Thomas Carlqvist Erik Månsson

25 maj, 2017 in Stockholm

Vad innebär "Project Governance" och vilken roll spelar det som en förutsättning för att uppnå "Excellence" i projekt?

Hur samverkar project governance med projekt management och vilka nyckelroller krävs på organisationsnivån för lyckade projekt?

Hur kan vi säkerställa att projektägaren, som representeras av projektsponsor och styrgrupp, är aktiva med styrning och krav enligt internationella Governance standarder ISO 21505?

PROJEKTFORUM
MEMBER OF IPMA

IPMA Project Excellence Baseline,
IPMA Organisational Competence Baseline &
ISO 21505 Governance of Projects, Programmes and Portfolios,
ISO 21500 Vägledning för projektledning
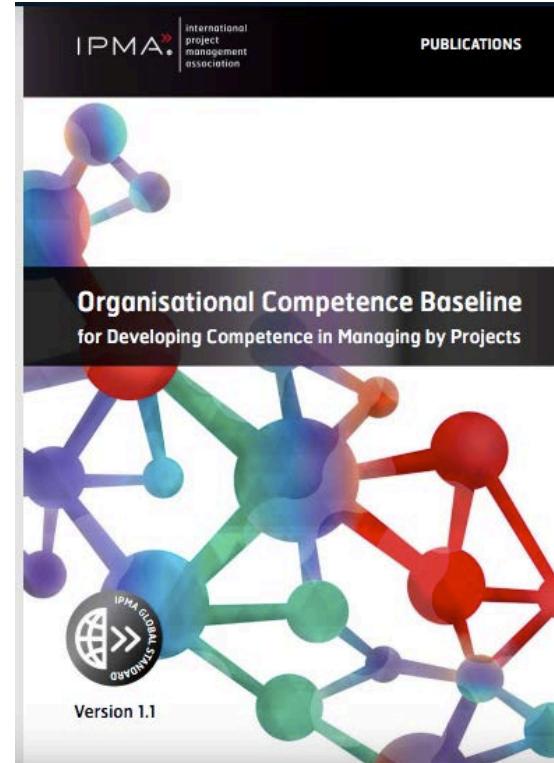
Thomas Carlqvist har varit SIS (Sveriges) representant 2012-16 i internationella arbetsgruppen för utvecklingen av standarden för Project, Programme and Portfolio Management — Guidance on governance (ISOTC258WG2).

VATTENFALL 🔵🟡

Quality Manager BU Projects&Services

Jan 2018 – Present

Deputy Quality Manager BU Projects&Services

Jan 2014 – Dec 2017

Division Quality Manager Asset Development

Feb 2011 – Dec 2013

Forsmarks Kraftgrupp AB

Staff Officer Project Office

Sep 2008 – Jan 2011

Introduction to the Vattenfall Project Management Model (VPMM)
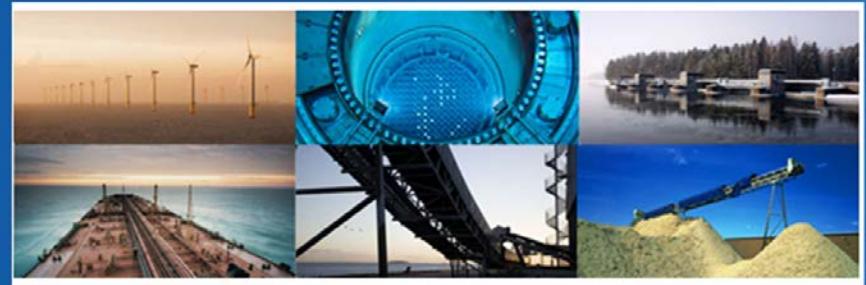
**Relation between governance and management**

- Governance authorizes, directs, empowers, provides oversight and **limits the actions of management**.

- Governance functions and management functions may be performed at different levels of the organization, but **the governing body remains accountable** for the performance of the projects and programmes of the organization.

Governance vs Management

Governance of projects, programmes and portfolios	Management of projects, programmes and portfolios
Authority and mandate	Enforces the authority use the mandate
Rules the decision-making process	Follow the decision making processes
Accountable for results (owner, public)	Responsible for results (top management)
No delegated for governance	Based in management delegation
Strategic goals	Tactical objectives and deliveries
Access to resources	Manages resources
Defines values	Follows values
Provides **guidance process**	Follows guidance and processes
External report	Internal report
Assurance	Exercises control

Governance Framework
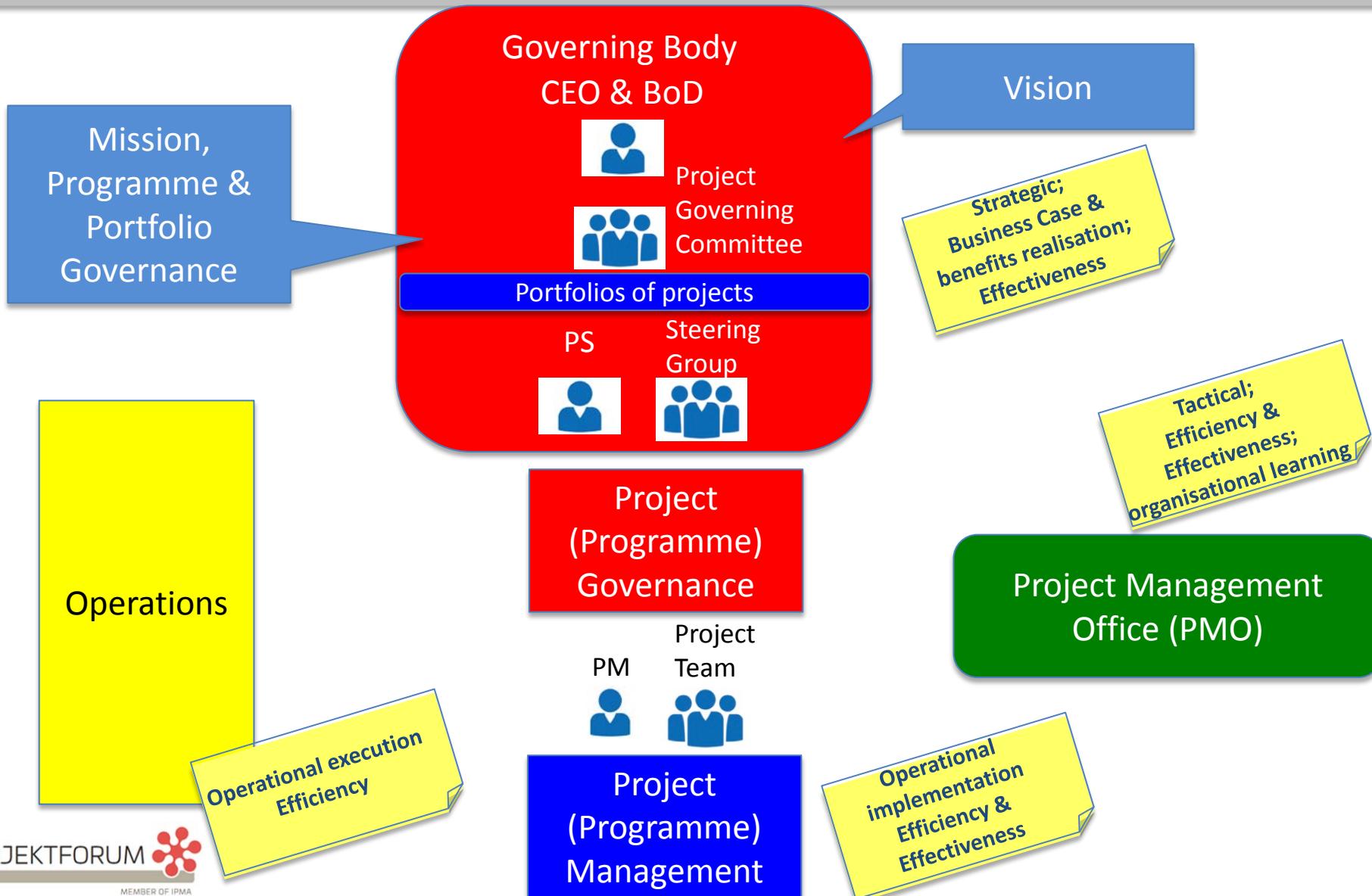
Vattenfall Project Governance Structure
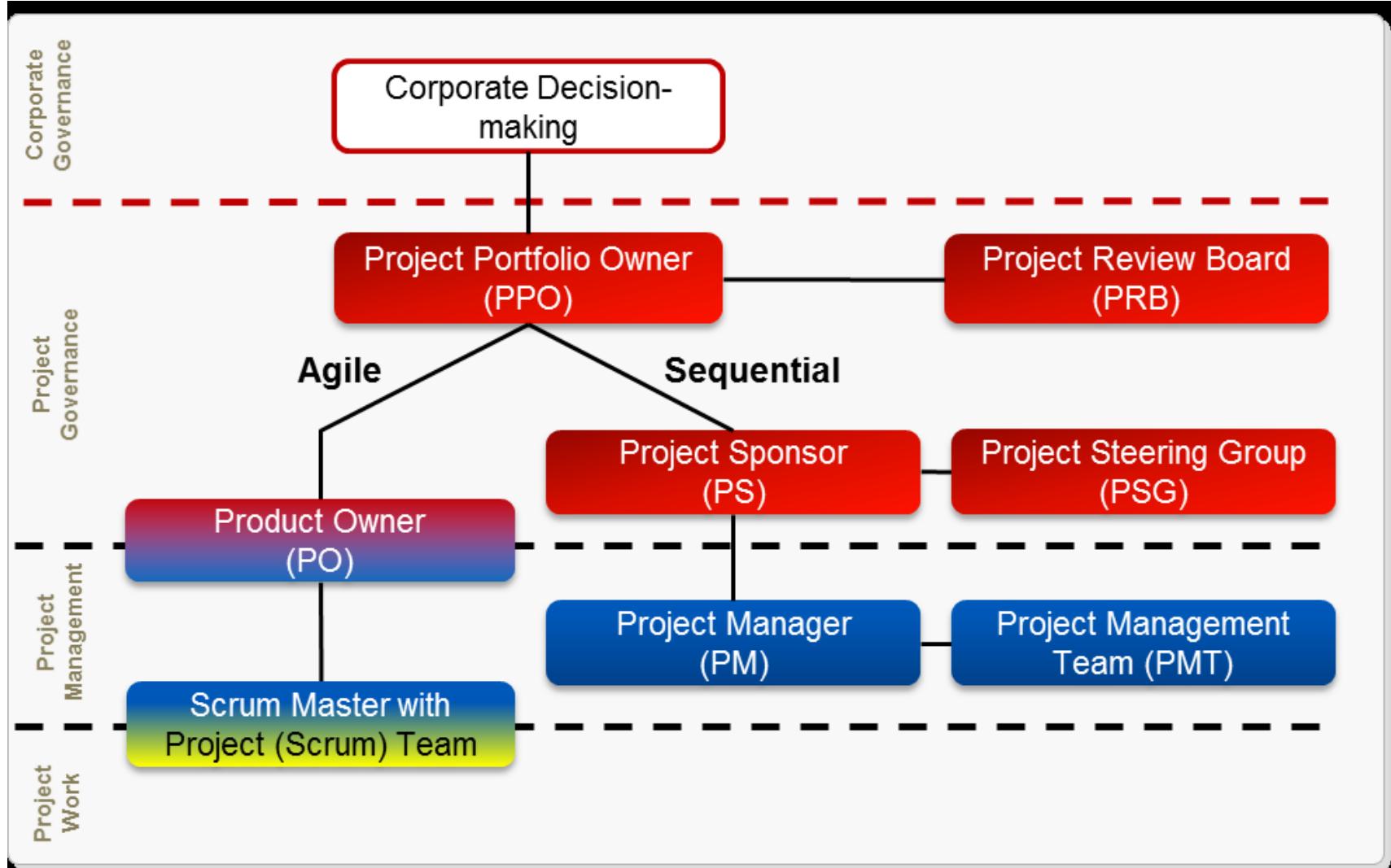
Analys av "Project Governance" genom att ställa 15 frågor fördelade på 5 olika områden

Area Governance [Group G]	Question	Origin	Prio
Mission, Vision, Strategy [G1]	OGPG1:1	OCB G1:6	Prio I
	OGPG1:2	OCB G1:2	Prio I
	OGPG1:3	OCB G1:3	Prio I
Management Development [G2]	OGPG2:1	OCB G2:1	Prio I
	OGPG2:2	OCB G2:6	Prio I
	OGPG2:3	OCB G2:2	Prio I
Leadership [G3]	OGPG3:1	OCB G3:5	Prio I
	OGPG3:2	OCB G3:3	Prio I
	OGPG3:3	OCB G3:4	Prio I
Performance [G4]	OGPG4:1	OCB G4:1	Prio I
	OGPG4:2	OCB G4:4	Prio I
	OGPG4:3	OCB G4:6	Prio I
Governing body [G5] ISO 21505	OGPG5:1	ISO21505:5	Prio I
	OGPG5:2	ISO21505:4	Prio I
	OGPG5:3	ISO21505:1	Prio I

Exempel på "Project Governance" frågor

Mission, Vision, Strategy [G1]

Does the **project owner** and sponsor involve all relevant stakeholders while developing the goals and objectives aligned with the mission, vision and strategy of the organisation during the phases of the project/programme lifecycle?

Management Development [G2]
Does the project/programme have **goals and objectives for** gains and learnings in **management development** during the project or programme life cycle?", e.g. for the organisational or individual competence development, subject areas development, agile management development.

Leadership [G3]
How does the **project owner** and sponsor actively **seek feedback** from key stakeholders with respect to the his/her **leadership**?

Governing body [G5]

Are the **roles, responsibilities, authorities and accountabilities** within the governing body clearly defined?