

DATA GOVERNANCE · METHODOLOGY

How I run a project: Agile, Kanban and sprints in Jira and Confluence

A concrete look at how work is organised, followed and reported in a data governance mission.



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1. In short

A governance programme is a set of projects, and projects need a rhythm that business people can follow. I use the same simple frame everywhere: one Jira project and one Confluence space per mission, short two-week sprints for the projects, a board that shows the flow for the requests that never stop, and a monthly decision point with the project review board (PRB). This document shows that frame on a demonstration project, with the screens and the material to reuse it.

Principle	What it means
One place for the work	Every deliverable is a ticket in Jira; every document lives in Confluence, linked to its ticket.
Short cycles	Two-week sprints with a goal, a review and a retrospective: progress is visible every fortnight.
Flow for the run	Requests, data quality incidents and access requests go through a Kanban board with limited work in progress.
Decisions on a calendar	The PRB meets monthly, sees one page of progress, KPIs and risks, and decides.
Reusable by the client	The structure is generic: the client team can run it alone after the mission.

2. Scrum, Kanban or both

I choose the method from the nature of the work, not from a belief. In a data governance programme both are useful, often side by side.

	Scrum (sprints)	Kanban (flow)
Best for	Projects with a goal and deliverables: a catalogue, a quality rule library, a policy, a roadmap.	Work that arrives all the time: data requests, quality incidents, access requests, small changes.
Rhythm	Two-week sprints, a fixed scope per sprint.	Continuous flow, work pulled when there is capacity.
Control	Sprint goal and review of what was delivered.	Limit on work in progress and time spent in each column.
What is reported	Goal, delivered, blocked, next (one page per sprint).	Throughput, waiting time, blocked items.
In my missions	Phase 4: the use cases are delivered in sprints.	After the handover: the client team runs the requests on a board.

3. The demonstration project

To show how this works, I keep a complete demonstration project in Jira and Confluence. It is a template: it is never executed, it has no dates, and it is duplicated and adapted for each mission. It follows my four-phase approach (DG-METH-002).

One structure for every mission: epics, stories, sub-tasks and four sprints

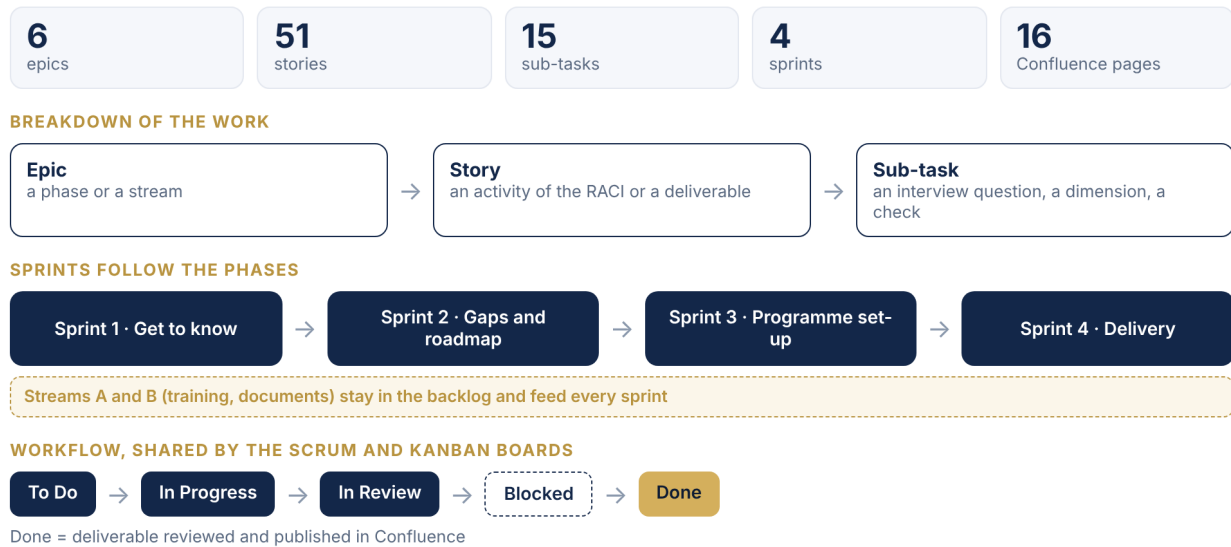


Figure 1 – Structure of the demonstration project: breakdown of the work, sprints and workflow.

Each sprint has the goal of its phase and holds the stories of its epic. The two streams, training and coaching and governance documents, stay in the backlog: they run along the whole mission and feed every sprint. In a real mission the sprint length and dates are set with the client; a phase may take several two-week sprints.

ABOUT THE SCREENS

The Jira project and the Confluence space are private: the pictures below are screenshots of the demonstration project. The same structure is available in the downloadable project kit (section 7).

4. Jira: backlog, epics and sprints

The backlog shows the plan at a glance: each sprint carries its goal and its stories, each story belongs to an epic (the purple tag), and each story can be broken into sub-tasks, for example one per interview theme in sprint 1.

Spaces / Data Governance

DG board

Summary Timeline Active sprints **Backlog** Calendar List Forms Development Docs

Search backlog Version Epic Label Quick filters

☐ **Sprint 1 - P1 Get to know** Add dates (10 work items) Start sprint

Build a shared, documented picture of the current governance: documents, applications, legal frame, actors, sources, consumers and the way projects are decided. Exit: the sponsor validates the as-is report and the list of priority documents.

- DG-7 Kick-off: scope, contacts, calendar
- DG-8 Collect existing documents and applications
- ☒ DG-9 Interview the governance actors
 - DG-58 Interview questions – Governance and documents
 - DG-59 Interview questions – Legal and ethics
 - DG-60 Interview questions – Catalogue and architecture
 - DG-61 Interview questions – Security and access
 - DG-62 Interview questions – Consumers and requests
 - DG-63 Interview questions – Projects and decisions
- ☐ DG-10 Map sources, consumers, request and ticketing channels
- > DG-11 Fill in the reference document checklist
- DG-12 Present findings and initial recommendation
- DG-13 D1.1 – Documentation inventory
- DG-14 D1.2 – Stakeholder map
- DG-15 D1.3 – Gap checklist
- DG-16 D1.4 – Initial recommendation

+ Create

Figure 2 – Sprint 1, Get to know. The sprint goal comes from the phase. Stories are the activities of the RACI and the deliverables D1.1 to D1.4; the interview story is split into six sub-tasks, one per theme.

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☐ **Sprint 2 - P2 Gaps and roadmap** Add dates (12 work items) Estimate: 0

Measure the gaps against a target governance framework on eight dimensions, choose the priority domains, describe concrete use cases and agree a data governance roadmap with the sponsor and the council.

- > DG-17 Assess framework and organisation
- > DG-18 Assess catalogue, quality and architecture
- > DG-19 Assess legal, ethics and security; build the risk register
- ☐ > DG-20 Assess projects and people
 - DG-21 Select priority domains and write the use cases
 - DG-22 Build the roadmap and target framework
 - DG-23 Approve the roadmap
 - DG-24 D2.1 – Gap assessment
 - DG-25 D2.2 – Risk register
 - DG-26 D2.3 – Priority domains and use cases
 - DG-27 D2.4 – Data governance roadmap
 - DG-28 D2.5 – Roadmap decision

+ Create

Figure 3 – Sprint 2, Gaps and roadmap. Four assessment stories carry the eight dimensions as sub-tasks, then the use cases, the roadmap and its approval, and the deliverables D2.1 to D2.5.

Workflow

The same five statuses serve the Scrum board and the Kanban board: To Do → In Progress → In Review → Blocked → Done. Blocked is a status of its own so that it shows on the board and in the sprint report; a story is Done only when its deliverable is reviewed and published in Confluence.

5. Confluence: the memory of the project

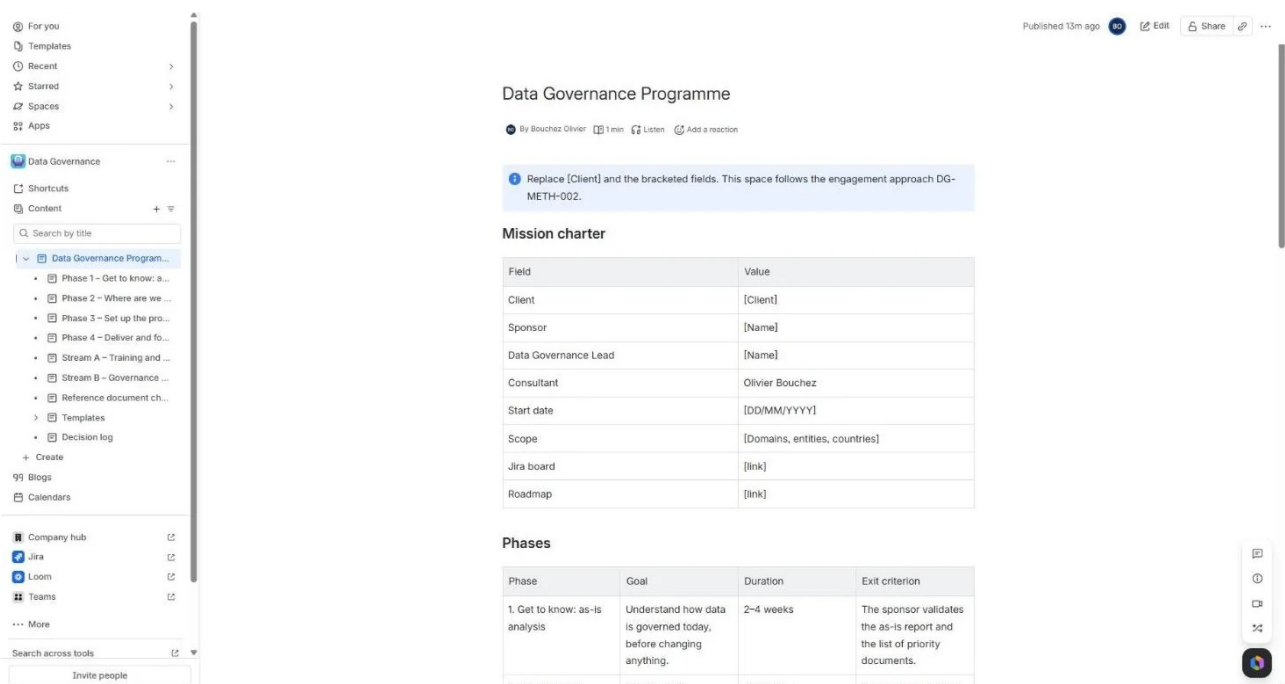
The Confluence space is the written side of the project: what was agreed, what was decided, and the documents that the client keeps. The programme page is the entry point, with the mission charter, the phases, the roles and the first ten days. The space is connected to the Jira project, so the pages can be opened from the Docs tab of the board.

Structure of the space

- **Data Governance Programme:** mission charter, phases, roles, first 10 days.
- **One page per phase** (1 to 4): goal, participants, key questions as tasks to tick, deliverables, RACI, exit criterion.
- **Two stream pages:** training and coaching; governance documents.
- **Reference document checklist:** the 23 documents checked in phase 1.
- **Decision log:** every PRB decision, with date and owner.
- **Templates:** use case card, sprint report, PRB minutes, documentation inventory, gap and risk register, lessons learned.

How Jira and Confluence work together

- A story in Jira points to its page in Confluence; the page lists the questions and the deliverables.
- The sprint report is a Confluence page written from the sprint: goal, delivered, blocked, next.
- The monthly PRB report summarises the sprint reports and asks for decisions, which go to the decision log.
- The client keeps both tools: nothing depends on me or on a tool of mine.



The screenshot shows a Confluence page titled "Data Governance Programme" by Olivier Bouchez, published 13m ago. The page has a sidebar on the left with a page tree and a main content area on the right. The page tree includes sections like "Data Governance Programme", "Phase 1 - Get to know: a...", "Phase 2 - Where are we...", "Phase 3 - Set up the pro...", "Phase 4 - Deliver and fo...", "Stream A - Training and...", "Stream B - Governance...", "Reference document ch...", "Templates", and "Decision log". The main content area includes a "Mission charter" table and a "Phases" table.

Mission charter

Field	Value
Client	[Client]
Sponsor	[Name]
Data Governance Lead	[Name]
Consultant	Olivier Bouchez
Start date	[DD/MM/YYYY]
Scope	[Domains, entities, countries]
Jira board	[link]
Roadmap	[link]

Phases

Phase	Goal	Duration	Exit criterion
1. Get to know: as-is analysis	Understand how data is governed today, before changing anything.	2-4 weeks	The sponsor validates the as-is report and the list of priority documents.
2. Where are we	Assess eight	4-6 weeks	The sponsor and the

Figure 4 – The programme page. The page tree on the left is the structure above; the mission charter has placeholders to fill in for each client.

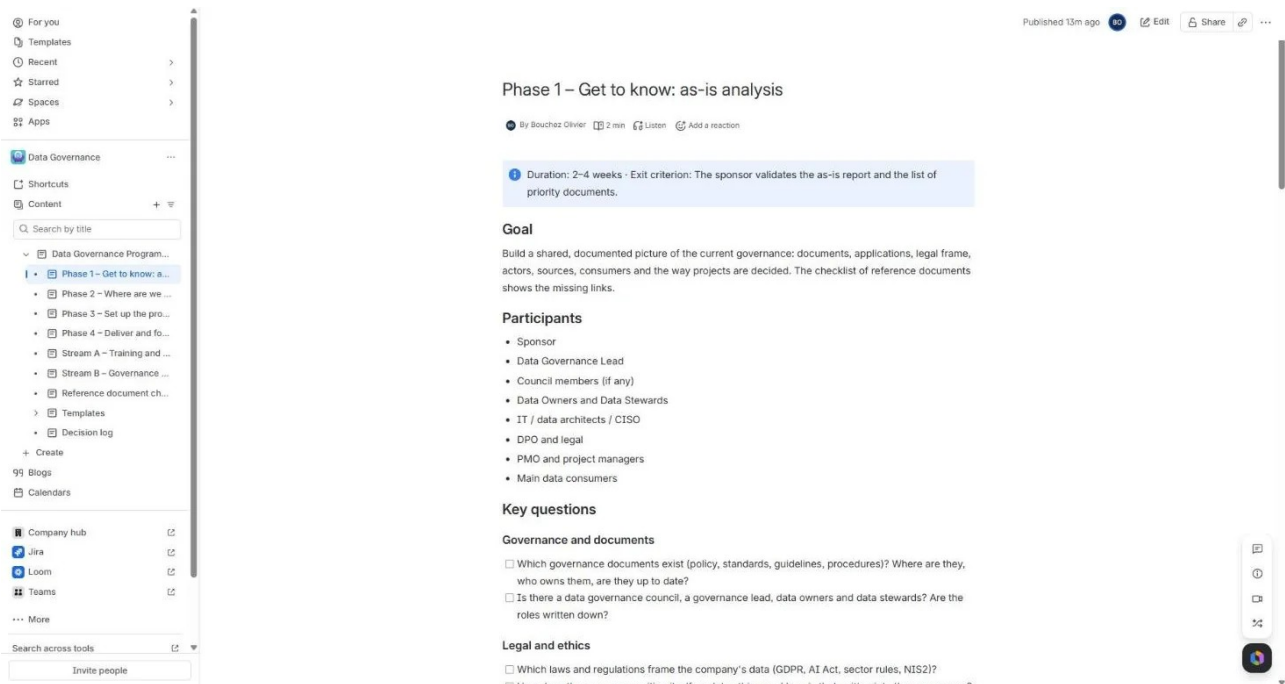


Figure 5 – A phase page. Goal, participants and the key questions as tasks to tick during the interviews.

6. Ceremonies and reporting

Ceremony	When	Output
Sprint planning	Start of sprint, 1–2 h	Sprint goal and scope
Daily stand-up	15 min (Scrum) or board review (Kanban)	Blockers
Sprint review	End of sprint, 1 h	Demo and acceptance
Retrospective	End of sprint, 45 min	Improvement actions
PRB	Monthly, 1 h	Progress, KPIs, decisions

Reporting stays light: one page at the start and at the end of each sprint (goal, delivered, blocked, next) and one page per month for the PRB (progress, KPIs, risks, decisions needed). Change requests are handled with the PRB, which re-prioritises the backlog.

7. The project kit

The kit contains what this document shows: the Jira import file (6 epics, 51 stories, 15 sub-tasks), the 16 Confluence pages as ready-to-publish files, a small script that creates the pages in your Confluence space, and a README with the steps.

1. Create the Jira project (Scrum or Kanban, company-managed) and import jira-import-data-governance.csv. The README gives the column mapping that keeps the hierarchy.
2. Create the Confluence pages with create_confluence_pages.py (Python 3, no dependency), or paste the page files by hand.
3. Plan the sprints and adapt names, dates and scope to your context.

Download: olivier-bouchez.com/agile-project (ZIP, 25 KB).

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8. Let's talk about your context

Every organisation has its own rhythm. I adapt the frame to the size of the team, the tools already in place and the level of agile practice, and I leave you with a way of working that you can run on your own.

Contact: olivier@olivier-bouchez.com · **My four-phase approach:**
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LET'S TALK DATA

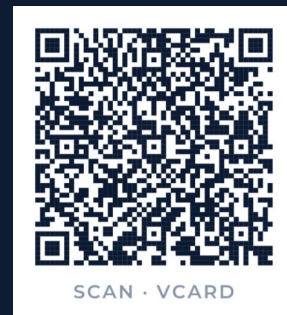
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