisions align with the triple constraints (prioritization of scope, schedule, budget), and to make decisions that have been escalated for resolution.

These responsibilities are carried out by performing the following functions:

Monitoring and reviewing status against defined metrics, as presented by the Project Manager at regularly scheduled ESC meetings.

Reviewing reports, prepared by the project, on the impact of business process changes on the department.

Controlling scope as emergent issues force changes to be considered, and if necessary, approving budget or schedule changes, consistent with the Guiding Principles and objectives listed in the Project Charter.

Confirming that strategies to address major risks to the project's success have been identified, budgeted and executed.

Resolving issues escalated from lower level entities.

Providing assistance to the project when required.

The Committee Chairperson communicates, from an executive perspective, the Project’s progress to external entities such as the Agency Secretary, Governor’s Office, legislators, and external stakeholders.

### Membership

The membership is defined in Table 1. The members may not, unless identified above, send a representative to the ESC meetings as it is important that the members themselves are making these significant decisions, and are aware of project status.

### Quorum

A quorum is required for the meeting to convene *and* at the time of voting. A quorum is defined as 50% of the membership plus one. Thus, at least <<X>> members must be present to convene the meeting and take a vote. One of the members must be the Chair or Vice-Chair of the ESC. If a quorum cannot be established to convene the meeting, the meeting will be rescheduled for the following *<<you insert how soon after – day, 2 days, a week, next month’s meeting will be rescheduled for>>.* Once a quorum is established the meeting may convene. When a vote is taken, a quorum must exist. If no quorum exists when a vote is ready to be taken, it must be re-established before the vote may be taken. If it cannot be re-established, the item is held over to the next meeting.

### Voting Rights

*[There are several ways votes can be taken: majority vote rules or consensus. Majority vote means that some members will not be supportive of the decision. They must understand, though, that even if not supportive, once a decision is made, they must support the decision. Consensus means everyone agrees – there are no abstentions or contrary opinions. Choose the approach your project wants from the language below and delete the description of the other approach.]*

Majority Vote Rules ***[delete this title if you choose this approach; delete entire paragraph if you choose consensus model.]***

This department has chosen to use the Majority Vote Rules approach to ESC’s decision making. Thus, each member of the ESC has one vote. A majority of those present and voting determines the decision. Please note that a quorum must be established to vote. If a majority cannot be achieved, the [*identify who on your project - Chair of the ESC? Sponsor*?] makes the decision on behalf of the ESC.

Consensus Model **[*delete this title if you choose this approach; delete entire paragraph if you choose majority vote rules model.]***

This department has chosen to use the consensus model approach to ESC’s decision making. Thus, all members of the ESC present and voting must affirmatively agree with the vote. Please remember that a quorum must be established at the time of the vote. There may be no abstentions or votes that are incongruent. Should consensus not be reached, then [*Will lack of consensus on your project mean the issue before the ESC is approved or denied, or does it mean that someone (e.g., Chair of ESC) gets to make the decision? Whatever your approach, note it here.]*

### Meeting Frequency

The ESC shall meet at least ***[identify frequency, for example, once every month***], and as called by the Chair of the Committee.

### Administration

The ESC is staffed by the Project Manager. As such, the Project Manager is a non-voting member of the ESC and is responsible for:

* Developing an agenda based on solicited input from ESC members.
* Presenting a CA-PMM compliant project status report to the ESC Members.
* Capturing and publishing meeting minutes that include decisions and action items.
* Preparing issue papers for the ESC members.
* Scheduling the [*Describe the frequency of these meetings*] meeting.
* Ensuring conference call capability exists for any ESC members who want to participate via telephone.

## Executive Sponsor

The Executive Sponsor guides the project at a strategic level. Any change in scope, schedule, or budget over ***[give percentage range – e.g., 5% and up to 10%]*** is decided by the Executive Sponsor. Like all those with responsibility noted below, the Executive Sponsor has responsibility for removing obstacles to help ensure the success of establishing and maintaining an effective solution.

## Project Director

The Project Director guides the project at a strategic and tactical level. Any change in scope, schedule, or budget ***[give percentage range – e.g., up to 5%]*** is decided by the Project Director. (Note that if the Project Director is a vendor, law prohibits them from making any decisions that financially obligate the state.) As with all entities with responsibility noted in this document, the Project Director has responsibility for removing obstacles to help ensure the success of establishing and maintaining an effective solution.

## Project Manager

The Project Manager guides the project at a tactical level. The Project Manager manages the project using industry best practices (e.g., Project Management Body of Knowledge, Institute of Electrical and Electronics Engineers). Any change in scope, schedule, or budget ***[give percentage range – e.g., up to x%, or indicate they do not decide changes to scope, schedule, or budget]*** is decided by the Project Manager.

## Change Control Board

The Change Control Board (CCB) is a decision-making body, chaired by ***[Decide and include who chairs the Change Control Board]*** that assesses proposed changes to Project scope, schedule and costs. If the cost or impact of a change is within the level of authority for the CCB (see ‘Level of Authority’ section), it may approve or reject the change. If not within CCB’s authority, the CCB escalates the change request to the Project Director and, if need be, the Project Director escalates to the Executive Steering Committee. As such, the Project Director, Sponsor, and ESC are not typically members of the CCB. Also, please note that vendors cannot be voting members on a decision-making body that financially obligates the state (e.g., increases vendor contract costs by expanding scope). Therefore, if one of the project roles is contracted out (e.g., Project Manager) that person may not be a voting member of this decision-making body. The Change Control Board membership, as well as more details about the process for approving changes, and a more detailed description of the CCB can be found at <<give location of CCB Plan>>.

## Team Leads

Team Leads, which may include Technical, Program, Data, Test, and Training provide input daily to the Project Manager on aspects of the project that impact their respective areas. The Team Leads must ensure their teams are reviewing and analyzing deliverables timely and providing constructive feedback to improve the project’s chances of success.

# Level of Authority

***[This section describes the amount of authority each entity holds. The purpose of doing this is to ensure all parties know where the authority rests to make a decision. This section may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

It is important for all parties to know their levels of authority, as well as the levels of authority for others on the project. The following Table 10‑1 defines those levels of authority for this project.

Table ‑: LEVELS OF AUTHORITY

| Governance Group | Level of Authority |
| --- | --- |
| Team Leads | Changes within own team, or that are agreeable to other teams, that do not adversely impact project budget or schedule. |
| Change Control Board  | Changes to requirements or interim milestones within the overall project budget and schedule. |
| Project Manager | Changes that may be accommodated within the overall project budget and schedule. ***[Change this to reflect your project’s decision regarding Project Manager’s authority to approve changes to scope, schedule, and budget.]*** |
| Project Director | Changes that may be accommodated <<within 5%>> of the overall project budget and schedule. |
| Project Sponsor | Changes that may be accommodated between <<5-10%>> of the overall project budget and schedule. |
| Executive Steering Committee  | Changes that will require an increase to the project funding, impact implementation dates, or change project scope that have an impact of 10% or greater.Policy related changes; contract amendments. |
| State Control Agencies and/or Legislature  | Any changes of more than 10% of scope, schedule, or resources.Budget action requests of any amount.Section 11.00 requests.Procurement of vendors. |

# Issue Escalation and Resolution

***[This section describes the criteria and timeframe of when issues must be escalated. The purpose of doing this is to ensure all parties are aware of how to escalate an issue for timely resolution. This section may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

Project challenges that arise should be addressed at the lowest level in the project with the authority to do so. Sometimes, issues are identified at a level in the project without the authority to resolve the issue. These issues must be escalated through the chain to the appropriate level. These issues should be addressed within a specified time frame so that they do not overwhelm the project.

Table 11‑1, below, identifies the role, a trigger that could necessitate the escalation of an issue, the process to escalate issues, the timeframe in which the issue must be escalated, and the timeframe for resolution of the issue. ***[Change each of the values in the cells to reflect who makes the decision, the trigger, the process, the timeframe to escalate, and the timeframe to resolve on your project.]***

Table ‑: ISSUE ESCALATION AND RESOLUTION

| **Decision Maker** | **Trigger** | **Process** | **Timeframe TO ESCALATE** | **TIMEFRAME TO RESOLVE** |
| --- | --- | --- | --- | --- |
| *Project Manager (PM)* | *Exceeds PM’s authority.* | *Bring to attention of Project Director via an email.* | *Raise within two business days of identifying.*  | *Expect resolution within 10 business days.*  |
| *Project Director (PD)* | *Exceeds PD’s authority.* | *Bring to attention of Executive Sponsor via an email.* | *Raise within two business days of identifying.* | *Expect resolution within 10 business days.* |
| *Executive Sponsor* | *Policy issue to be discussed with participation of Division Directors.* | *Bring to attention of Executive Steering Committee via scheduling an ESC meeting.* | *Raise within two business days of identifying.* | *Expect resolution at next ESC meeting, or identification of next steps to ensure resolution.* |
| *Executive Steering Committee* | *Presented by Executive Sponsor.* | *Address at ESC meeting.* | *N/A* | *Resolve within 10 calendar days of it being brought to ESC’s attention.* |

# Appeal Process

***[This section describes how someone could appeal a decision. The purpose of doing so is to ensure everyone understands how to appeal a decision. This section may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

Any project stakeholder may appeal a decision. To appeal a decision, the stakeholder must raise their concern with the decision to the entity that made the decision for the purpose of better understanding why the decision was made, and to discuss the impact of the decision on the project. If the stakeholder wants to appeal the decision, the stakeholder must raise it to the entity above the deciding body. For example, if the Project Director makes a decision the stakeholder disagrees with, after discussing it with the Project Director if the stakeholder wants to appeal it, the stakeholder would appeal the decision to the Project Sponsor. The ESC is the ultimate decision-making body.

# Assumptions

***[This section describes assumptions used when developing this Governance Plan. The purpose of documenting assumptions is a reminder that certain expectations, or unknowns, were used when developing the approach. If/when the expectations or unknowns are changed or become known the approach may change. This section may be left as is, revised, or replaced in its entirety based on how you want to convey the message.]***

In the initial stages of a project, when the Governance Plan is typically developed, there are many unknowns. To combat the unknowns to the greatest extent, a list of assumptions is developed so that as decisions are made, the project re-visits decisions that were based on assumptions that have since changed.

The Governance Plan strategies, activities, and methods are predicated upon the following assumptions:

[List all relevant assumptions or dependencies pertaining to your project. Some assumptions that may be used are included below. You may keep them as is, modify them, or replace them. ]

1. Although not yet fully staffed, the project will make decision using the governance process identified in this Plan.
2. All members of the governance process will participate and fulfil their roles.
3. [Add assumptions related to your project.]
4. [Add assumptions related to your project.]

1. table of figures

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1. PROJECT ORGANIZATION CHART

[***Insert your project organization chart here.]***