

# ***“Role of Governance in Program & Project Management”***

Laura Miller, PMP

## ■ Governance Overview

- What is it?
- Why have it?
- When do it?
- Who does it?
- Where hold it?
- How to do it?

## ■ Panel Discussion

## ■ Q&A

# Governance – What is it?



■ Governance: “the act or activity of looking after and making decisions about something.”

Webster’s

■ Corporate governance: “the set of processes, customs, policies, laws and institutions affecting the way people direct, administer or control a corporation.”

Wikipedia

■ Project governance: “used in industry to describe the processes that need to exist for a successful project.”

Wikipedia

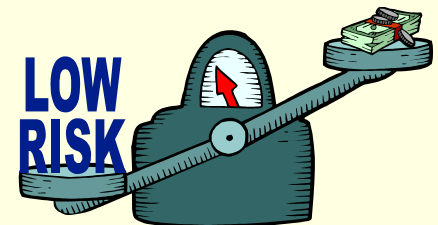
■ IT governance: “deals with connections between business focus and IT management. The goal is to assure the investment in IT generates business value and mitigates the risks that are associated with IT projects.”

Wikipedia

# Governance – Why have it?



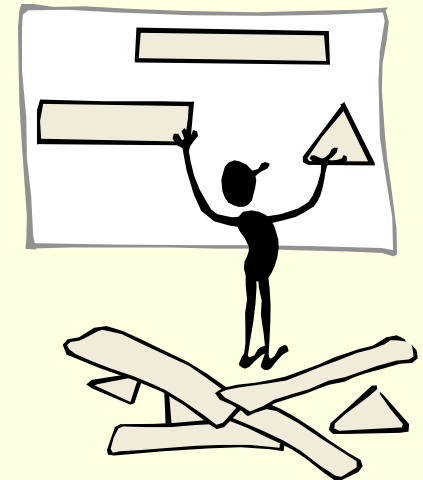
- Control pipeline to manage resources
  - Setting priority
  - Allocating limited resources
  - Ensure alignment with strategic goals / policy
- Manage the balance between risk and return
  - Resetting priority; reallocation of resources
  - Opportunity to cancel projects mid-stream
  - Approving change requests
- Ensure quality
  - Quality of the project deliverables
  - Quality of the project processes



# Governance – When do it?



- In most cases the “when” is answered based on the “why”
  - Project Initiation
  - At key phases within Project Execution
  - As part of Managing and Control per thresholds
  - Post-Development/Pre-Implementation
  - Post Implementation Review
- Triggers
  - Approval of new project(s)
  - Threshold project metrics
  - Release of funds or resources



# Governance – Who does it?



- Governing Board/ Steering Committee
  - Project/Program Stakeholders / Champion
  - Account Managers / Client Representatives
  - Organizational Leadership or Process Owners
- Person(s) going before the Board
  - Project/Program Manager
  - Possibly includes project team members
- Governance Process Owner
  - Group that owns the governance process, its procedures, the meeting agenda & venue
  - Group that typically monitors/initiates triggers

# Governance – Where hold it?



- Physical Meetings
  - Meet on a regular schedule
  - Meet as required or travel permits
- Virtual Meetings
  - Materials distributed
  - Teleconference held with virtual room facilities
- Distributed Review (e.g. SharePoint, eRoom)
  - Materials are posted; notification sent for review
  - Governance Members review; post questions
  - Project/Program managers responds
  - On-line vote initiated for "GO"/"NO-GO"



# Governance – how to do it?



## ■ Preparation

- Be clear on intent and on message
- Use template to present information
- Details are put in back-up slides



## ■ Review

- State purpose
- Present findings
- Facilitate Q&A
- Get required response

## ■ Follow-up

- Complete all action items in timely fashion

# Governance – how not to do it?



- Confusing purpose
  - Using it to Communicate Status
    - Rather than outlining need for assistance or for a specific decision
  - Using it as a form of Policy Enforcement
    - Rather than allowing for discussion for resolution
    - Rather than an open forum to address risk
- Not preparing fully
  - Missing facts to support assertions
  - Not linking recommendation to the findings

- *"Project Governance"*
  - Author: Ralf Muller, book available at PMI.org
- *"Guidance for the governance of project management"*
  - Author: Martin Hopkinson, conference paper
- *"The Principles of Effective Project Governance"*
  - Author: Eamonn Kelly, conference paper



*These titles are available for download from the PMI.org web site; Conference papers are free to PMI members*

# ***“Role of Governance in Program & Project Management”***

- Panel Discussion
  - Mary Carpenter, Progressive
  - Andy Janollari, HP Enterprise Services
  - Joanne Lavanaway, Nestle
  - Joe Leotta, previously AkzoNobel
  - Jennifer May, Verizon Wireless
  - Natalie Pratt, MTD Products
- Q&A