

# PROJECT MANAGEMENT

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# LECTURE 4



## Governance

- Project Elements for Good Governance Attainment.
- Project Governance Roles.
- Governance Issues That Have Caused Project Problems.
- Results of Good Governance.



# Project Elements for Good Governance Attainment.

Important specific project elements that support good project governance include the following (Owen 2013):

- A compelling business case, clearly stating the objectives of the project.
- The appointment of a competent project manager.
- Sufficient decision-making authority allotted to the project manager.
- A clear, unimpeded reporting line from project manager to the executive body.
- Identification of all stakeholders with an interest in the project.
- A defined method of communication and disseminating data to each stakeholder.



# Project Elements for Good Governance Attainment.

- A methodology for stakeholders to have their interests in the project addressed.
- Clear assignment of project roles and responsibilities for delivery of the project.
- A published project plan that spans all project stages from initiation to operations.
- A system of accurate, upward status and progress reporting.
- A process for recording and communicating risks identified during the project.

# Project Elements for Good Governance Attainment.

- A mechanism to assess compliance of the completed project to its original objectives.
- A forum for issues resolution.
- A quality standard for the key governance documents and the project deliverables.
- A central document repository and a centrally held glossary for the project.

# Governance Issues That Have Caused Project Problems

1. Failure to give the project manager sufficient authority to execute necessary decisions.
2. A bulky governance oversight body that is an impediment to project decision making.
3. Shortcutting approval steps (gates) and pushing the project “no matter what”.
4. Absence of a clear link between the project and the mining company’s priorities.
  - No agreed-upon measures of project success.
  - Inconsistent application of business and project objectives.

# Governance Issues That Have Caused Project Problems

5. No senior management project ownership or leadership within the mining company.
6. Inadequate resources and skills to deliver the project—lack of pragmatism about owner capabilities.
7. Failure to account for external risks and/or overweighting of familiar risks.
8. Lack of effective engagement with stakeholders.

# Results of Good Governance

Project governance will

- Ensure that the required approvals are obtained at each appropriate stage of the project.
- Enable the project team to deliver the required outcomes.
- Ensure appropriate review of issues encountered within the project.
- Describe the proper flow of information about the project to all stakeholders.
- Provide a framework for project disclosures.
- Outline relationships between internal and external groups involved in the project.
- Foster a culture of frank internal disclosure of project information.
- Provide access to best practices and independent advice.



## FLOWCHART 1 Governance



