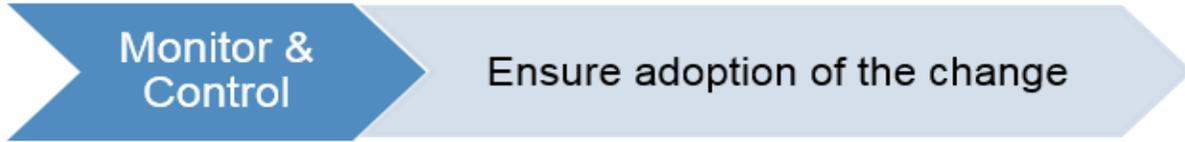# Phase 4: MONITOR AND CONTROL

MONITOR and CONTROL tasks involve comparing actual performance with planned performance and applying corrective action to yield the desired outcome when significant differences exist. The solution is adopted by the organization, the process is allowed to stabilize or, if not achieving targets, is modified as needed. Day-to-day project focus transitions to the business and 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.

The implementation plan indicates the expected timing when the full value of the program is to be reached. Monitoring continues until this point and the performance level is stable. Intermediate outcomes may drop off during the process.

MONITOR and CONTROL Expectations	Templates, Tools, and Guidance	Participants
Don't fear change requests – but be prepared to manage them Major changes may also require external approval	MONITOR and CONTROL Guidance: *Sponsor Checklist _ MONITOR, CONTROL, CLOSE and ACHIEVE* MONITOR and CONTROL Templates: **Post Implementation Evaluation** *(In Development)* MONITOR and CONTROL Tools: **Knowledge Transfer (In Development)* OCM Phase 3: Reinforce Change: Agency Engagement Center Lessons Learned Tool Agency Engagement Center Post Implementation Satisfaction Survey Agency Engagement Center Post Implementation Scorecard	Sponsor Project Manager Organizational Change Manager Steering Team Stakeholder(s) Technical Unit Business Unit Process Owner(s) Transition Support Lead* Subject Matter Experts* Project Support Staff* Consultants* Solutions Contractors* optional *

	MONITOR and CONTROL Phase Review (Post Implementation Evaluation) *Note: Other specific deliverables may be required in an agency PMO*	

1. After "go live", the project team and steering committees continue to meet and perform their tasks and duties. The sponsor may need to call upon the steering committee or sponsor coalition to help achieve project objectives.

2. The project team, business unit and sponsor monitor the KPI scorecard from the Benefits Toolkit (planed vs. actual benefits). The original project benefits and desired targets are compared to actual performance. 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 sponsor should review performance on a regular basis with the steering committee so that, if needed, implementation plans can be adjusted to improve outcomes.

   The scorecard is a tool used to measure and track success in achieving an organization's goals. Key performance indicator targets provide data to assist the organization 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 project manager reviews KPIs with the sponsor and submits KPI data on at least a quarterly basis to agency governance in the agreed-upon format.

3. The project manager schedules a walk-through/cleanup of all remaining issues and risks related to the EXECUTE and BUILD phase.

   During this step, 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

and retained in the project record. Document the walk-through/cleanup in a manner consistent with the walk-through/cleanup guidance.

4. The project team documents 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. Document the knowledge transfer in a manner consistent with the knowledge transfer guidance and save the results in the project documentation.

5. The organizational change manager conducts the post implementation satisfaction survey. 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.

6. The organizational change manager monitors and updates the post implementation OCM scorecard to track the effectiveness of OCM efforts and calibrate change management activities in the post-implementation period.

7. The project manager, organizational change manager and sponsor participate in a post implementation 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. Save the post implementation evaluation template in the project documentation.

8. The sponsor approves the post implementation evaluation and the project manager submits the materials to agency governance for 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.

   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.