



Welcome to our comprehensive guide to effective induction (on-boarding) of new members of project, program and portfolio (P3) governance groups, such as Project Steering Committees.

**PURPOSE** - The guide is designed to ensure that governance group members understand their role and how it fits into the organisational framework. By clearly defining structure, expectations, and responsibilities, the aim is to equip new members with the knowledge and tools required to contribute effectively to their respective governance groups, enhancing their personal effectiveness and the overall effectiveness of the group and organisation.

## BENEFITS

- Enhanced Understanding of Roles and Expectations:** Inductions equip new members with a clear understanding of their roles, responsibilities, and expectations. This clarity enhances effectiveness from the start.
- Stronger Governance Practices:** Inductions strengthen governance by promoting a consistent approach to decision-making, meeting protocols, and management of material matters, ensuring the group adds value and avoids merely bureaucratic functions.
- Increased Contribution toward Strategic Objectives:** Inductions enable members to understand how their contributions support the broader strategic objectives of the organisation.
- Increased Efficiency and Productivity:** With a solid grasp of their roles and the group's processes, well-informed members are more likely to participate effectively in meetings and decision-making, thereby increasing the overall efficacy and productivity of the group.
- Enhanced Team Cohesion and Collaboration:** Inductions lay the groundwork for expected behaviours and communication norms, fostering a cooperative and respectful working environment that enhances team cohesion and collaborative efforts.

## INDUCTION GUIDE

### Purpose of the Session 1

\* Clarify the purpose of the session and what members will gain from it.

### Some Basics 2

\* Differentiate between governance and management.  
\* Explain the distinction between business-as-usual governance and P3 governance.

### Organisational Context 3

\* Provide background on organisation's strategic objectives and how the initiative fits into enterprise portfolio and contribution to strategic objectives.  
\* Summarise interdependent initiatives and their implications.

### Enterprise P3 Governance Structure 4

\* Describe the P3 governance framework including decision-making, escalation, and reporting pathways.  
\* Identify how this group integrates with the P3 governance arrangements and corporate governance overall.  
\* Define broadly the hierarchy of delegated decision rights.

### Purpose of the Group 5

\* Outline the purpose of the respective governance group and its responsibilities.

### Legal & Ethical Responsibilities 6

\* Advise members of legal/regulatory obligations and ethical standards.

### Decision-Making Processes 7

\* Identify the Sponsor as the accountable individual and primary decision-maker, and detail decision-making processes.  
\* Outline decision scenarios and authorities.  
\* Explain the documentation and communication of decisions.

### Roles & Responsibilities 8

\* Clearly outline roles and responsibilities of members, including expectations for attendance, participation, and engagement.

### Meeting Protocols & Practices 9

\* Provide guidance on meeting procedures, frequency, formats, and protocols.  
\* Outline expectations for pre-meeting, in-meeting, and post-meeting practices.  
\* Describe desirable member behaviours.

### Communication Channels & Tools 10

\* Introduce reporting and communication tools and platforms used by the group.

### Resources Available to Members 11

\* List the resources and support systems available to group members, such as expert advice and PMO/administrative support.  
\* Highlight training sessions, workshops, or professional development opportunities designed to enhance their capabilities and effectiveness as governance members.

### Performance Evaluation 12

\* Explain how the performance of the group and its members will be evaluated.

## TAILORING OF APPROACH

When designing induction content, the context of whether it is for members of a newly established governance body or for new members joining an existing body influences the approach and content.

Here are suggested key differences and considerations for each scenario:

### Inducting Members of a Newly Established Governance Body:

- Foundation building.
- Establishing culture and norms.
- Roles and responsibilities.
- Strategic alignment.
- Team building.

### Inducting a New Member into an Existing Governance Body

- Integration into established processes.
- Understanding precedents and historical decisions.
- Role clarity within existing structure.
- Mentorship and peer learning.
- Quick onboarding.

For both scenarios, legal and ethical responsibilities, communication tools, and performance evaluation metrics remain critical and should be consistently addressed in inductions. However, the emphasis and depth of topics needs to be tailored based on the existing knowledge base and maturity of the governance body and the individual member's familiarity with governance roles, role in the governance body and background.