







Agile Governance

Governance is a framework that includes decision points, checks and balances to ensure the success of projects we undertake. Governance has two parts, Portfolio governance and Program/Project.










1. Portfolio Governance

This is all about 'Doing the right work'. It is the framework for deciding on what initiatives, or work, needs to be done. This is about managing the 'funnel' of work, so

-  Develop and agree on goals and strategy for the portfolio
-  Identify initiatives/work to be done
-  Prioritise work
-  Approve seed funding for concept or initiate
-  Decide on proposals and concept and initiate phase
-  Agree and approve funding and budgets

2. Program/ Project (PP) Governance

This is about 'Doing the work right'. This part of governance is ensuring that the programs or projects that have been approved are kicked off and executed properly, following the below steps:

-  PP kick-off
-  PP funding agreements
-  PP resourcing
-  PP steering
-  PP monitoring and control
-  PP reporting
-  PP risk mitigation
-  PP impediment removal
-  PP closure

TIPS

- It is usually steering committees that carry out the PP governance
- In some cases, if the projects are small, the sponsor could play the role of the steering committee
- As Agile teams perform better over time it is useful and more efficient to have a well prioritised funnel of work ready for project teams to 'pull' work from once they finish a particular project
- Incremental funding per phase is a good way of reducing risk and keeping a close control on projects and programs of work
- The governance heartbeat and cadence should be aligned with the cadence of the Agile projects and portfolio they govern or else there could be inefficiencies caused by teams waiting for decisions
- Use all the Agile principles and suitable practices such as BVCs, walls in the governance space as well

