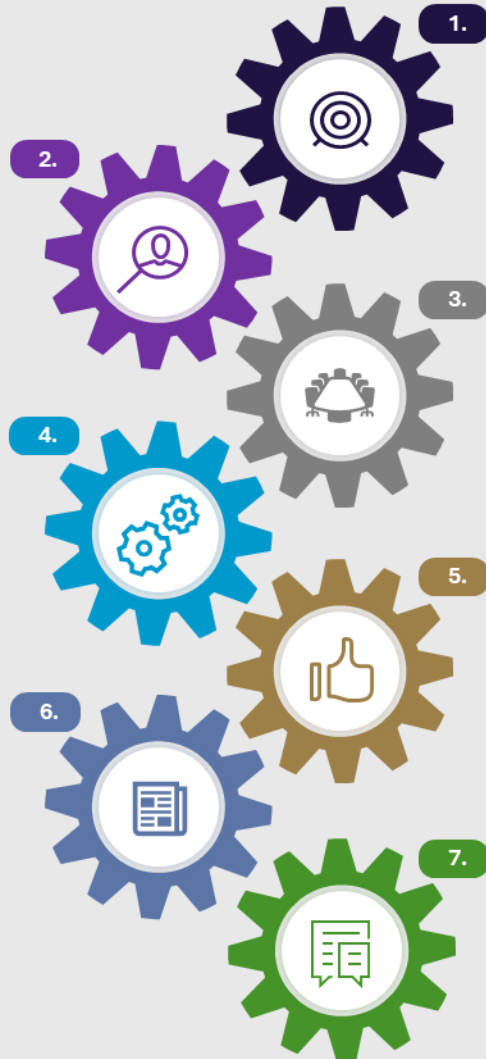




This guide outlines the RIGHT ingredients for optimising Project Steering Committees\* (PSC) effectiveness



## 1. The RIGHT Purpose and Responsibilities

- Established position in hierarchy and logical relationships with other governance and stakeholder groups (no overlaps).
- Clearly defined responsibilities and operational arrangements.
- Well-documented Terms of Reference / Charter and role statements.
- PSC's goals and activities that materially contribute to strategic objectives.

## 2. The RIGHT Project Sponsor

- Accountable for business outcomes, and project success.
- Empowered with appropriate decision-making rights.
- Demonstrates capability, experience, capacity, meaningful commitment, and visibility.

## 3. The RIGHT Membership

- Includes members with material roles in the project, embracing (as appropriate) diversity in expertise, perspectives, and backgrounds.
- Open to incorporating external/independent experts as needed.
- Supports the Project Sponsor in making optimal decisions.
- Differentiates between members and guests.
- Maintains appropriate numbers of invitees and proxies, and controls attendance.
- Refreshes membership during project lifecycle.
- Has ongoing training and development, as necessary.
- Features a supportive but non-dominant secretariat.

## 4. The RIGHT Authority and Decision Processes

- Clearly defined decision-making authorities, supported by specific and logical tolerances.
- Decision-making processes aligned with Project Sponsor accountability.
- Well-defined decision, escalation, and reporting pathways.
- Formal mechanisms for receiving and integrating feedback from PSC members, advisory bodies and external stakeholders.
- Supports investment (stage) gates, funding releases, and change control processes.

## 5. Focus on the RIGHT Things (Material Matters)

- Leadership of decisions and approvals.
- Addresses exceptions such as performance deviations and deviations from plans, baselines, thresholds, and standards.
- Addresses escalated matters and matters for escalation.
- Considers recommendations from stakeholder/advisory groups.
- Monitors key and emerging risks and issues.
- Addresses issues with interfaces, interdependencies, and cross-program impacts.
- Adds value but does not micro-manage.

## 6. The RIGHT Information at the RIGHT Time

- Provides insights on (i) delivery performance; and (ii) outcome performance.
- Focuses on providing insights rather than mere data - information that is impactful and decision-centric.
- Ensures information is provided well in advance of meetings.
- Focuses on the material matters.
- Offers appropriate assurance to support decision-making.
- Maintains a comprehensive decision register.
- Utilises appropriate technology for better collaboration and document/information management.

## 7. The RIGHT Practices & Behaviours

- Ensures thorough induction/on-boarding.
- Encourages active participation in pre-, during, and post-meeting activities.
- Assumes papers are read before meetings.
- Chaired effectively, ensuring focus on material matters over mere information exchange.
- Promotes constructive and productive work/relationships.
- Expects contributions from all members - participation matters.
- Adapts governance practices and processes in response to changing project dynamics or external factors.
- Implements effective communication strategies - within the PSC, internally within the organisation and externally.
- Upholds integrity and confidentiality.
- Sets logical sequencing of meetings.
- Sets annual calendar of key decisions/matters.
- Regularly reviews performance metrics.

\* PSCs are also sometimes also referred to as Project Boards.