
Project Governance Considerations

Effective project governance systems are not created ad-hoc. Here are some things to consider when building a project governance system and handbook. Not all organizations need all of these items – tailor them to an organization’s size, complexity, and maturity. Every process must give real business value, not just exist for its own sake.

Organizational:

- Organizational structure used to support projects
 - E.g. if there is a matrix, how it works
- Definitions of project roles, responsibilities, and authority
 - Individual roles; e.g. project manager; functional manager; lead developer
 - Key forums; e.g. project management office, architectural forum, integrated development team

Integration and Project Framework:

- Project lifecycle (PLC) definition with standard phase definitions, gate points, and gate criteria
- Standard activities and deliverables per PLC phase
- Required approval points and levels
- Standard documents

Selection Methods:

- Project selection, cancellation, and prioritization methods
- Budgeting interface
- Interface to strategic and operational goals

Planning Practices:

- Standard planning activities and documents
- Work breakdown structure usage
- Dependency analysis guidelines
- Task duration and cost estimation guidelines

Monitoring and Controlling:

- Metrics and progress measurement – forums, types of metrics, frequency
- Change management methods
- Practices for identifying, evaluating, and managing risks
- Practices for identify, assigning, managing, and escalating issues

Information Sharing:

- Status reporting formats, frequencies, channels
- Document sharing
- Reporting requirements
- Input requirements (e.g. timesheets, progress updates)
- Project information system usage

Reporting Standards and Frequency:

- Type of info, when and how much detail for project or program status reports
 - Can use MS Project reports or documentation by forms

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