



Prince 2

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1. What is PRINCE2?

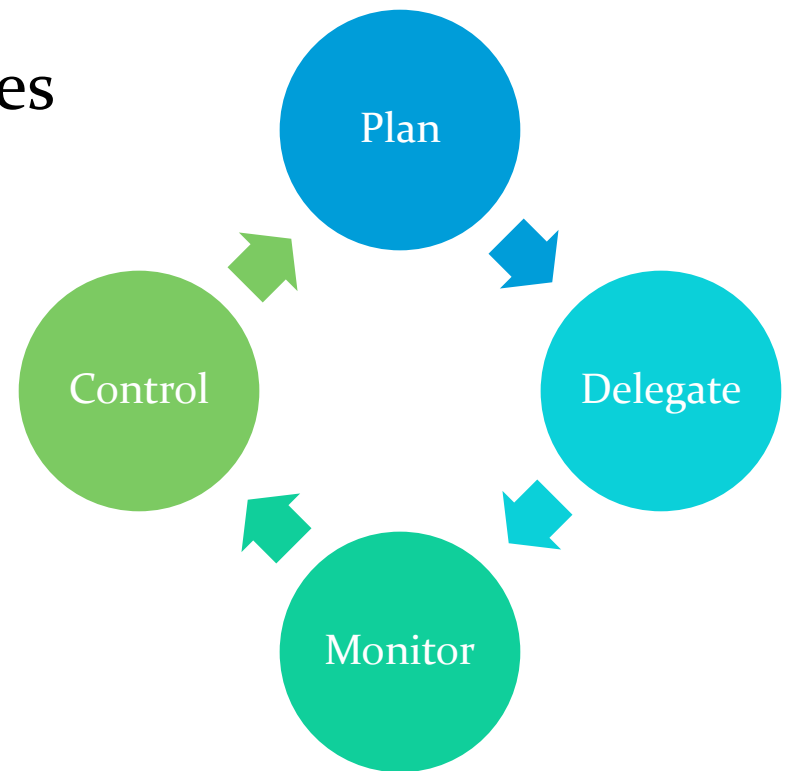
- Projects In a Controlled Environment
- Structured project management method
- Generic based on proven principles
- Isolates the management from the specialist

1.1. What is a Project?

- Change
- Temporary
- Cross-functional
- Unique
- Uncertainty

1.2. What does a project manager do?

- Plans the sequence of activities
- Delegates work
- Monitors the progress of the project
- Takes corrective measures



1.3. What we wish to control?

Cost

Timescales

Quality

Scope

Risk

Benefits

1.4. Benefits of PRINCE2

- Established and proven best practices
- Generic
- Widely known and understood
- Focused on what, why, when, by whom and for whom
- Designed to meet the needs of different levels
- Ensures that participants focus on the viability of the project
- Thorough but economical structure of reports
- Stakeholders are properly represented in planning and decision making
- Promotes consistency
- Facilitates the assurance and assessment of project work

1.5. What PRINCE2 does not provide

Specialist aspects

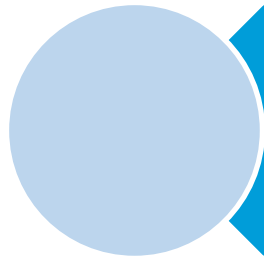
Detailed techniques

Leadership capability

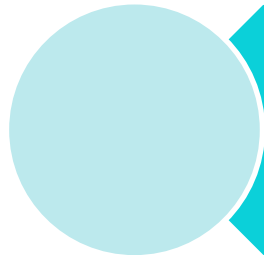
2. Principles

- Continued business justification
- Learn from experience
- Define roles and responsibilities
- Manage by stages
- Manage by exception
- Focus on products
- Tailor to suit the project environment

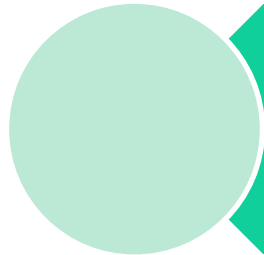
2.1. Continued business justification



Justifiable reason to start a project



Justification should remain valid



Justification is documented and approved

2.2. Learn from experience

When starting a project

- Previous or similar projects should be reviewed

As the project progresses

- Lessons should be included in all reports and reviews

As the project closes

- Should pass on lessons

2.3. Define roles and responsibilities

- Projects involve people
- Are typically cross-functional
- Explicit project management team structure
- Three primary stakeholders
 - Business
 - Users
 - Suppliers

2.4. Manage by stages

Divide the project into a number of management stages

Have a high-level Project Plan and a detailed Stage Plan

Plan, delegate, monitor and control the project stage by stage basis

2.5. Manage by exception

- PRINE2 has defined tolerances
- Delegate authority from one management level to the next by setting tolerances:
 - Time
 - Cost
 - Quality
 - Scope
 - Risk
 - Benefit
- Setting controls for these tolerances
- Putting an assurance mechanism

2.6. Focus on products

- Is focused on the definition and delivery of products
- The purpose is to fulfill stakeholders expectation
- Product focus is supported almost in every aspect of PRINCE2
- Without product focus projects are exposed to:
 - Acceptance disputes
 - Rework
 - Uncontrolled change
 - User dissatisfaction and underestimation of acceptance activities

2.7. Tailor to suit the project environment

- PRINCE2 is a universal project management method
 - Robotic project management (the method is followed without question)
 - Heroic project management (the method is not followed at all)
- The purpose of tailoring is to:
 - Ensure project management method relates to the project
 - Ensure that project controls are based on the project's scale, complexity, importance, capability and risk

3. Themes

Themes describe aspects of project management that must be addressed continually. The themes used in PRINCE2 are:

Business Case

- Addresses how the ideas developed into a viable investment proposition – WHY?

Organization

- The organization sponsoring the project and allocating the work to managers – WHO?

Quality

- How the outline is developed so that all participants understand the quality attributes of the products to be delivered – WHAT?

3. Themes (cont.)

Plans

- Describes the steps required to develop plans and the PRINCE2 techniques that should be applied – HOW? HOW MUCH? WHEN?

Risk

- How project management manages the uncertainties in its plans – WHAT IF?

Change

- How project management assesses and acts upon issues which have a potential impact – WHAT'S THE IMPACT?

Progress

- Addresses the ongoing viability of the plans – WHERE ARE WE NOW? WHERE ARE WE GOING? SHOULD WE CARRY ON?

3.1. Applying the themes

All seven themes should be applied but they should be tailored

They can be tailored 'up' or 'down'.

Additional detailed documentation and process discipline can be introduced for complex or high-risk projects

3.2. Format of the themes

- Themes are structured as follows:
 - Purpose
 - Theme defined
 - The PRINCE2 approach to the theme
 - Responsibilities

4. Business case

A project must have continued business justification

The reasons for undertaking the project must drive decision making

The Senior User is responsible for specifying the benefits

The Executive is responsible for ensuring that those benefits specified by the senior User represents value for money

4.1. Outputs, outcomes and benefits

Output is any project's specialist products

Outcome is the result of the change derived from using the project's outputs

Benefit is the measurable improvement

Downside - easy for projects to become focused solely on creating products (the outputs)

4.2. Types of business case

Compulsory project

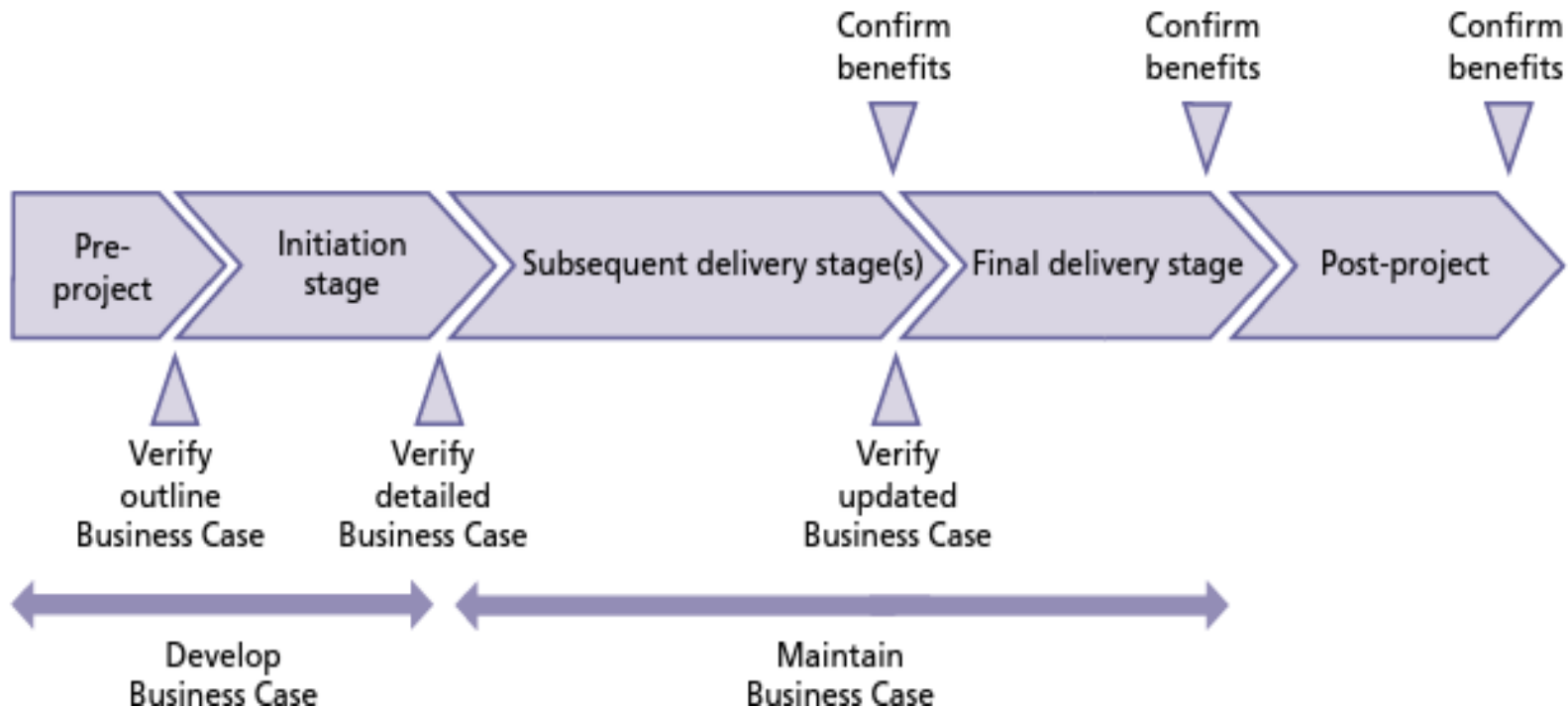
Not-for-profit project

Evolving project

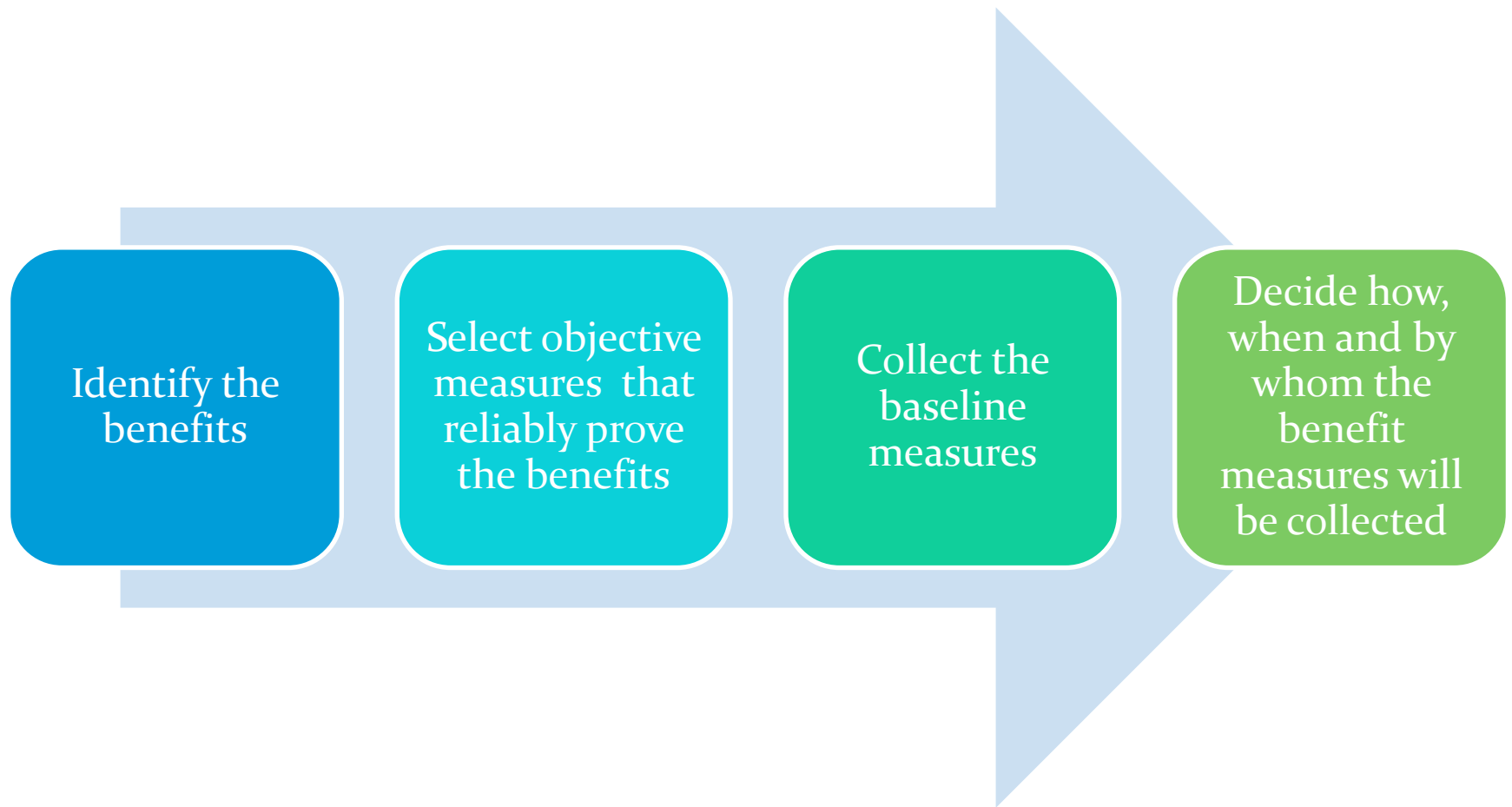
Customer/supplier project

Multi-organization project

4.3. Developing the Business Case



4.4. Confirming the benefits



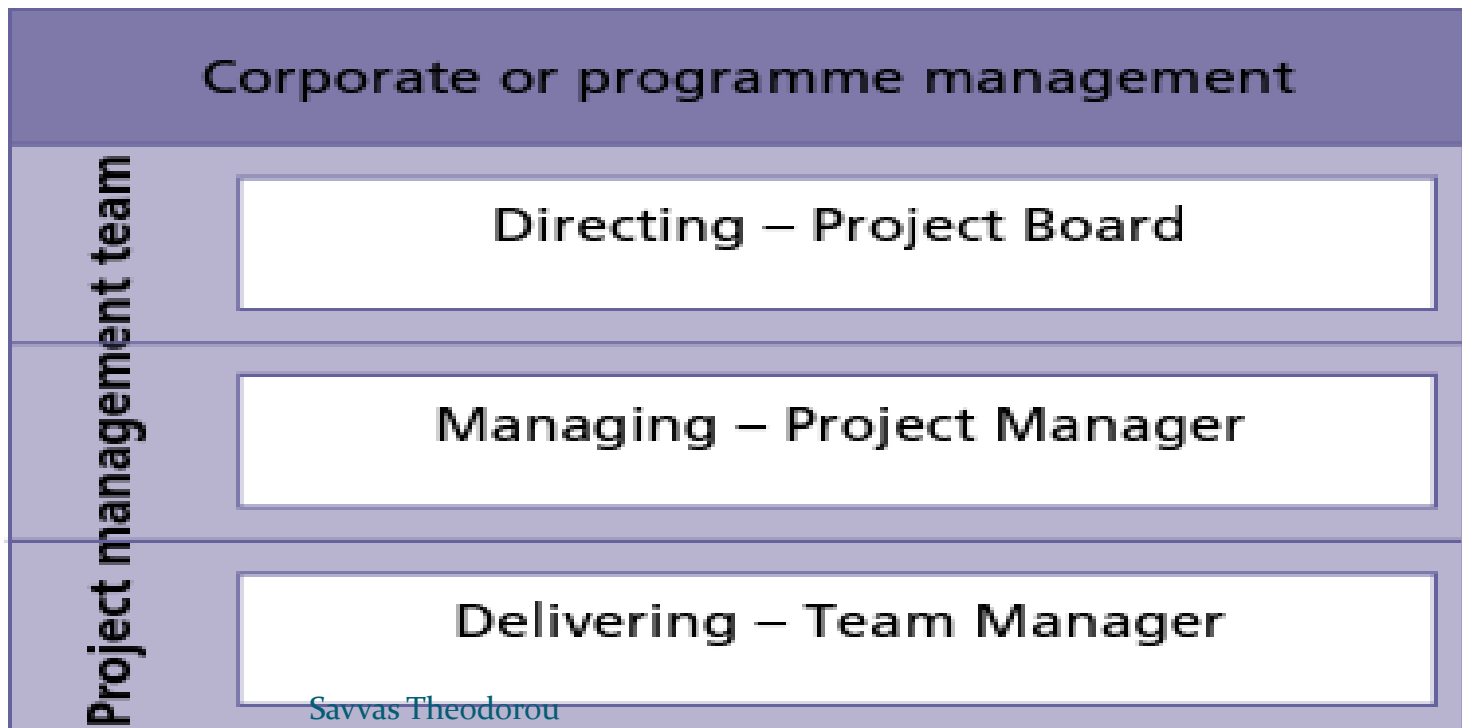
4.5. Contents of a Business Case

- Executive summary
- Reasons
- Business options
- Expected benefits
- Expected dis-benefits
- Timescale
- Costs
- Investment appraisal
- Major risks

5. Organization Theme

- Its purpose is to define and establish the project's structure of accountability and responsibilities (the who?)
- Based on customer/supplier environment
- It should define:
 - The project
 - Corporate organisation
 - Program
 - Roles and jobs
 - The three project interest
 - Business
 - User
 - Supplier

5.1. Levels of organization

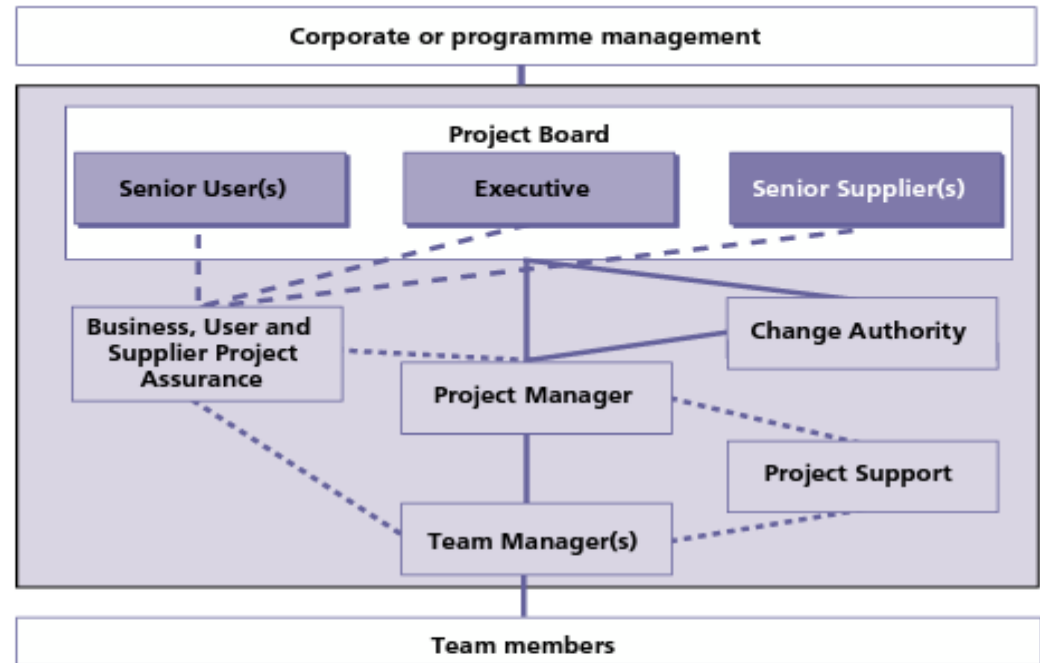


5.2. The project management team

Designed to manage project to its successful conclusion

The Executive represents the business viewpoint

The Senior User represents the user viewpoint

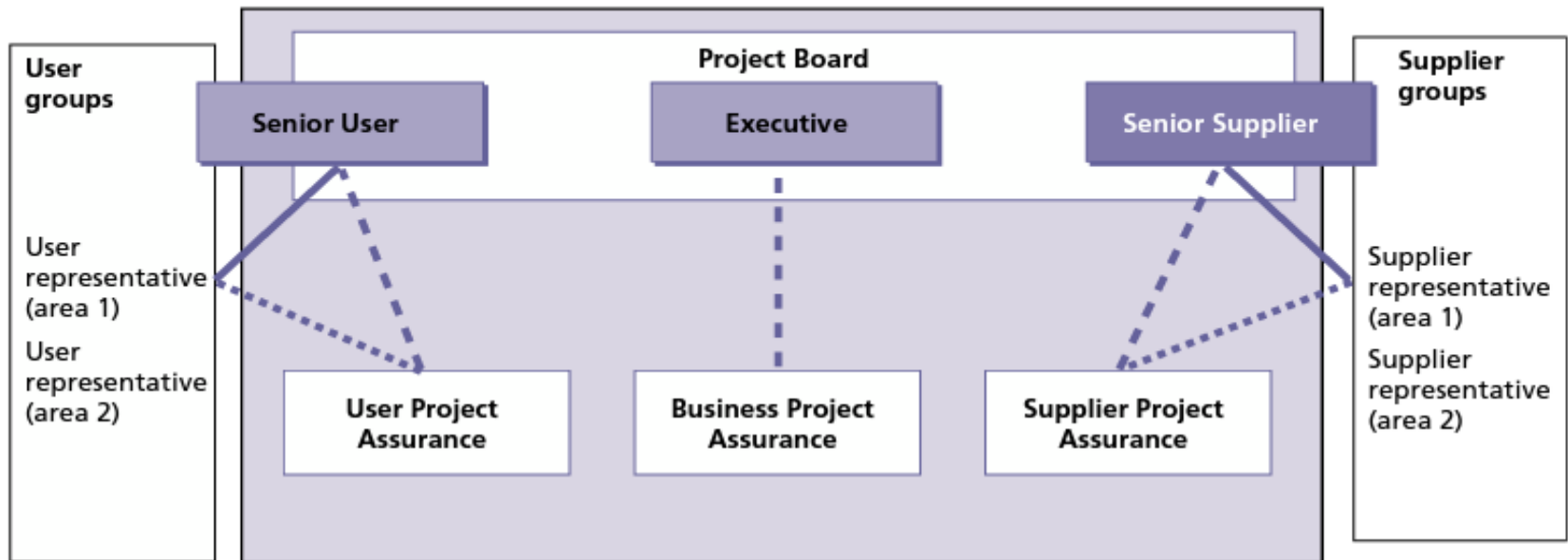


- Within the project management team
- From the customer
- From the supplier
- Lines of authority
- Project Assurance responsibility
- Lines of support/advice

5.3. Project Board

- Includes the Executive, Senior Users and Senior Suppliers
- Four key characteristics
 - Authority
 - Creditability
 - Ability to delegate
 - availability

5.4. Reporting structure



- Within the project management team
- From the customer
- From the supplier
- Solid line: Lines of authority
- Dashed line: Project Assurance responsibility
- Dotted line: Lines of support/advice

5.5. Working with the project team and stakeholders

- Project team
 - Balancing the project, team and individual
 - Training needs for the project teams
 - Part time teams
- Stakeholders
 - Types of stakeholders
 - Stakeholder engagement
 - The communication management team

6. Quality

The quality theme defines and implements the means by which the project will create and verify products that are fit for purpose

Meet business expectations

Enable the desired benefits to be achieved subsequently

6.1. Quality define

Quality

Scope

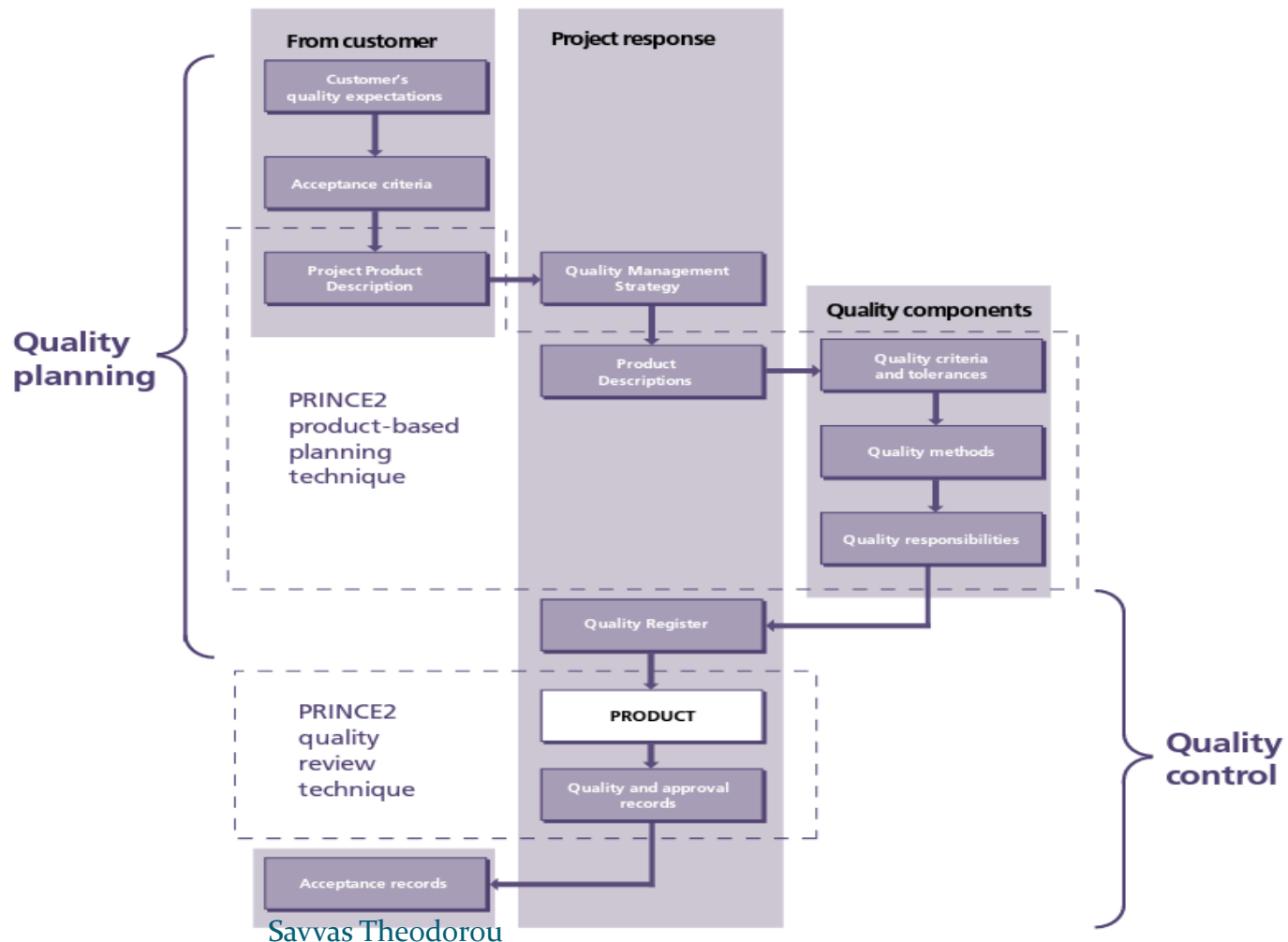
Quality management and quality management systems

Quality planning

Quality control

Quality assurance

6.2. Approach to quality



6.3. Quality planning

Aims to provide a secure basis for:

- Project board agreement
- Communicating
- Control

It comprises of:

- Understanding the customer's quality expectations
- Defining the project's acceptance criteria
- Documenting the customer's quality expectations and project's acceptance criteria
- Formulating a Quality Management Strategy
- Writing clear Product Descriptions
- Setting up the quality Register

6.3.1. Customer's quality expectations

- It covers:
 - Key quality requirements for the project product
 - Standards and processes that will need to be applied so as to achieve the specific quality requirements
 - Any measurements that may be useful to assess whether the project product meets the quality requirements
 - Where possible these expectations will be used as inputs to define quality tolerances

6.3.2. Project's acceptance criteria

They form a prioritized list of measurable definitions of the attributes required

When all acceptance criteria have been met, the project's obligations are fulfilled

They can only be change with the approval of the Project Board

Important to identify acceptance methods

6.3.3. Project Product Description

- The approved Project Product Description is included as a component of the Project Brief
- Is a special form of Product Description
- It includes:
 - The overall purpose of the product
 - Its composition
 - The customer's quality expectations
 - Acceptance criteria, method and responsibilities
 - Project-level quality tolerances

6.3.4. Quality Management Strategy

Is prepared during the Initiating a Project process

Is approved by the Project Board

It describes how the quality management systems will be applied

Provides the means by which the levels of formality will be applied

6.3.5. Product descriptions

Quality criteria

- Should include the quality specifications the the product must meet

Quality tolerances

- Can be specified by defining an acceptable range of values

Quality methods

- Is used to specify the quality activities to be implemented

Quality responsibilities

- The producer group – responsible for developing a product
- The reviewer group – assess whether a product meets its requirement as defined in its Product Description
- The approver group – identified as qualified and authorized to approve a product being complete and fit for purpose

6.3.6. The Quality Register

A diary of the quality events planned and undertaken

Created during the Initiation Process

Is updated as project progresses

The information included may vary considerably according to the quality metrics to be used

Quality Activity ID	Product ID	Product	Quality Method	Producer	Reviewer(s)	Approver(s)	Target Review Date	Actual Review Date	Target Approval Date	Actual Approval Date	Result
1	121	Test Plan	Inspection	Ali	Paulo	John, Rita	14-Feb	21-Feb	21-Feb	28-Feb	Pass
2	124	Water Pump	Performance Test	Paulo	Ali, Bob	John	20-Mar	20-Mar	27-Mar	NA	Fail
3	124	Water Pump	Maintenance Test	Paulo	Ali, Amir	Rita	21-Mar	21-Mar	27-Mar	27-Mar	Pass
.
.
9	124	Water Pump	Performance Test	Paulo	Ali, Bob	John	14-Jun		21-Jun		

6.4. Quality Controls

- Quality control is achieved by implementing, monitoring and recording the quality methods and responsibilities defined in the Quality Management Strategy and Product Descriptions
- It comprises of:
 - Quality methods
 - Gaining acceptance
 - Maintaining quality and approval records

6.4.1. Quality methods

- Two types of quality methods
 - In-process methods
 - Quality can be built into the products as they are developed
 - Appraisal methods
 - Finished products are assessed for completeness and fitness for purpose

6.4.2. Quality records

- Evidence to demonstrate that the planned quality activities have been carried out
- Record entries in the Quality Register
- Assurance that:
 - Products are really complete
 - Products have met their associate quality criteria
 - The agreed processes have been observed
 - Approval authorities and key product stakeholders are satisfied
 - Planned audits have been conducted and reported

6.4.3. Approval records

A good practice to obtain a record that the product has been approved

The format or composition of the approval records is not specified.

These records depend on the level of formality required and the relationship of customer supplier

7. Plans

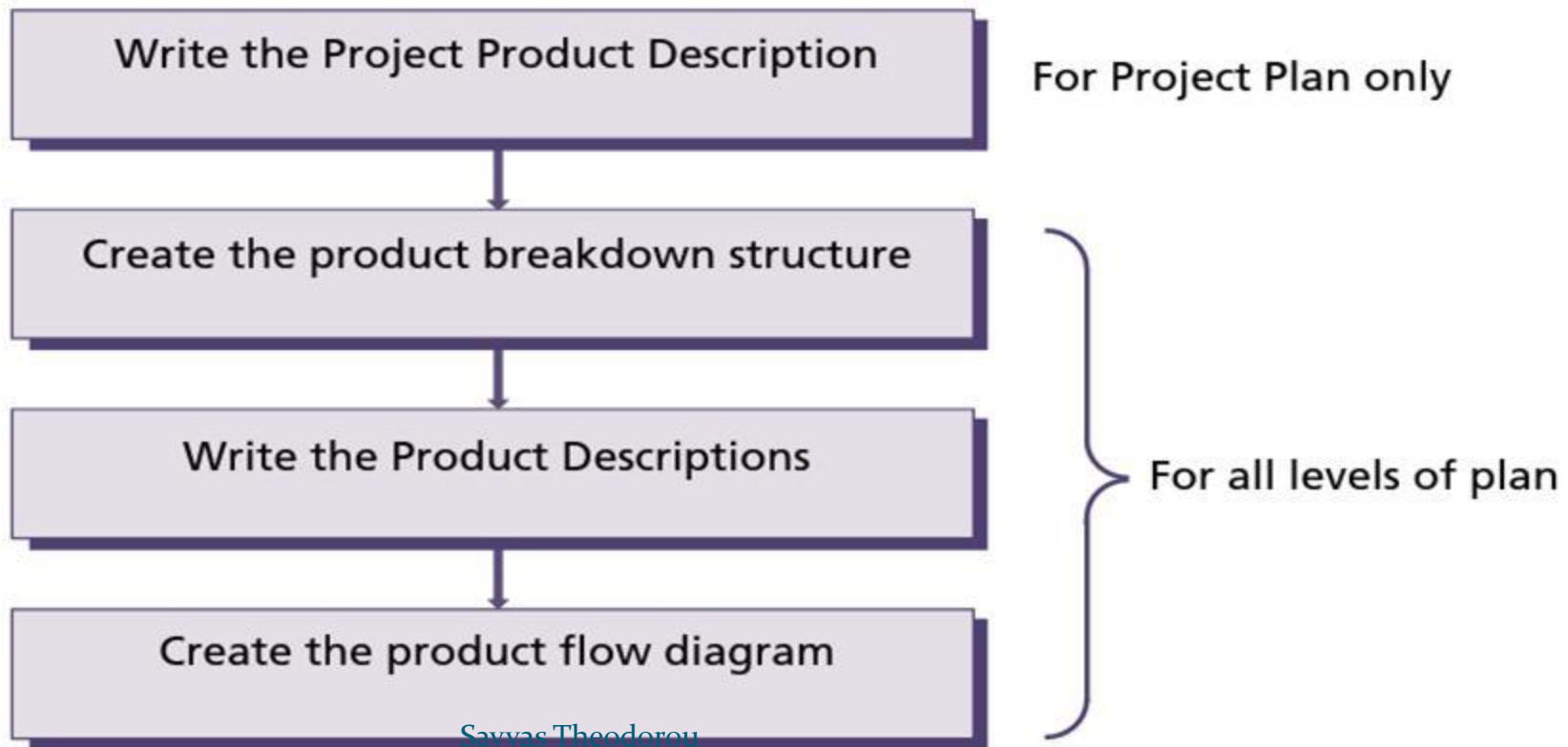
- The Plans theme facilitates communication and control
- Provides crucial information such as:
 - What is required
 - How it will be achieved and by whom
 - When events will happen
 - Whether the targets are achievable

7.1. Plans defined

- Is a document describing how, when and by whom a specific target or a set of targets is to be achieved
- Planning is the act or process of making and maintaining a plan
- The project plan provides a statement of how and when a projects time, cost, scope and quality performance targets are to be achieved
- The stage plan is similar to the project plan in content, but each element is broken down to the level of detail required for day-to-day control by the project manager
- The team plan is produced by the Team Manager and is optional. Is determined by the size and complexity of the project and the number of resources involved
- The exception plan is prepared to show the actions required to recover from the effect of a tolerance deviation

7.2. Approach to plans

- PRINCE2 uses a product-based planning
- Each step in the planning procedure may need to be revised on completion of later steps



7.3. Identify activities and dependencies

Activities

- Identifying products may be sufficient for scheduling and control purposes
- Ways to identify activities include making a separate list of activities and creating a work breakdown structure

Dependencies

- These are between project activities
- May include provisions of a purchase order by the user
- A decision from program management

7.4. Prepare estimates

Is a decision about how much time and resource are required to carry out a piece of work to acceptable standards of performance

Identify the type of resource required

Estimate the effort required for each activity by resource type.

7.5. Prepare the schedule

- A plan can only show the ultimate feasibility of achieving its objectives
- Many different approaches to scheduling
- The steps are:
 - Define activity sequence
 - Assess resource availability
 - Assign resources
 - Level resource usage
 - Agree control points
 - Define milestones
 - Calculate total resource requirements and costs
 - Present the schedule

7.6. Analyze the risks and document the plan

All planning information should be examined for its potential risk content

All identified risks should be entered into the Risk Register

When documenting the plans is a good practice to keep them as simple as possible

8. Risk

Risk taking in projects is inevitable

Management of risks should be systematic and not based on chance

The project should maintain a cost effective risk management procedure

Management of risk is a continual activity

Effective risk management is a prerequisite of the continued business justification principle

8.1. What is risk?

Is an uncertain event or set of events

It consists of a combination of the probability of a perceived threat or opportunity occurring

Threat is used to describe an uncertain event with a negative impact

Opportunity is used to describe an uncertain event with a favorable impact

8.2. What is risk management

- It refers to the systematic application of procedures to the tasks of identifying and assessing risk
- For risk management to be effective risks need to be:
 - Identified
 - Assessed
 - Controlled

8.3. Approach to risk

- Within a project context the following principles should be taken into account:
 - Understand the project's context
 - Involve stakeholders
 - Established clear project objectives
 - Develop the project risk management approach
 - Report risks regularly
 - Establish a support structure and a supportive culture for risk management
 - Monitor for early warning indicators
 - Establish a review cycle and look for continual improvement

8.3.1. Risk management in projects

An organization's risk management policy should communicate how risk management will be implemented

Process guide should describe the series of steps and their respective associate activities necessary to implement risk management

8.3.2. Risk management strategy

Describes how risk management will be embedded in the project management activities

Project's boards attitude towards risk taking

Information is captured in the risk tolerance report

Exception Report is drafted when risk tolerances are exceeded

8.3.3. Risk Register

- Includes details such as:
 - Who raised the risk
 - When was it raised
 - The category of risk
 - The description of the risk
 - Probability, impact and expected value
 - Proximity
 - Risk response category
 - Risk response actions
 - Risk status
 - Risk owner

8.3.4. Risk management procedures

- Five steps:
 - **Identify**
 - **Assess**
 - **Plan**
 - **Implement**
 - **Communicate**

8.3.4. Risk budget

Is included within the project budget

Each risk must be fully analyzed for the impact cost

Risk budget should not be considered as another sum of money that the project manager can spend

It is a good practice to make a provision for unknown risks

9. Change

- Change is inevitable during the life of a project
- Issue and change control is a continual activity
- Establishment of an appropriate management system which records baseline for the project's products and ensures that the correct versions are delivered to the customer is needed.
- The aim of issue and change control procedures is not to prevent changes

9.1. Change defined

Issue and change control

Configuration management

Issues

Types of issue

9.2. Approach to change

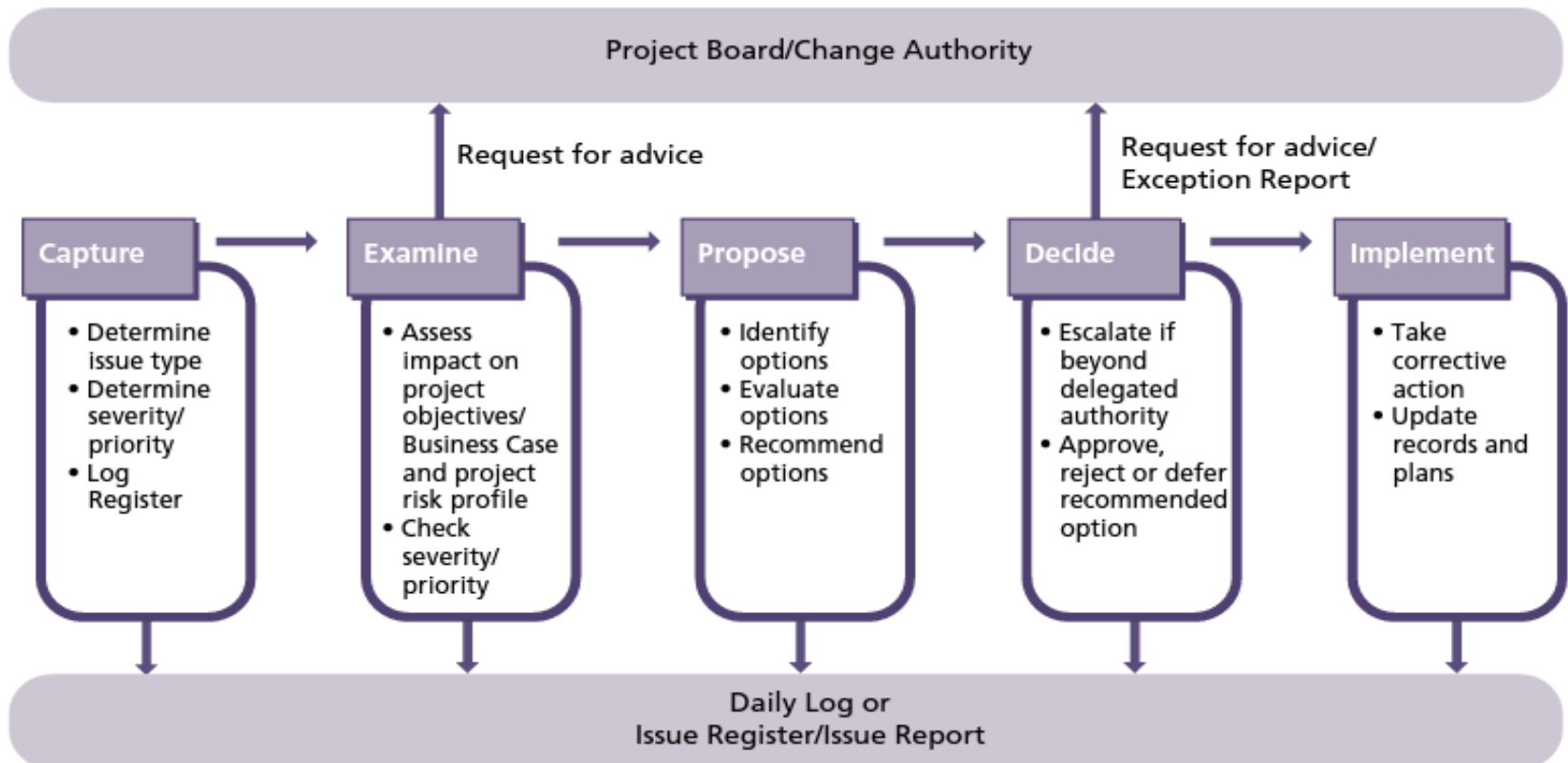
- Establish controls consists of the following steps:
 - Configuration management
 - Configuration item records
 - Product status accounts
 - Daily log
 - Issue register
 - Issue reports

9.3. Configuration management procedure

- Typically comprise five core activities:
 - Planning – Deciding what level of configuration management will be required
 - Identification – Specifying and defining all components of the project's products
 - Control – Ability to make changes and to approve products
 - Status accounting – The reporting of all current and historical data concerning each product
 - Verification and audit – A series of reviews and configuration audits to compare the actual status of all products

9.4. Issue and change control procedure

Common approach to deal with request for change



10. Progress

- The progress theme provides mechanism for all management levels
- Progress can be monitored at WP, stage and project level
- Progress controls are achieved by:
 - Monitoring progress
 - Comparing level of achievement with plan
 - Review plans and options against future situations
 - Detect problems and identify risks
 - Initiate corrective action
 - Authorize further work

10.1. Exceptions and tolerances

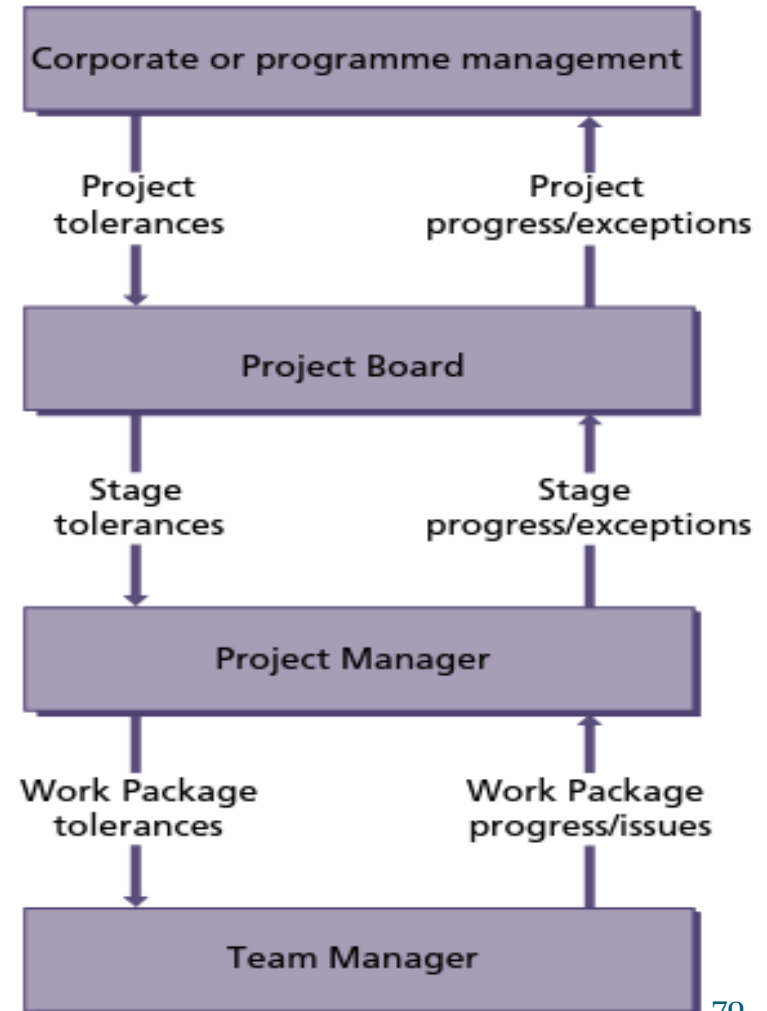
Tolerance areas	Project level tolerances	Stage level tolerances	Work Package level tolerances	Product level tolerances
Time +/- amounts of time on target completion dates	Project Plan	Stage Plan	Work Package	NA
Cost +/- amounts of planned budget	Project Plan	Stage Plan	Work Package	NA
Scope Permitted variation of the scope of a project solution, e.g. MoSCoW prioritization of requirements (Must have, Should have, Could have, Won't have for now).	Project Plan (note 1)	Stage Plan (note 1)	Work Package (note 1)	NA
Risk Limit on the aggregated value of threats (e.g. expected monetary value to remain less than 10% of the plan's budget); and Limit on any individual threat (e.g. any threat to operational service)	Risk Management Strategy	Stage Plan (note 2)	Work Package (note 2)	NA
Quality Defining quality targets in terms of ranges, e.g. a product that weighs 300g +/- 10g	Project Product Description	NA (note 3)	NA (note 3)	Product Description
Benefits Defining target benefits in terms of ranges, e.g. to achieve minimum cost savings of 5% per branch, with an average of 7% across all branches	Business Case	NA	NA	NA

10.2. Approach to progress

- Progress control is achieved through the following steps:
 - Delectating authority from one level of management to the level below it
 - Dividing the project into management stages and authorizing the project one stage at a time
 - Time driven and event driven progress reporting and reviews
 - Raising exceptions

10.3. Delegating authority

- The four levels of management
 - Corporate or program management
 - The Project Board
 - The Project Manager
 - The Team Manager



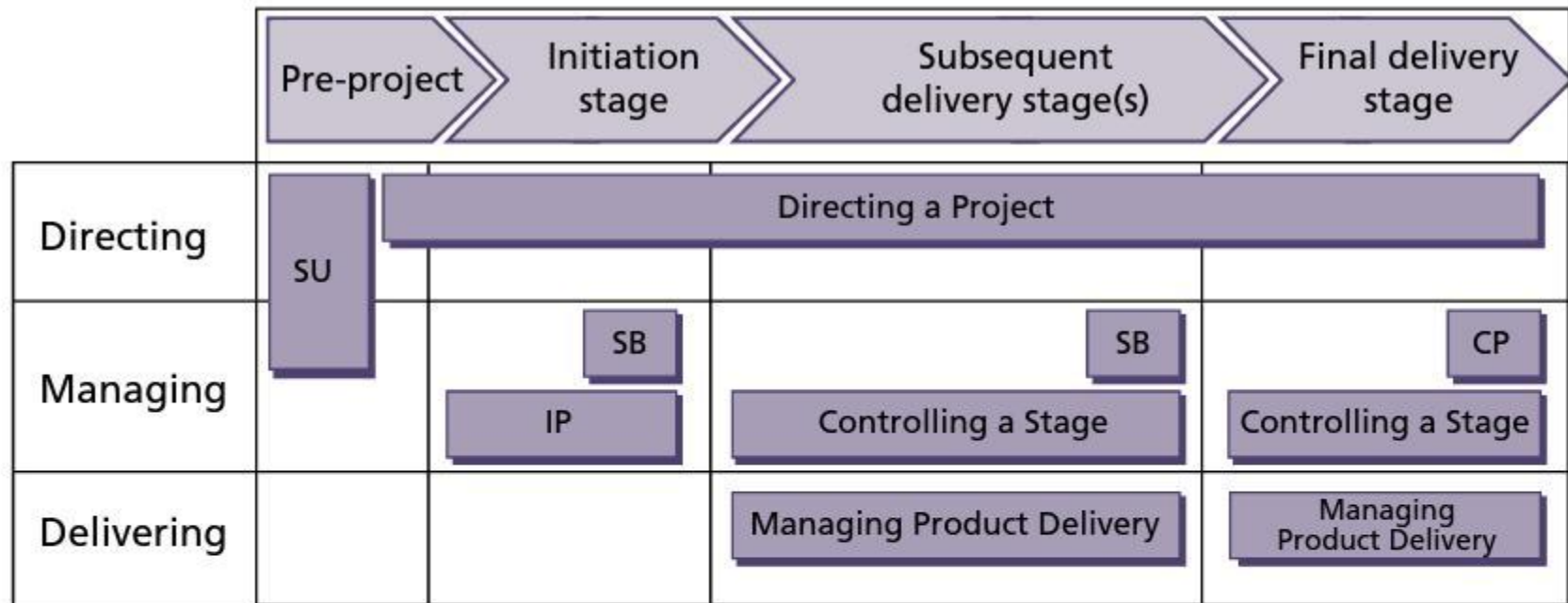
10.4. Event- driven and time-driven controls

- PRINCE2 provides two types of progress control:
 - Event driven controls take place when a specific event occurs
 - Time driven controls take place at predefined periodic intervals

10.5. Raising exceptions

- Work-Package level exception is when the WP tolerances that are agreed with the Team Manager are exceeded. If a WP is to exceed its tolerances, the Team Manager should inform the Project Manager by raising an issue
- Stage level exceptions are controlled by the Project manager. If they are exceeded an Exception plan is drafted to replace the plan that was forecasted to exceed tolerances
- Project level exception are addressed by the corporate or program management

11. Introduction to processes



Key
 SU = Starting up a Project
 IP = Initiating a Project
 SB = Managing a Stage Boundary
 CP = Closing a Project

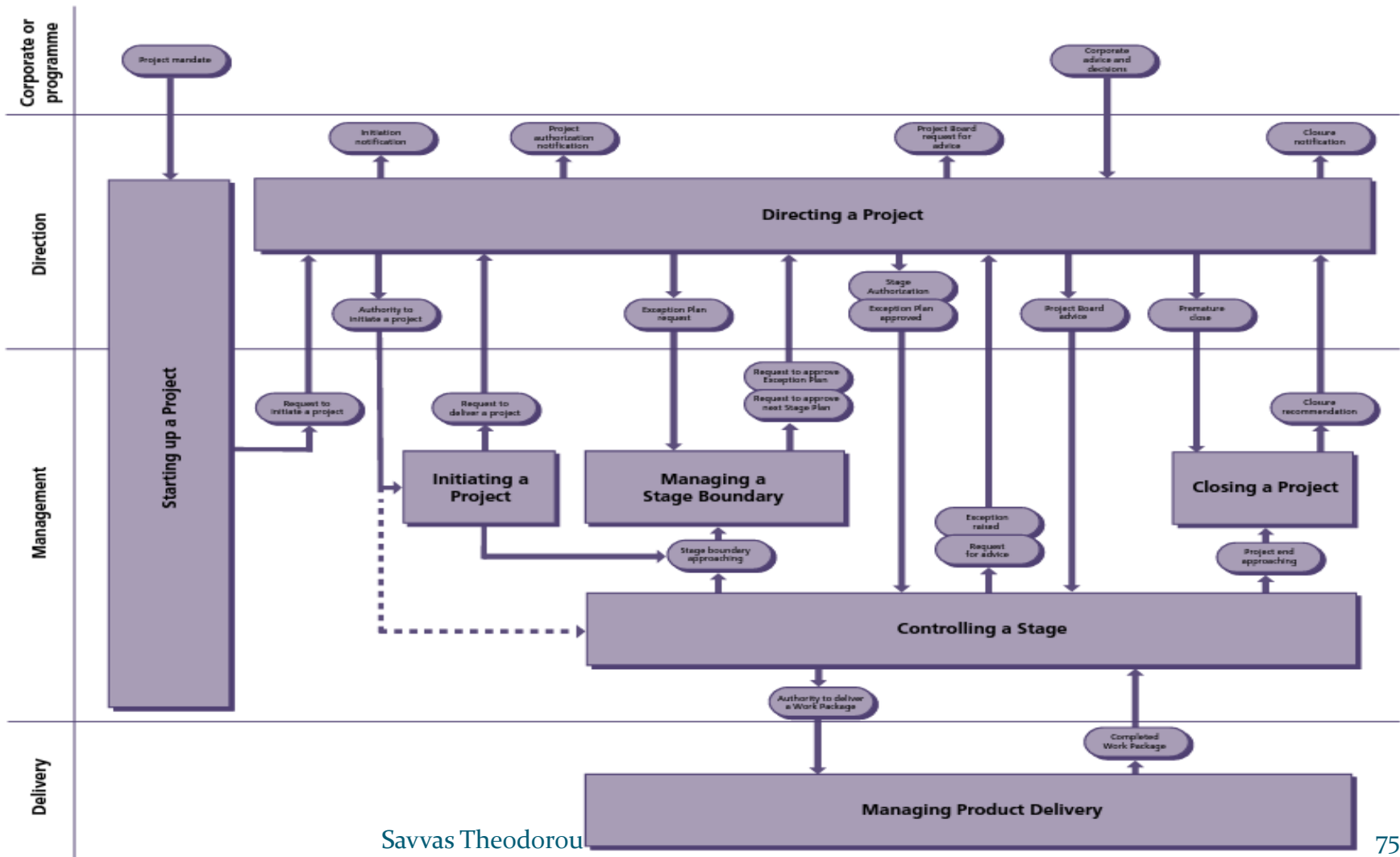
Note

- Starting up a Project is used by both the directing and managing levels.
- There should be at least two management stages, the first of which is the initiation stage.
- Managing a Stage Boundary is first used at the end of the initiation stage and repeated at the end of each subsequent stage except the final stage. It is also used to prepare Exception Plans, which can be done at any time including in the final stage.
- For complex or lengthy initiations, Controlling a Stage and Managing Product Delivery can optionally be used to manage the initiation stage.







11.1. PRINCE2 journey

- There are four main stages:
 - Pre-project – aims in verifying if a project is worthwhile and viable
 - Initiation stage – project is planned in detail. Production Initiation Document is drafted and is reviewed by the Project Board.
 - Subsequent delivery stages - the Project Board delegates day-to-day control to the Project Manager
 - Final delivery stage – The closure activities include planning post-project benefits reviews to take place for those benefits that can only be assessed after the products have been used

11.2. Structure of the process chapters



11.3. Key to process

Symbol	Key
 <p>Starting up a Project</p>	<p>This is a PRINCE2 process.</p>
 <p>Authorize initiation</p>	<p>This is an activity. Each process comprises a number of activities.</p>
 <p>Exception Plan request</p>  <p>Corrective action</p>	<p>This is an event or decision that triggers another process or is used to notify corporate or programme management. The arrow shows which process is triggered by the event.</p> <p>Double triggers indicate where there are alternative triggers from one process to another (e.g. a request to approve the next Stage Plan or a request to approve an Exception Plan).</p> <p>Those with dotted lines are triggers internal to a process (e.g. corrective action is a trigger from one activity in the Controlling a Stage process to another).</p>
 <p>Business Case</p>  <p>Follow-on action recommendations</p>	<p>These are management products that are created or updated by a process's activities.</p> <p>Those with hard lines are defined management products with Product Description outlines in Appendix A.</p> <p>Those with dotted lines are components of a management product or are non-defined management products where PRINCE2 does not require specific composition or quality criteria.</p>

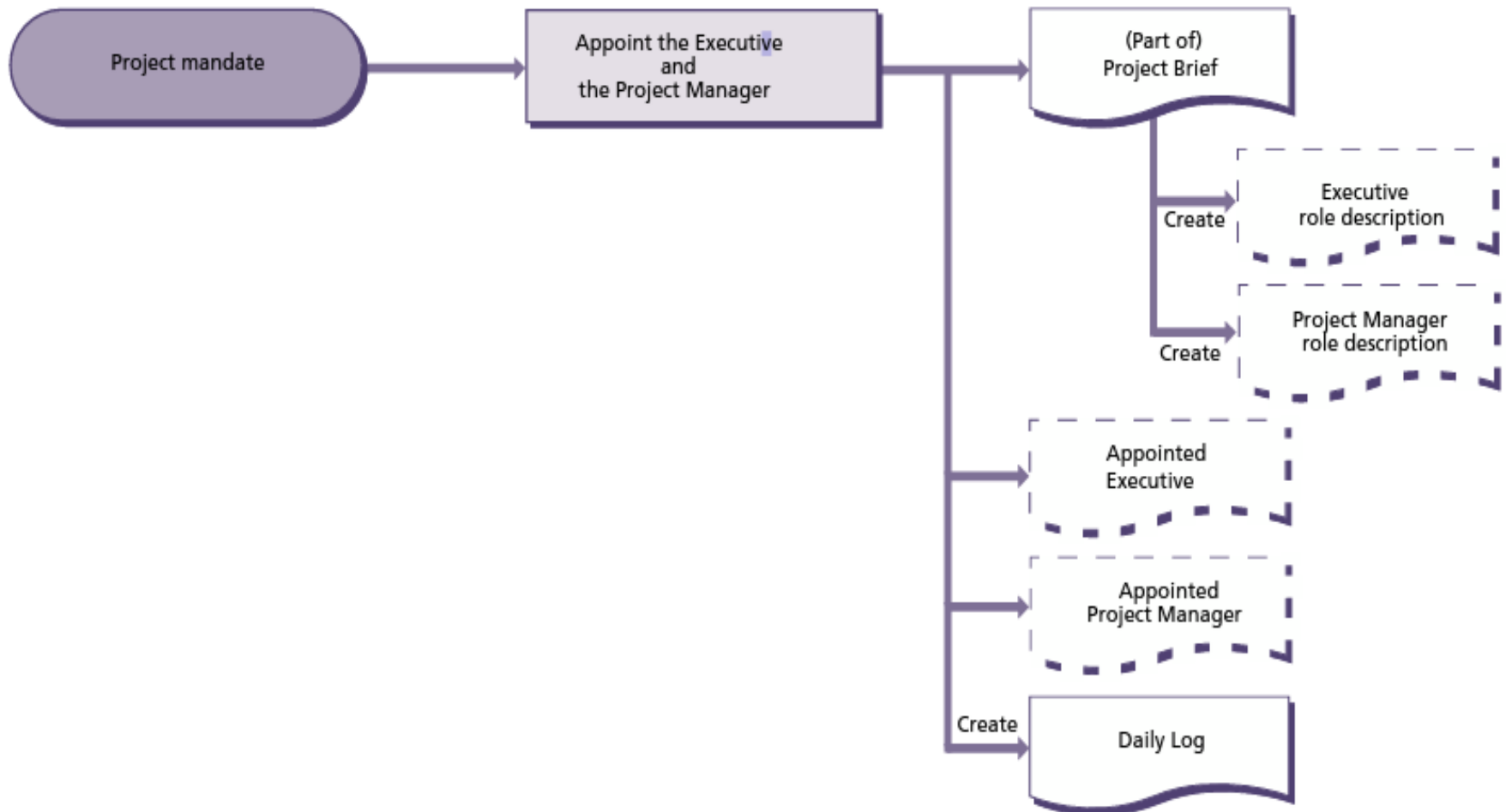
12. Starting up a Project

- The starting up a project ensures that:
 - There is a business justification
 - All the necessary authorities exist for initiating a project
 - Sufficient information is available to define and confirm the scope of the project
 - The various ways the project that can be delivered are evaluated
 - Individuals are appointed
 - The work required for project initiation is planned
 - Time is not wasted initiating a project based on unsound assumptions

12.1. Activities

- Project processes are likely to be shared between corporate or program management, Executive and the Project manager: The activities are:
 - Appoint the Executive and the Project Manager
 - Capture previous lessons
 - Design and appoint the project management team
 - Prepare the outline Business Case
 - Select the project approach and assemble the Project Brief
 - Plan the initiation stage

12.1. Activities (cont)



12.2. The Executive's and Project Manager's responsibilities

Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Project mandate	Provide	P								
Executive role description	Create	P								
Appointed Executive	Confirm	P								
Project Manager role description	Create	A	P							
Appointed Project Manager	Confirm	A	P							
Daily Log	Create					P				A7

12.3. Capture previous lessons - Responsibilities

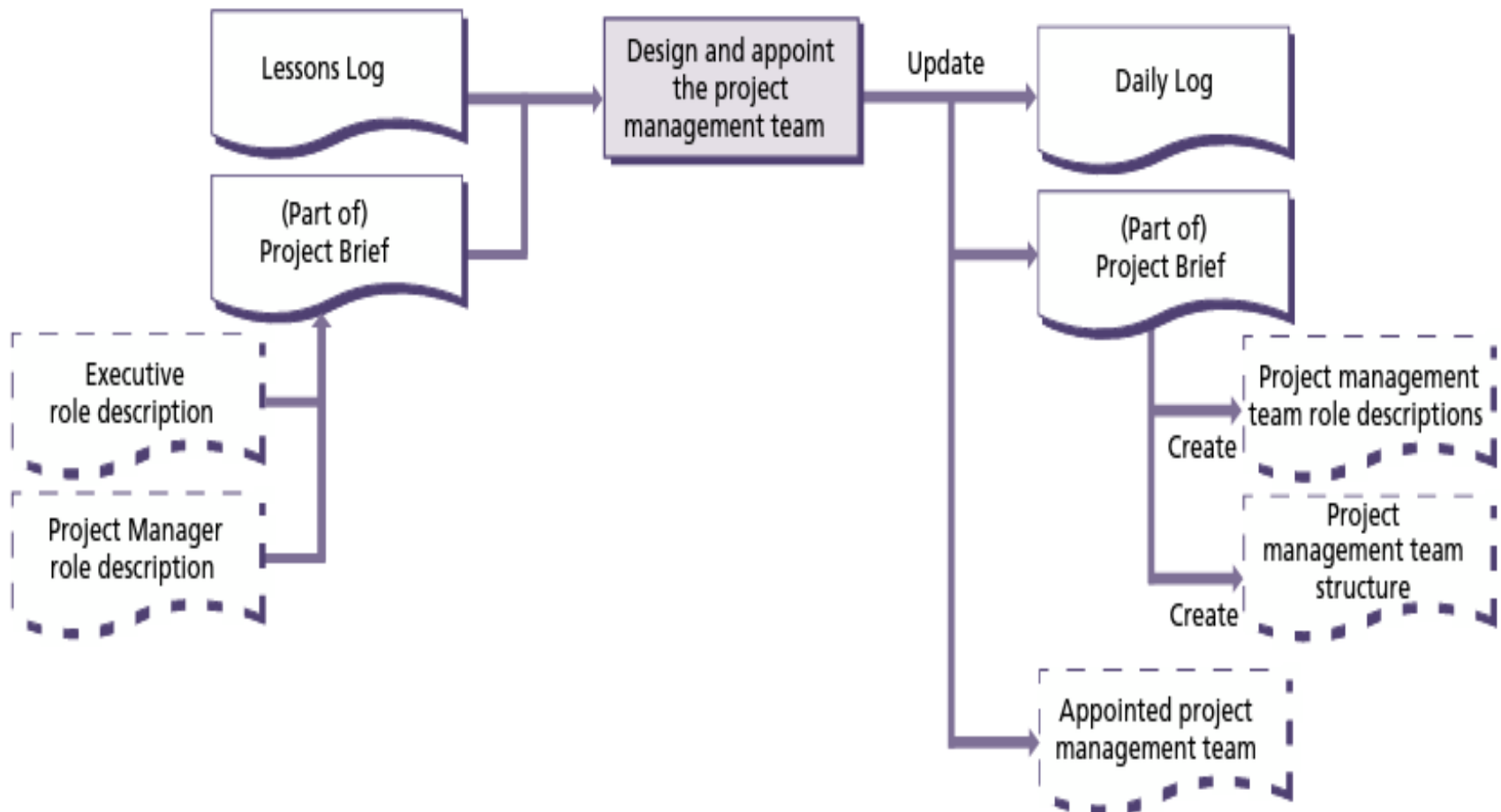
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Lessons Log	Create		R			P				A14

12.4.1. Design and appoint the project management team - Activity summary



12.4.2. Design and appoint the project management team - Responsibilities

Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Daily Log	Update					P				A7
Project management team role descriptions	Create		A			P				
Project management team structure	Create		A			P				
Appointed project management team	Confirm	A	P							

12.5.1. Prepare the outline Business Case - Responsibilities

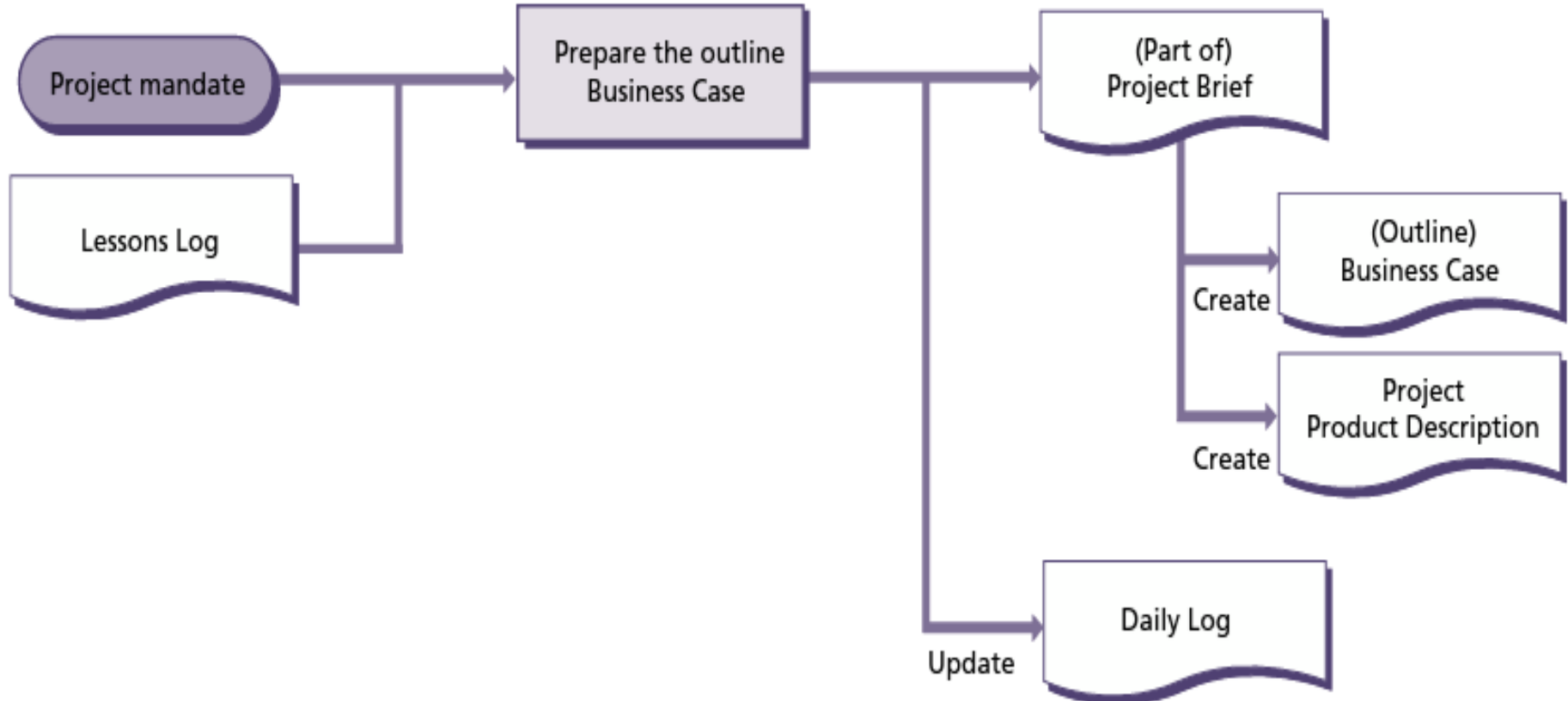
Producer – responsible for product’s production

Reviewer – ideally independent of production

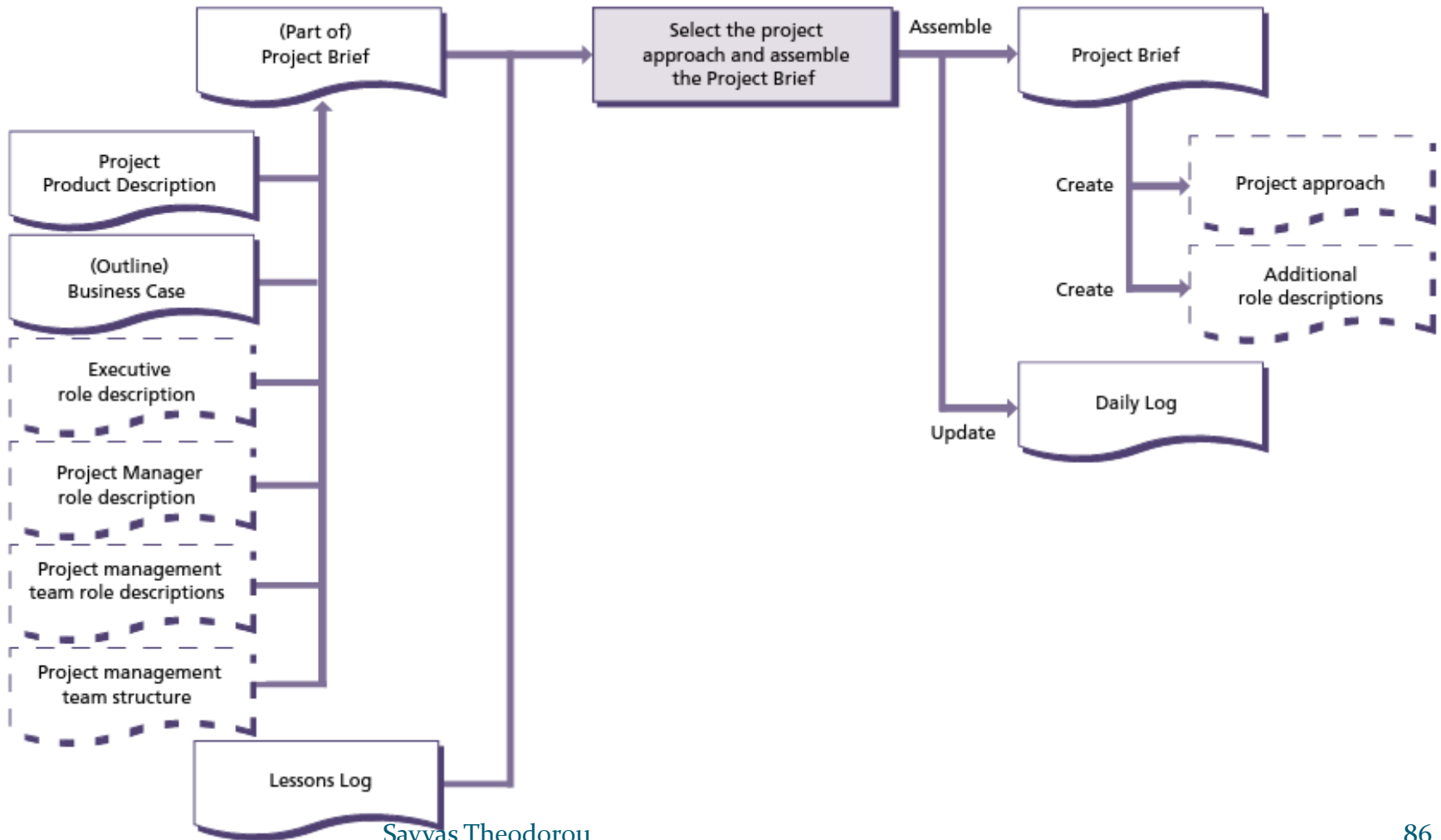
Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Outline Business Case	Create	A	P	R	R	R		R		A2
Project Product Description	Create		(A)	(A)	(A)	P		R		A21
Daily Log	Update					P				A7

12.5.2. Prepare the outline Business Case – Activity summary



12.6.1. Select the project approach and assemble the Project Brief – Activity summary



12.6.2. Select the project approach and assemble the Project Brief - Responsibilities

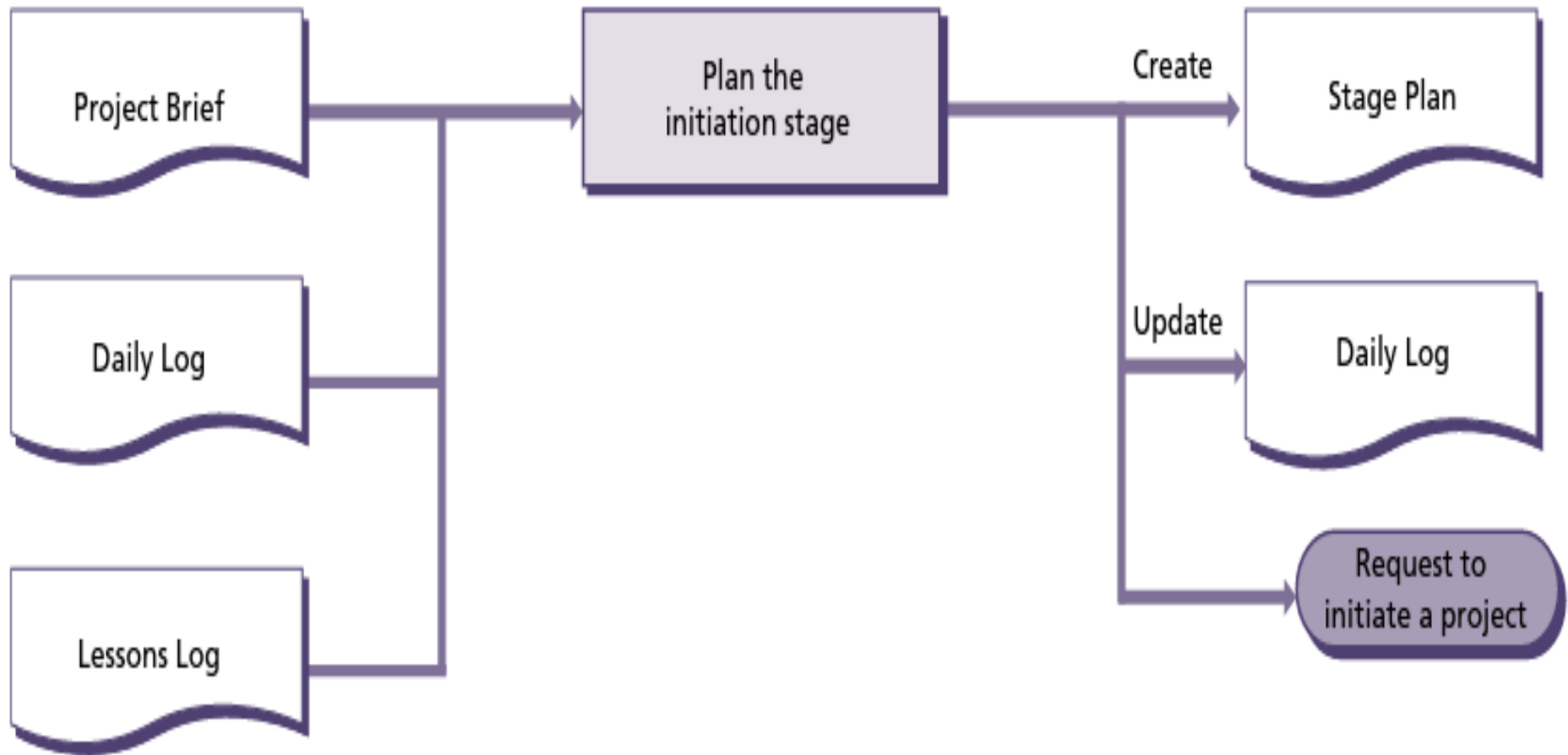
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Project approach	Create/select		(A)	(R)	(R)	P		R		
Additional role descriptions	Create		(A)	(R)	(R)	P		R		
Project Brief	Assemble		(A)	(R)	(R)	P		R		A19
Daily Log	Update					P				A7

12.7.1. Plan the initiation stage – Activity summary



12.7.2. Plan the initiation stage – Responsibilities

Producer – responsible for product's production

Reviewer – ideally independent of production

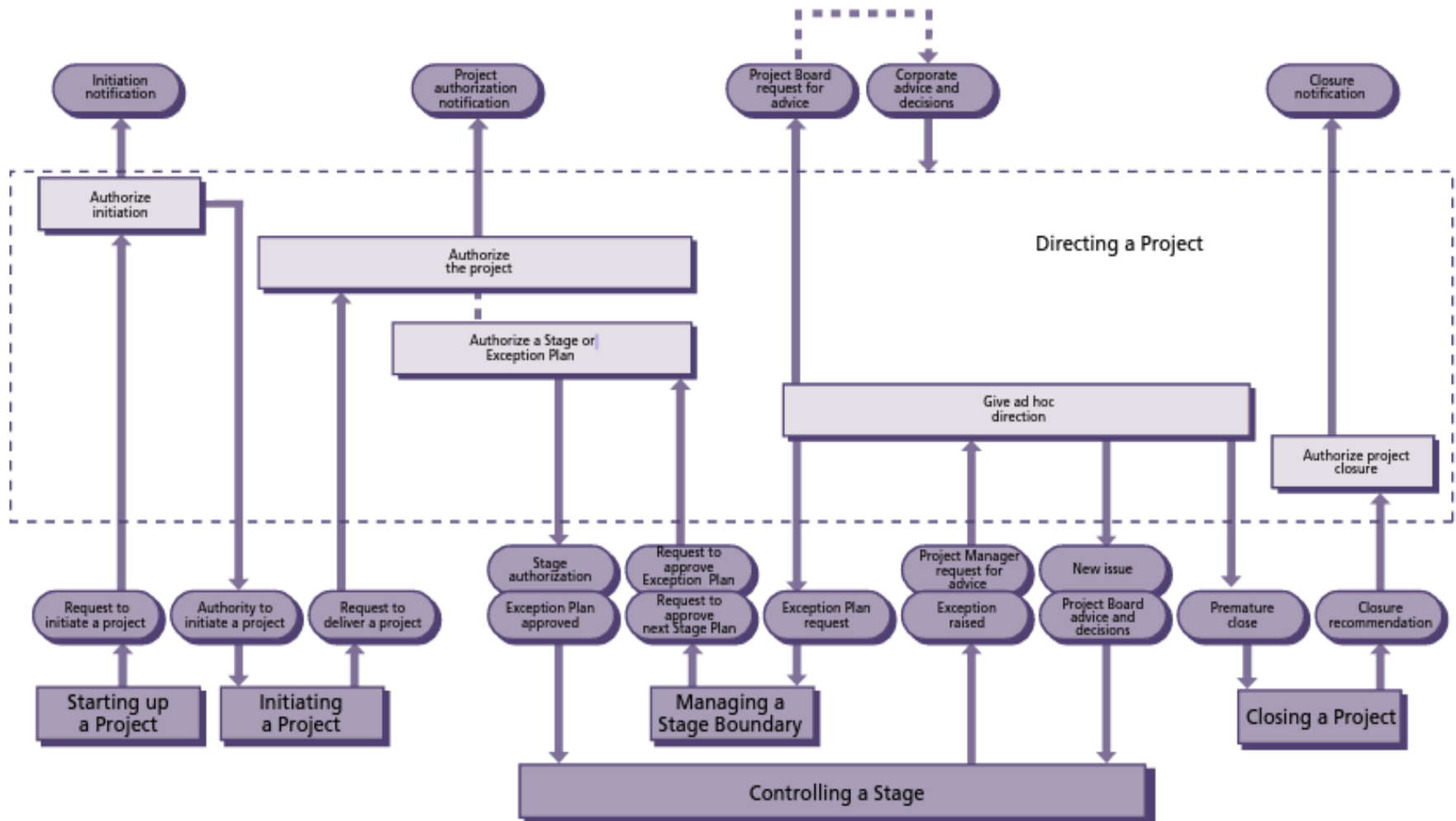
Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Stage Plan	Create		(A)	(A)	(A)	P		R		A16
Daily Log	Update					P				A7

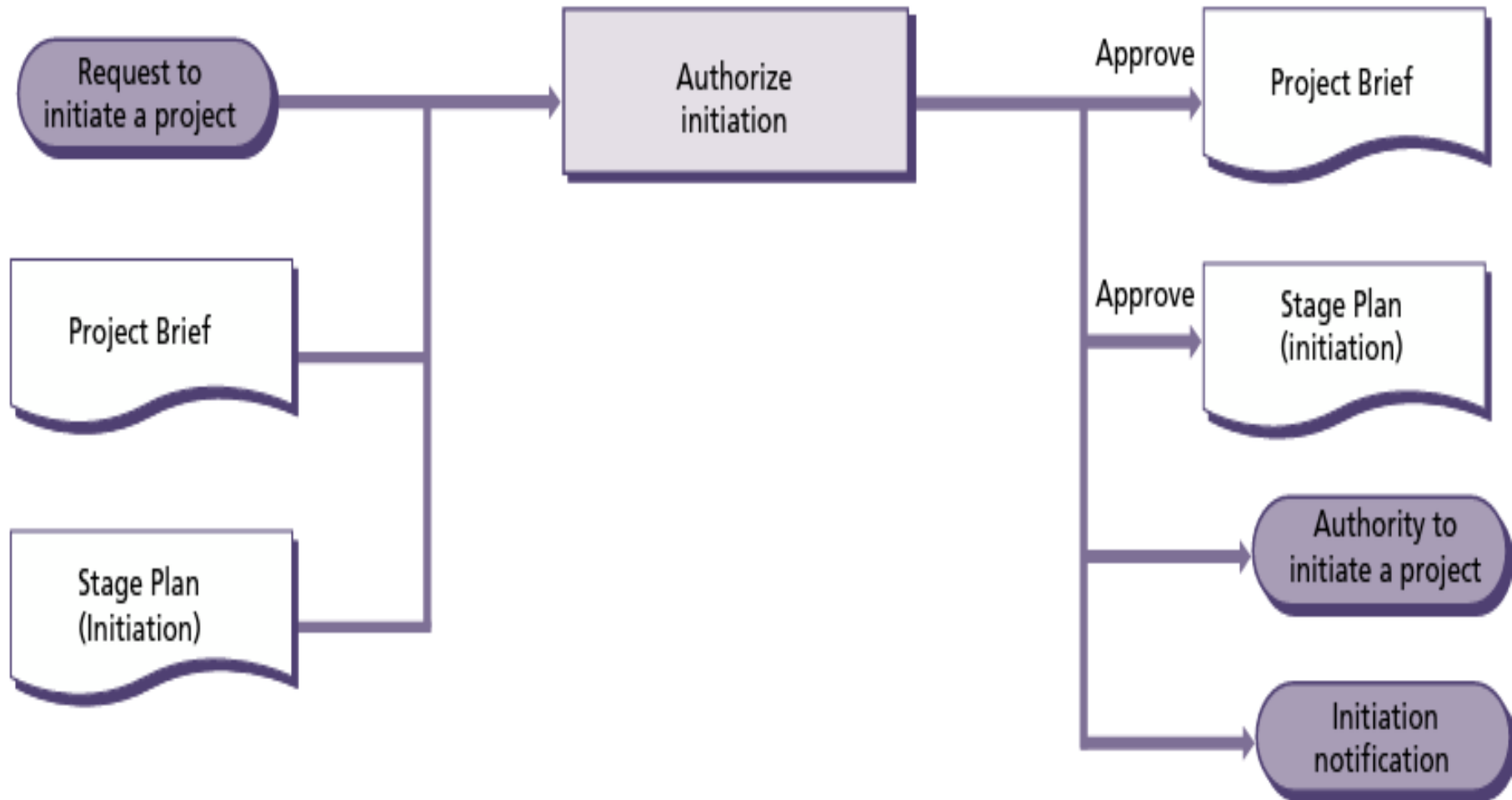
13. Directing a project

- The objective is to ensure that:
 - There is authority to initiate the project
 - There is authority to deliver the project's products
 - Management direction and control are provided throughout the project's life
 - Corporate or program management has an interface to the project
 - There is authority to close the project
 - Plans for realizing the post-project benefits are managed and reviewed

13.1. Overview of Directing a Project



13.2.1. Authorize initiation – Activity summary



13.2.2. Authorize initiation – Responsibilities

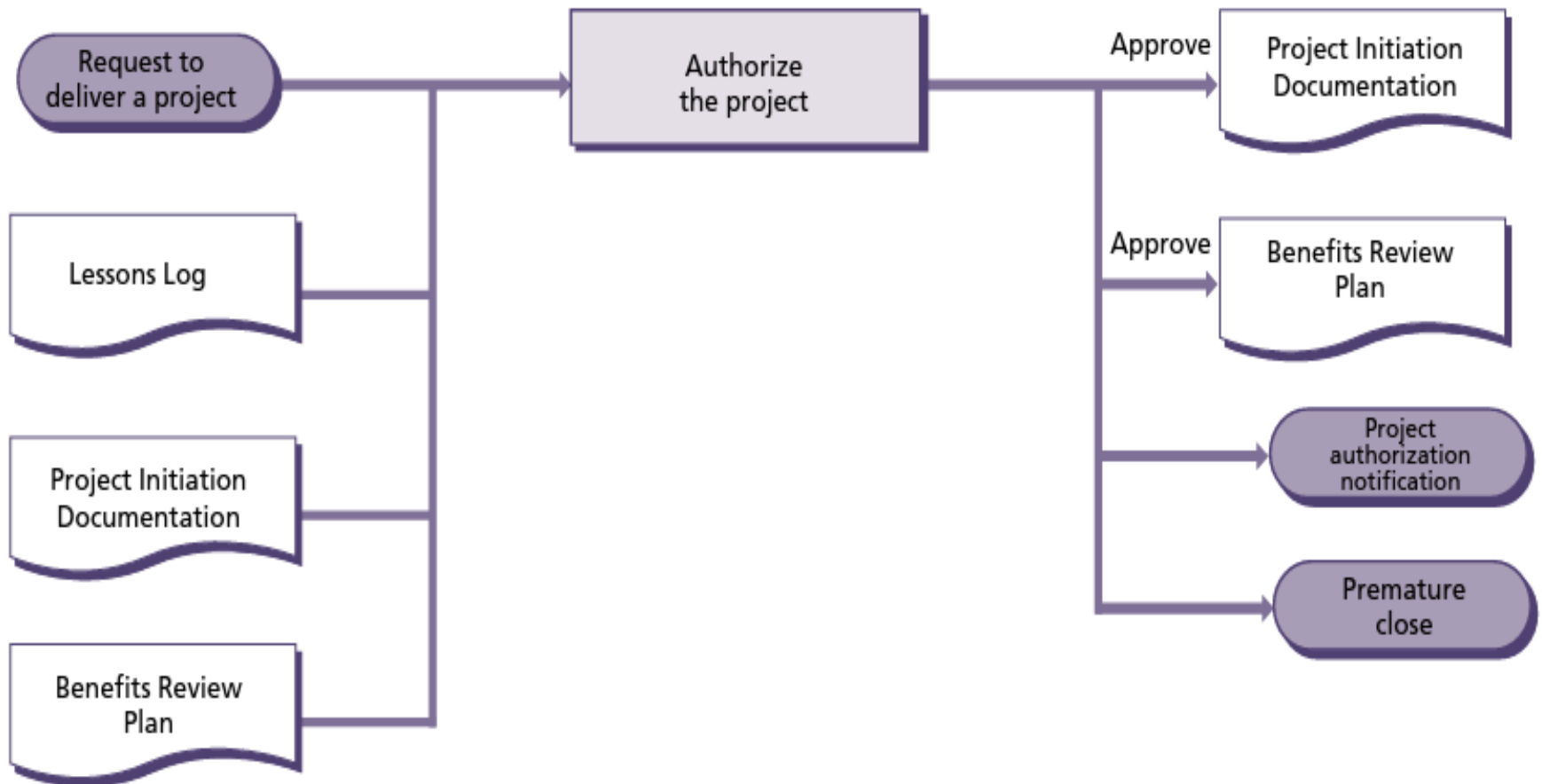
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Project Brief	Approve	(R)	A	A	A	(P)		R		A19
Initiation Stage Plan	Approve		A	A	A	(P)		R		A16

13.3.1. Authorize the project – Activity summary



13.3.2. Authorize the project – Responsibility

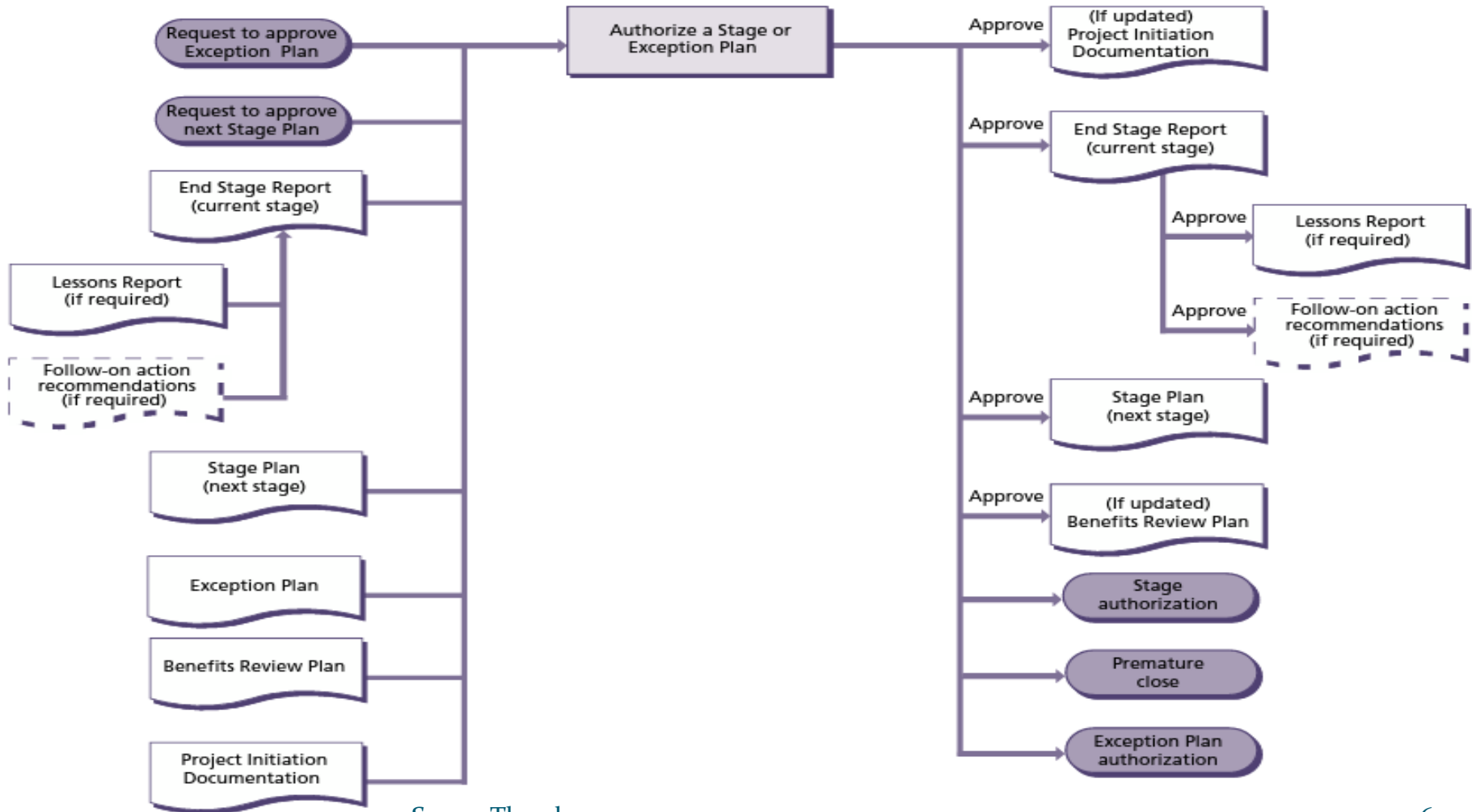
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Lessons Log	Review		R	R	R	(P)		R		A14
Project Initiation Documentation	Approve	R	A	A	A	(P)		R		A20
Benefits Review Plan	Approve	A	A	A	A	(P)		R		A1

13.4.1. Authorize a stage or exception plan – Activity summary



13.4.2. Authorize a stage or exception plan – Responsibility

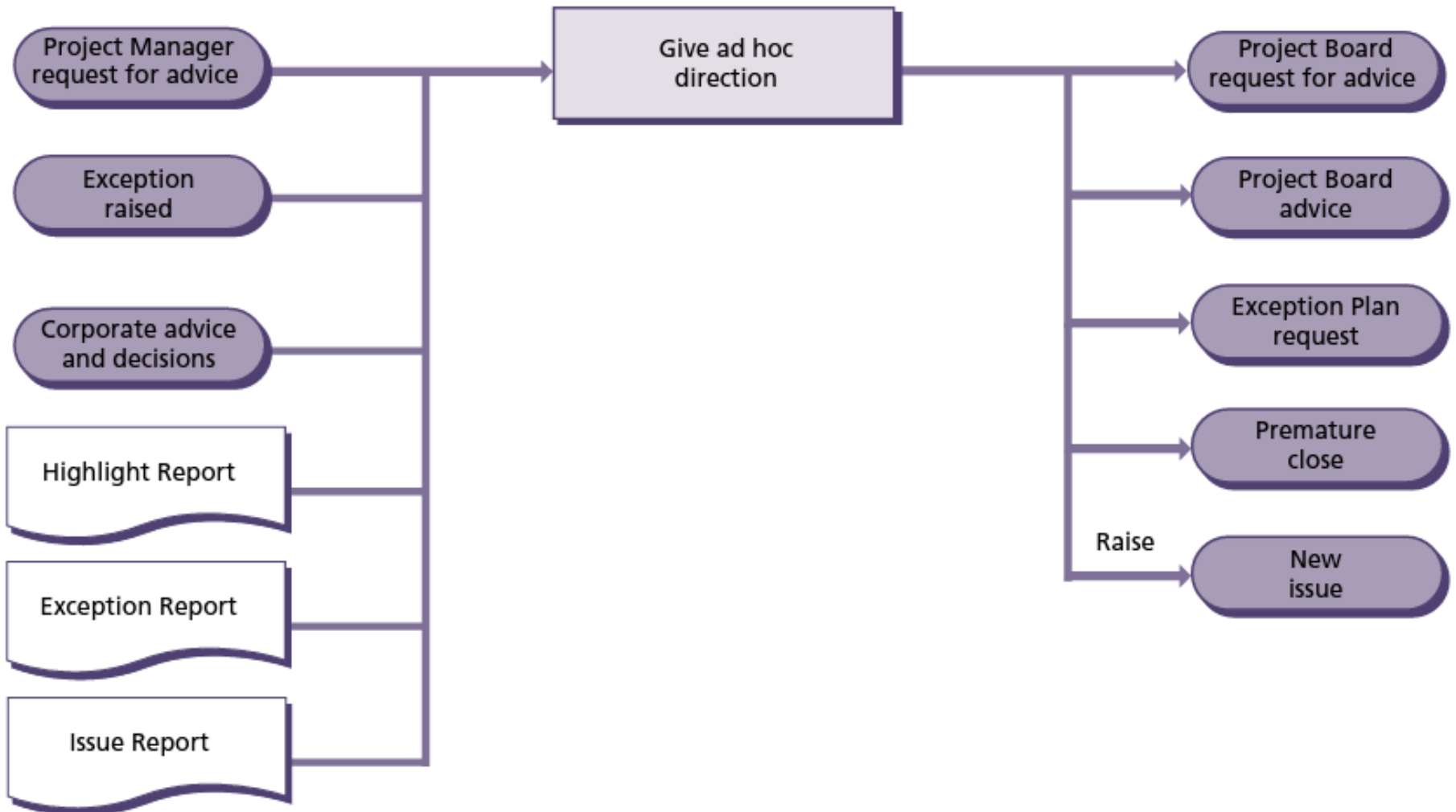
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Specialist products	Confirm approval		A	A	A	(R)	(P)	(R)		
End Stage Report	Approve		A	A	A	(P)		R		A9
Lessons Report	Distribute		A	R	R	(P)		R		A15
<u>Follow-on action recommendations</u>	Distribute		A	A	A	(P)		R		
Stage Plan for the next stage	Approve		A	A	A	(P)		R		A16
Exception Plan	Approve		A	A	A	(P)		R		A16
(Updated) Project Initiation Documentation	Approve	(R)	A	A	A	(P)		R		A20
(Updated) Benefits Review Plan	Approve	A	A	R	R	(P)		R		A1

13.5.1. Give ad hoc direction – Activity summary



13.5.2. Give ad hoc direction – Responsibilities

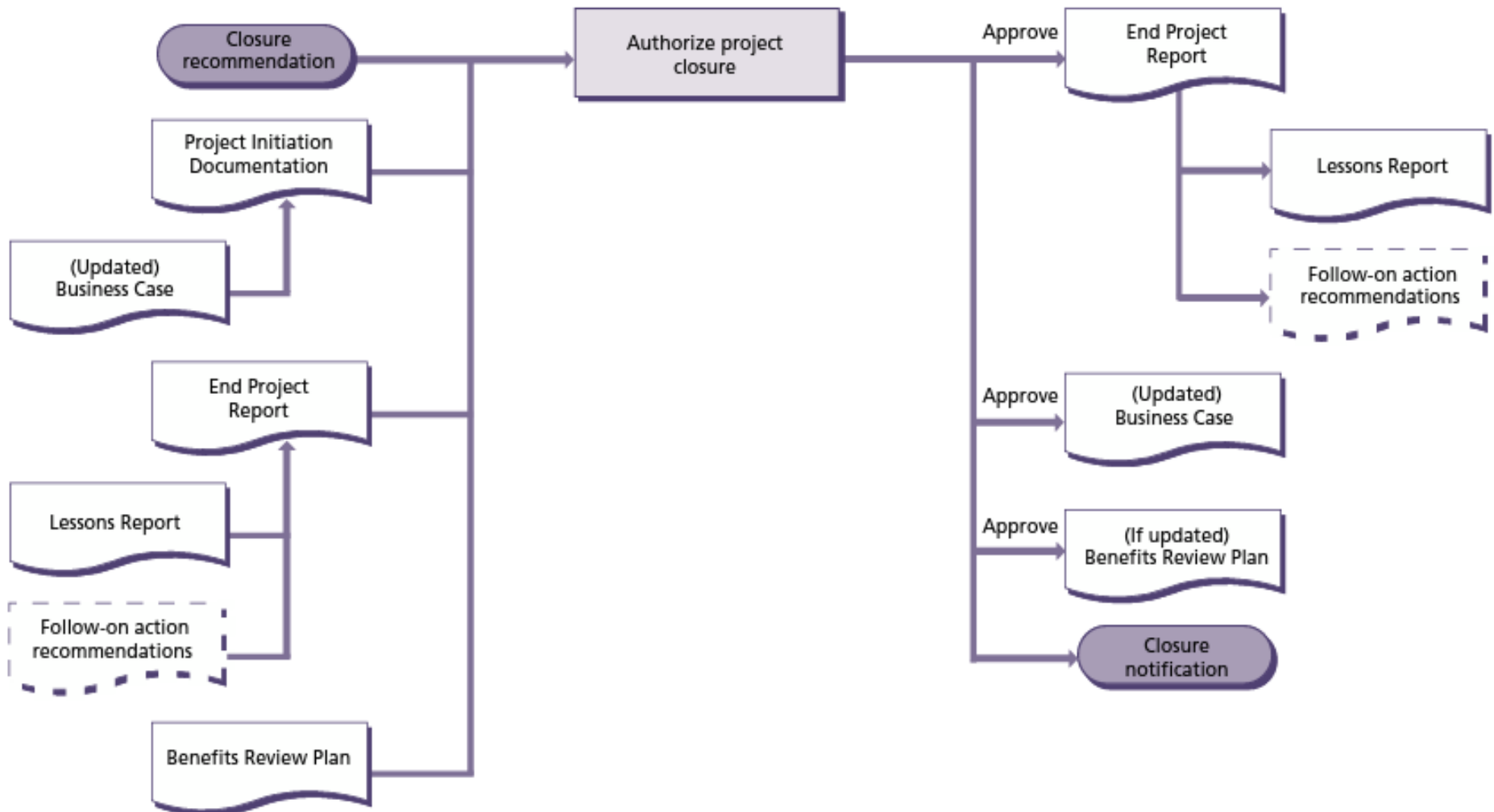
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Highlight Report	Inspect		R	R	R	(P)		R		A11
Exception Report	Respond		R	R	R	(P)		R		A10
New issue	Raise	P	P	P	P					

13.6.1. Authorize project closure – Activity summary



13.6.2. Authorize project closure – Responsibilities

Producer – responsible for product’s production

Reviewer – ideally independent of production

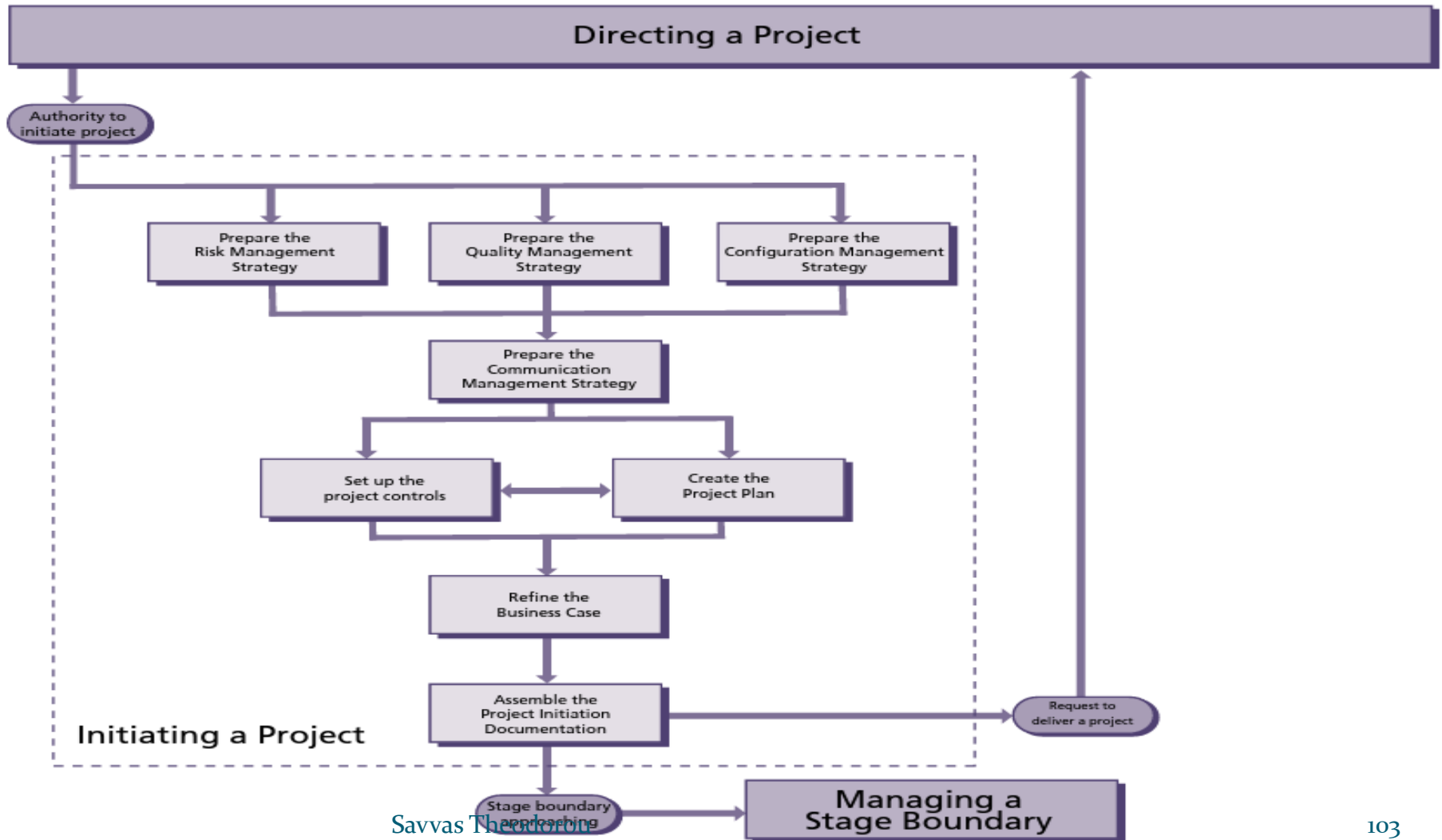
Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
End Project Report	Approve		A	A	A	(P)		R		A8
Lessons Report	Distribute		A	A	A	(P)		R		A15
Follow-on action recommendations	Distribute		A	A	A	(P)		R		
(Updated) Business Case	Confirm	R	A	R	R	(P)		R		A2
(Updated) Benefits Review Plan	Approve	A	A	R	R	(P)		R		A1

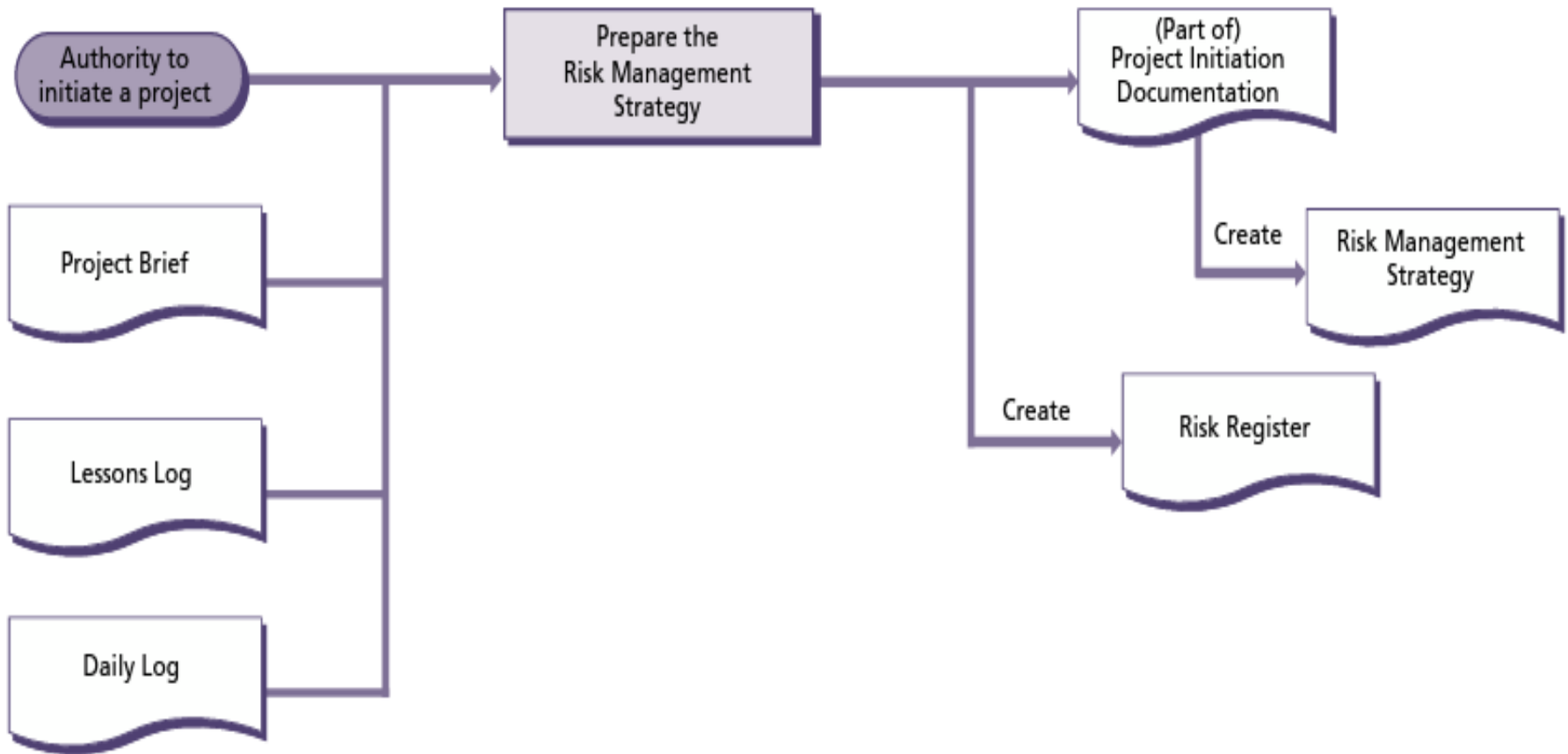
14. Initiating a project

- Ensures that there is a common understanding of:
 - The reasons for doing the project, benefits expected and the associated risks
 - The scope of what is to be done and the products to be delivered
 - How and when the project's products will be delivered and at what cost
 - Who is to be involved in the project decision making
 - How the quality required will be achieved
 - How baselines will be established and controlled
 - How risks, issues and changes will be identified, assessed and controlled
 - How progress will be monitored and controlled
 - Who needs information, in what format, and as what time

14.1. Overview of initiating a project



14.2.1 Prepare the risk management strategy – Activity summary



14.2.2 Prepare the risk management strategy – Responsibilities

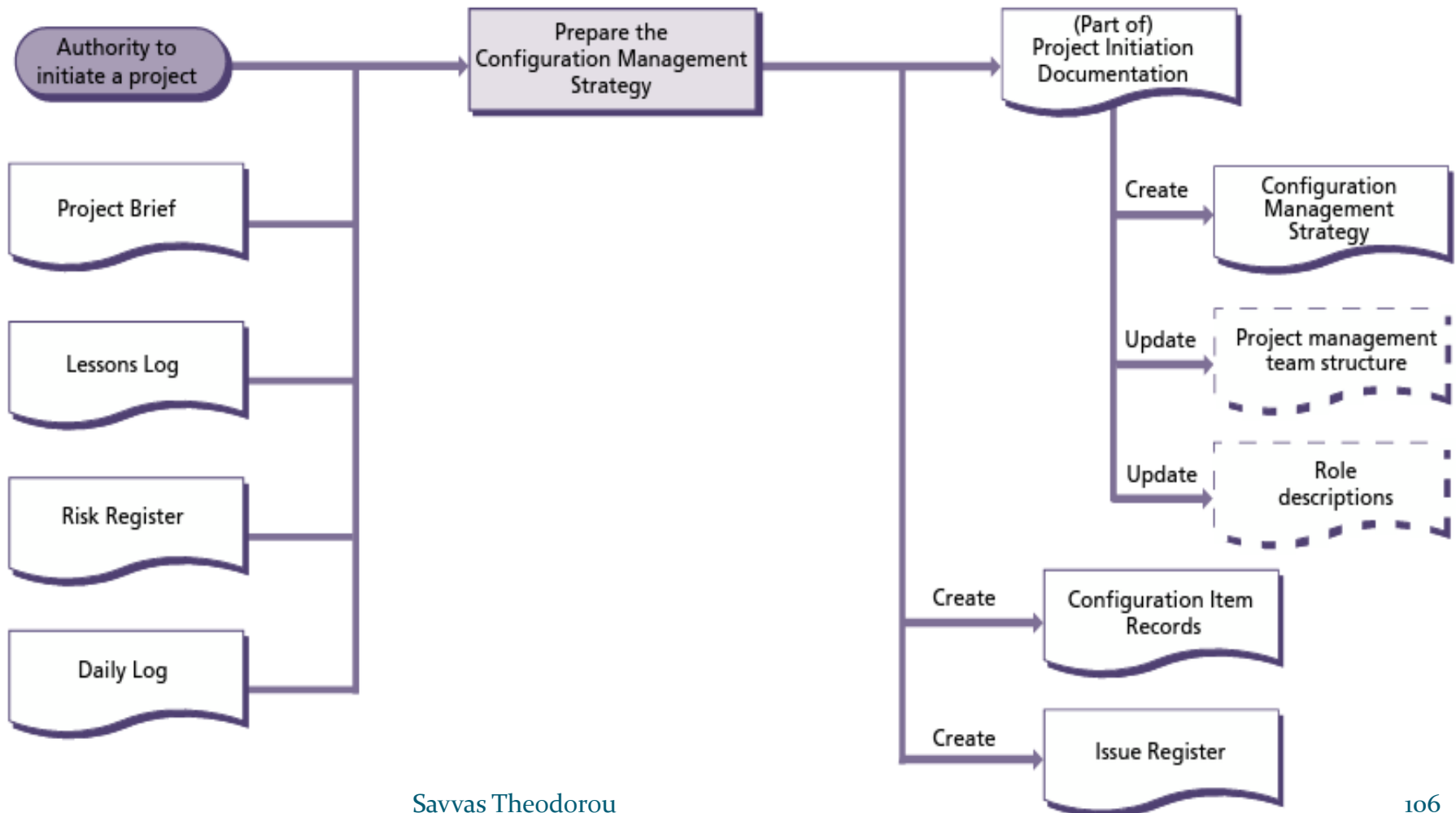
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Risk Management Strategy	Create		(A)	(A)	(A)	P		R		A24
Risk Register	Create and populate					A		R	P	A25

14.3.1 Prepare the configuration management strategy – Activity summary



14.3.2 Prepare the configuration management strategy – Responsibilities

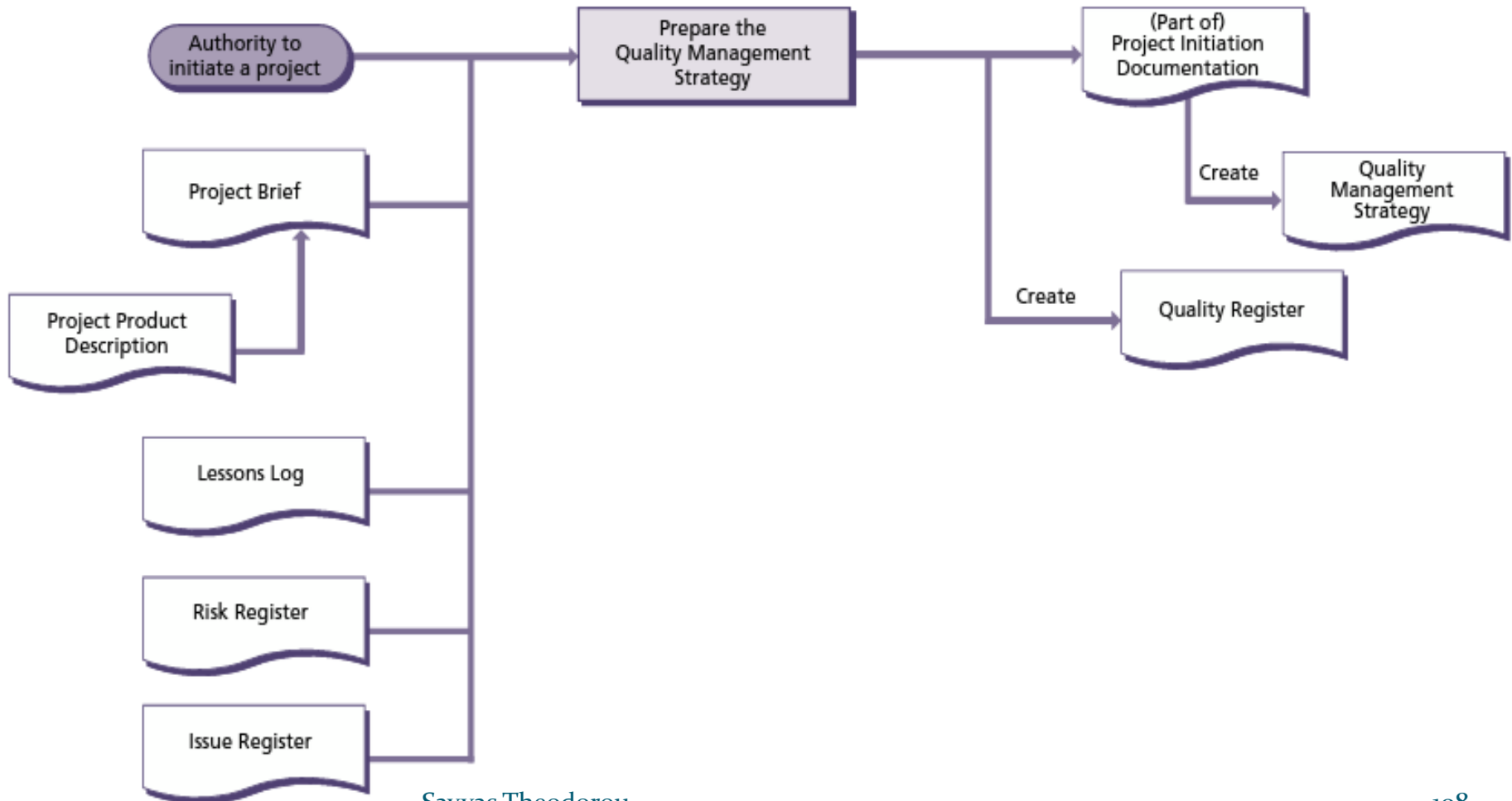
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Configuration Management Strategy	Create		(A)	(A)	(A)	P		R		A6
(Initial) Configuration Item Records	Create					A		R	P	A5
Issue Register	Create and populate					A		R	P	A12

14.4.1 Prepare the quality management strategy – Activity summary



14.4.2 Prepare the quality management strategy – Responsibilities

Producer – responsible for product’s production

Reviewer – ideally independent of production

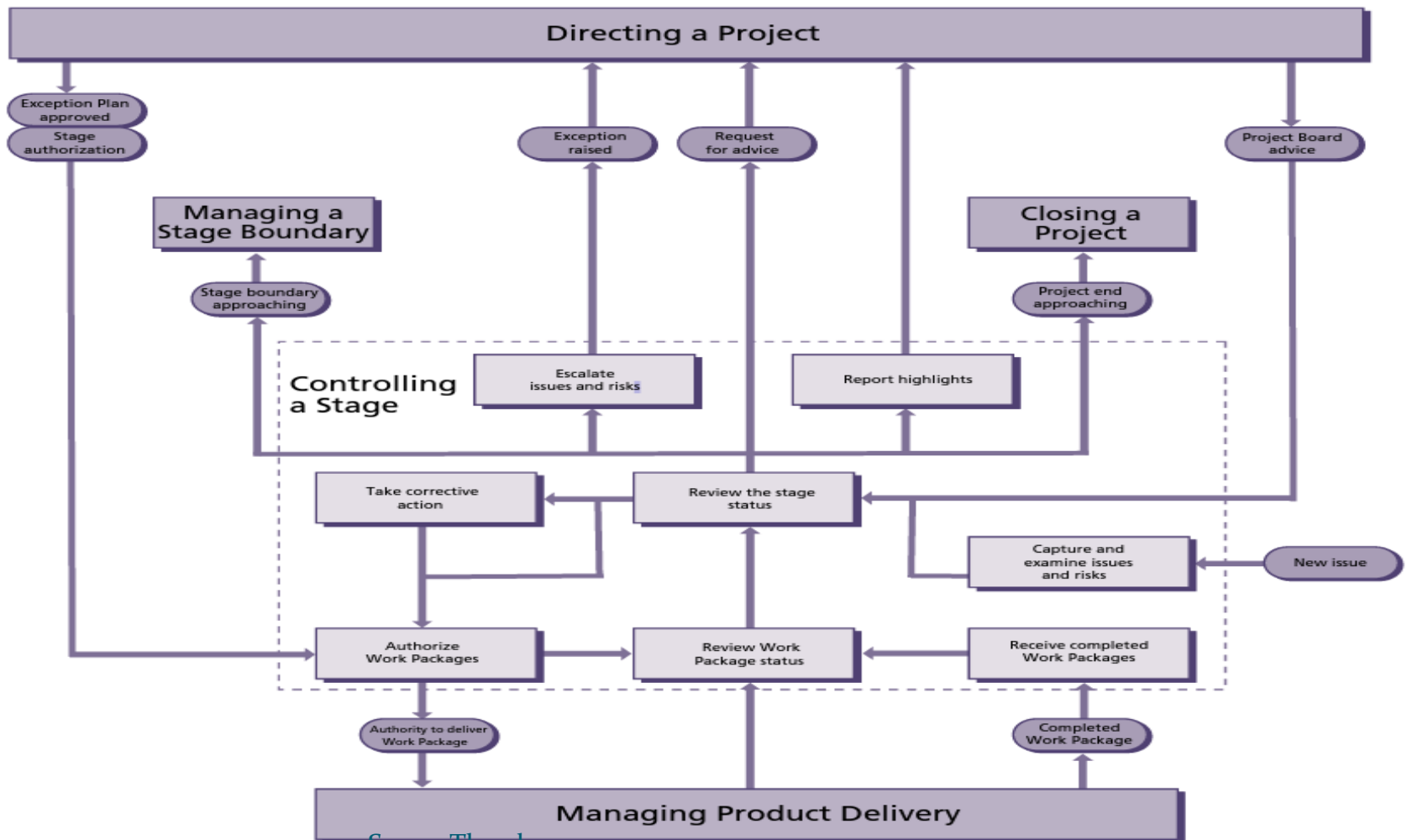
Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Quality Management Strategy	Create		(A)	(A)	(A)	P		R		A22
Quality Register	Create					A		R	P	A23

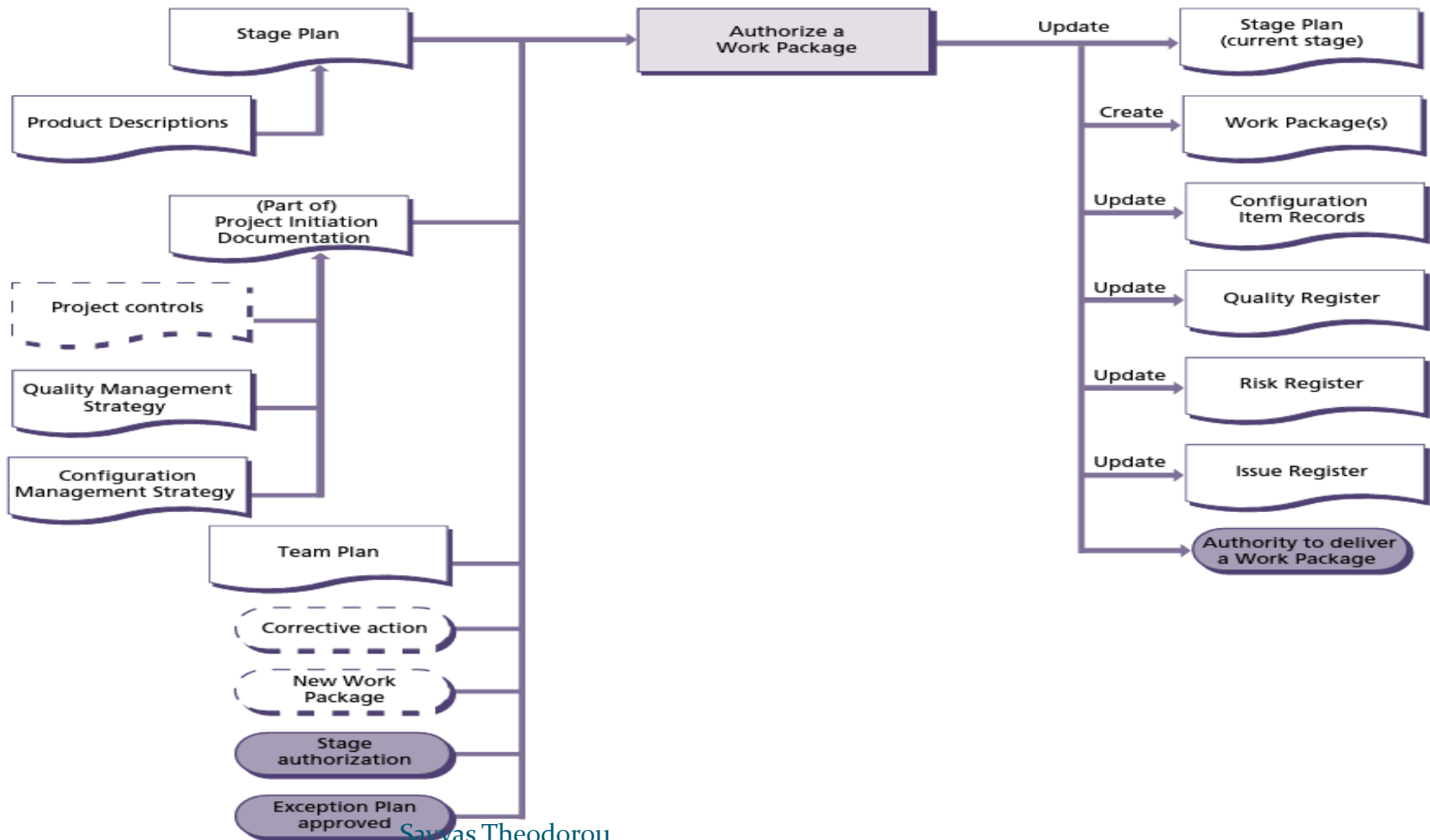
15. Controlling a stage

- Its purpose is to assign work to be done
- It ensures that:
 - Attention is focused on delivery of the stage's products
 - Risks and issues are kept under control
 - The business case is kept under review
 - The agreed products for the stage are delivered to stage quality standards within cost, effort and time agreed
 - The project management team is focused on delivery within the tolerances laid down

15.1. Overview of controlling stage



15.2.1. Authorize a work package – Activity summary



15.2.2. Authorize a work package – Responsibilities

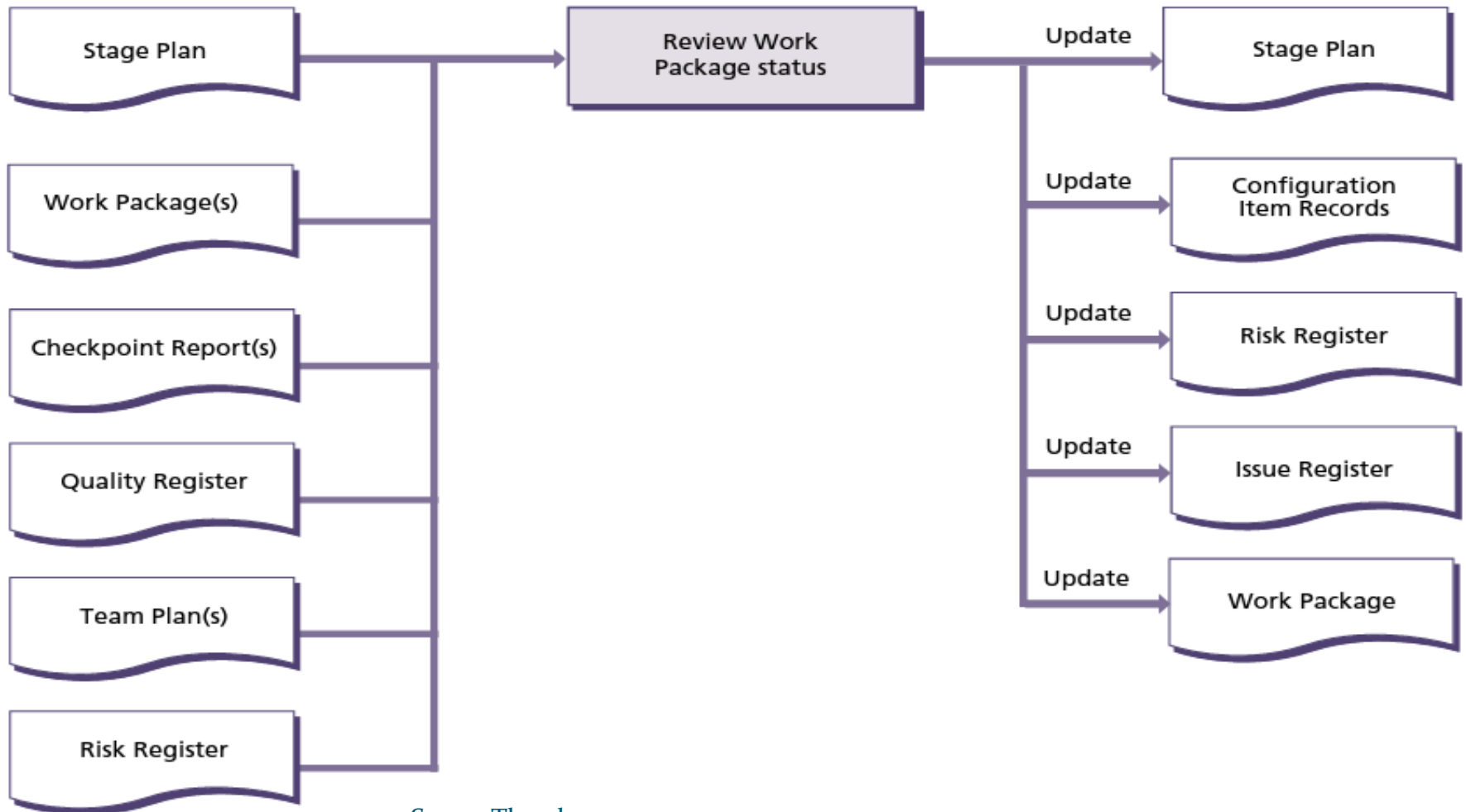
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Work Package	Create					P	(A)	R		A26
<u>Configuration Item Record(s)</u>	Create/update					A	(R)	R	P	A5
Quality Register	Update					R	(R)	R	P	A23
Risk Register	Update					P				A25
Issue Register	Update					P				A12
Team Plan	Review					R	(P)			
Stage Plan	Update					P	(R)	R		A16

15.3.1. Review work package status – Activity summary



15.3.2. Review work package status – Responsibilities

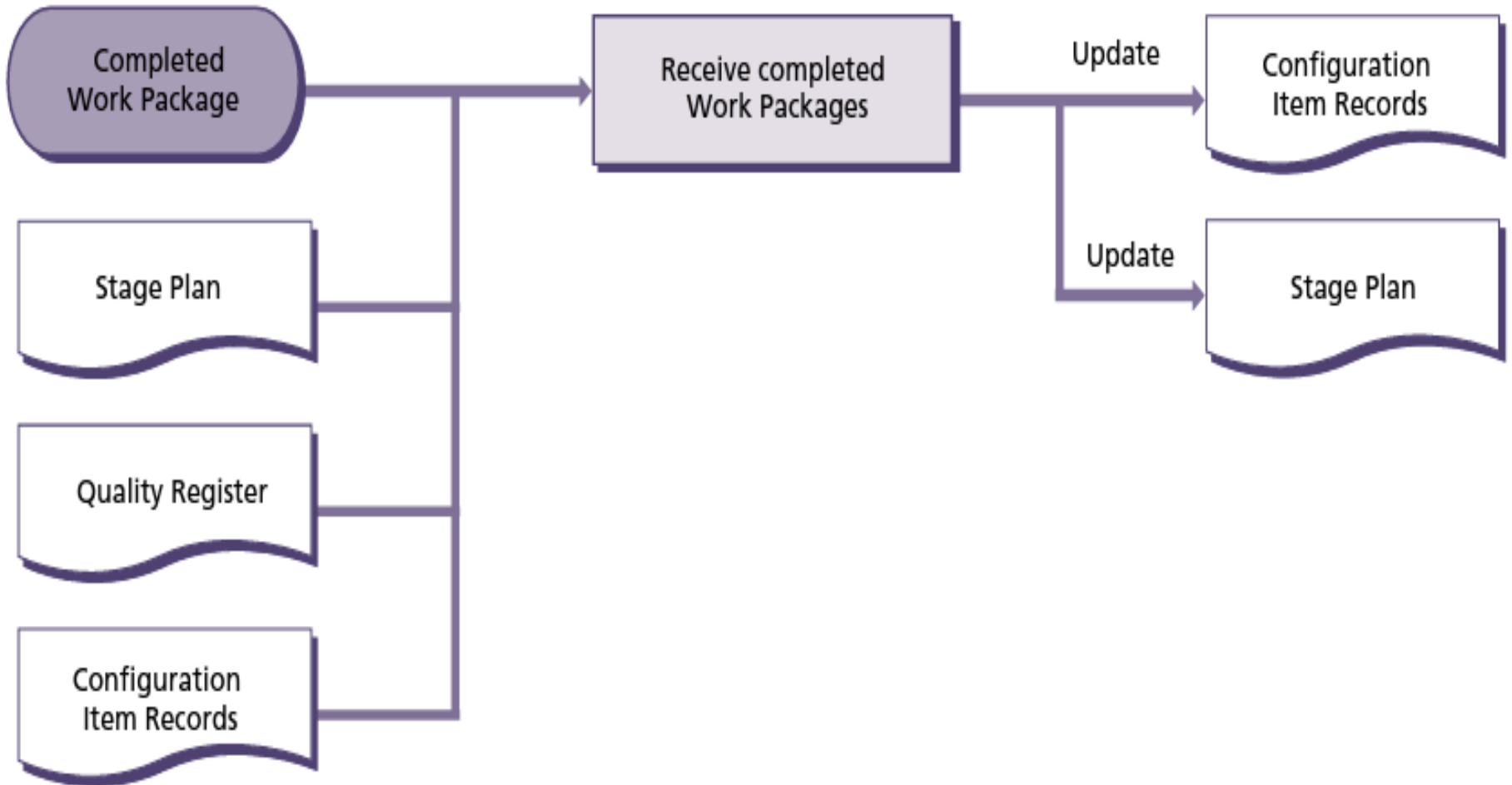
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Checkpoint Report	Review					R	(P)			A3
Team Plan	Review					R	(P)			
Stage Plan	Update					P		R		A16
Configuration Item Record(s)	Update					A	(R)	R	P	A5
Risk Register	Update					P				A25
Issue Register	Update					P				A12

15.4.1. Receive complete work packages – Activity summary



15.4.2. Receive complete work packages – Responsibilities

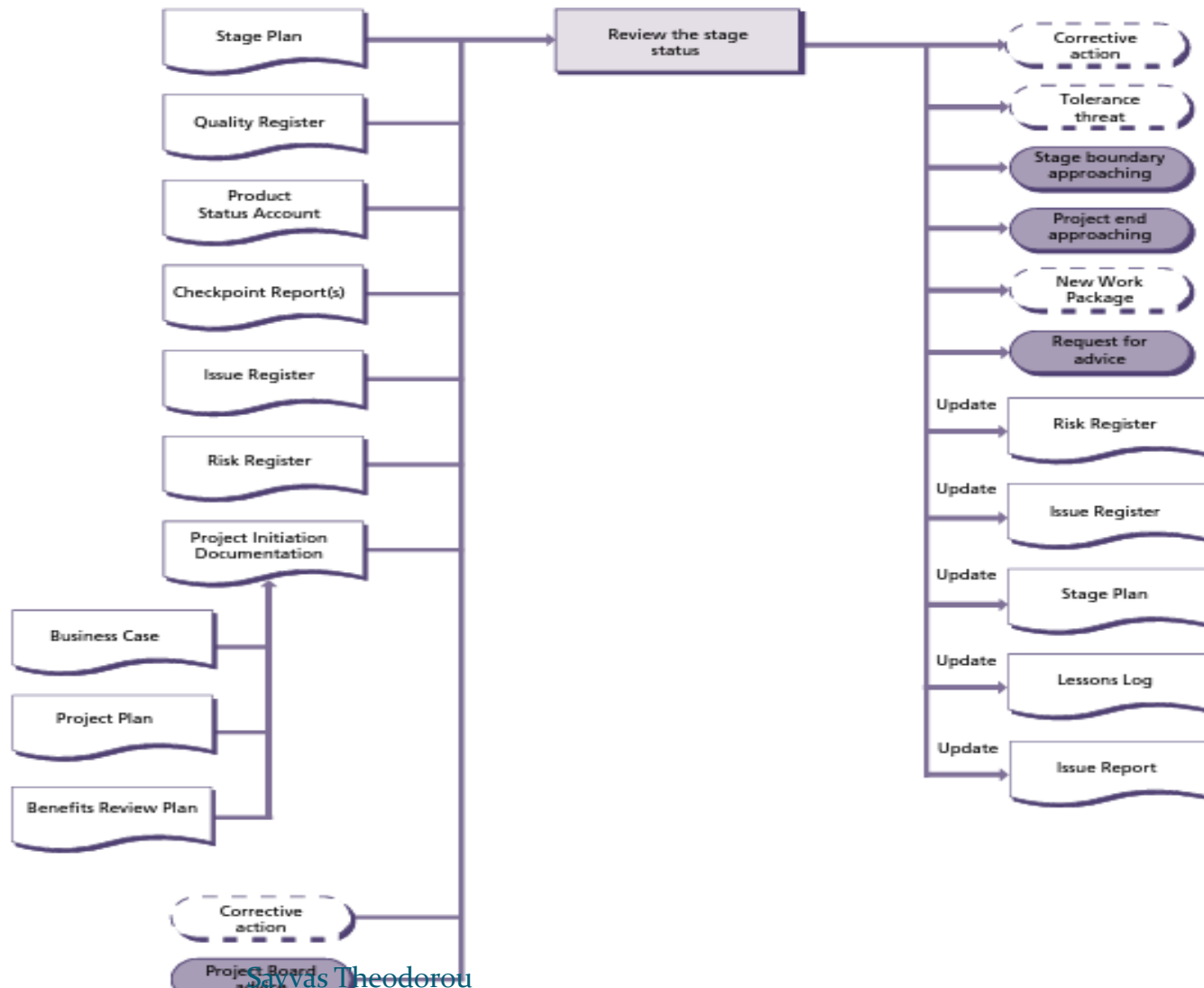
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Configuration Item Record(s)	Confirm					A	(R)	R	P	A5
Stage Plan	Update					P		R		A16

15.5.1. Review the stage status – Activity summary



15.5.2. Review the stage status – Responsibilities

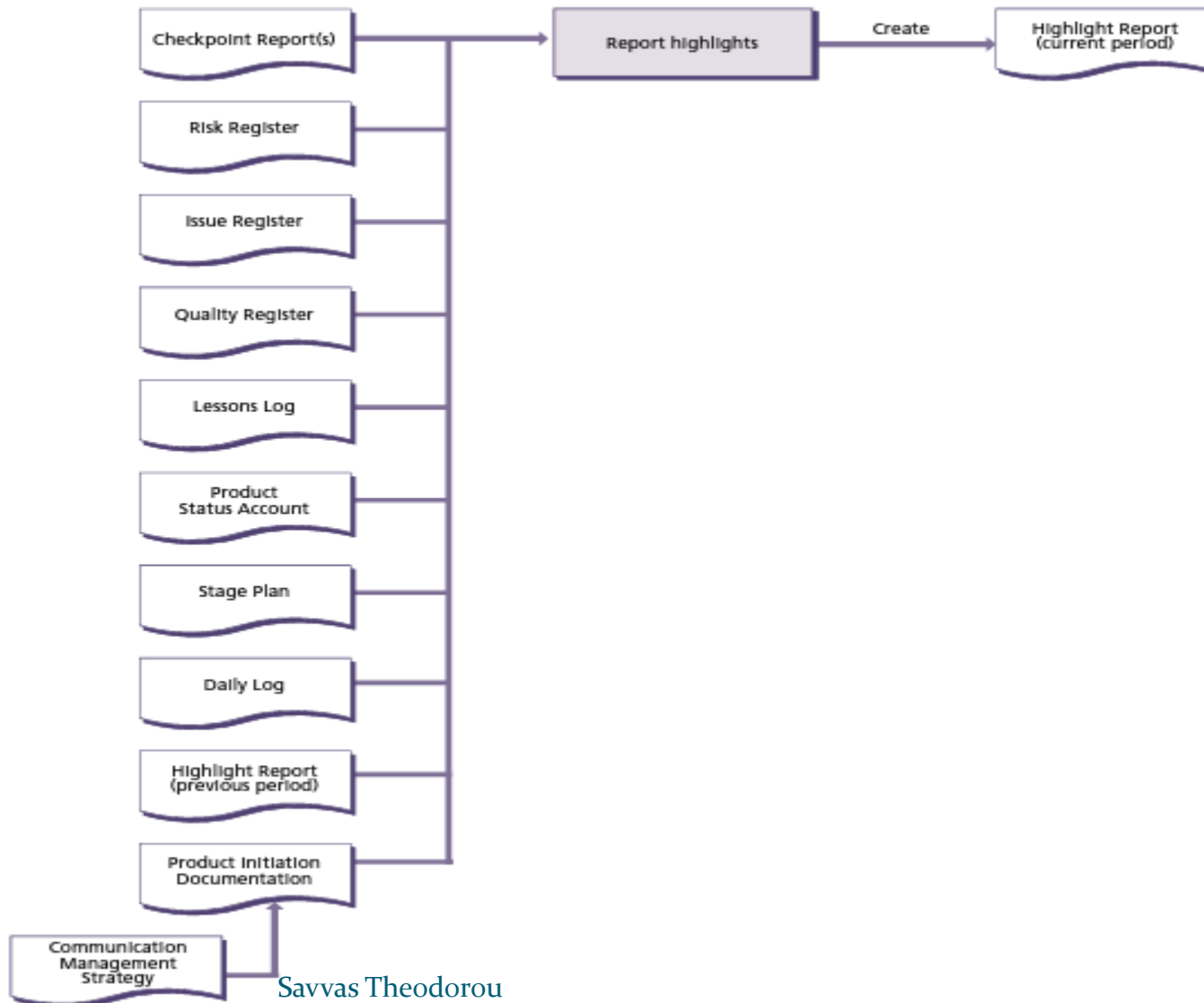
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Risk Register	Update					P				A25
Issue Register	Update					P				A12
Stage Plan	Update					P		R		A16
Lessons Log	Update					P				A14
Issue Report	Update					P				A13

15.6.1. Report highlights – Activity summary



15.6.2. Report highlights – Responsibilities

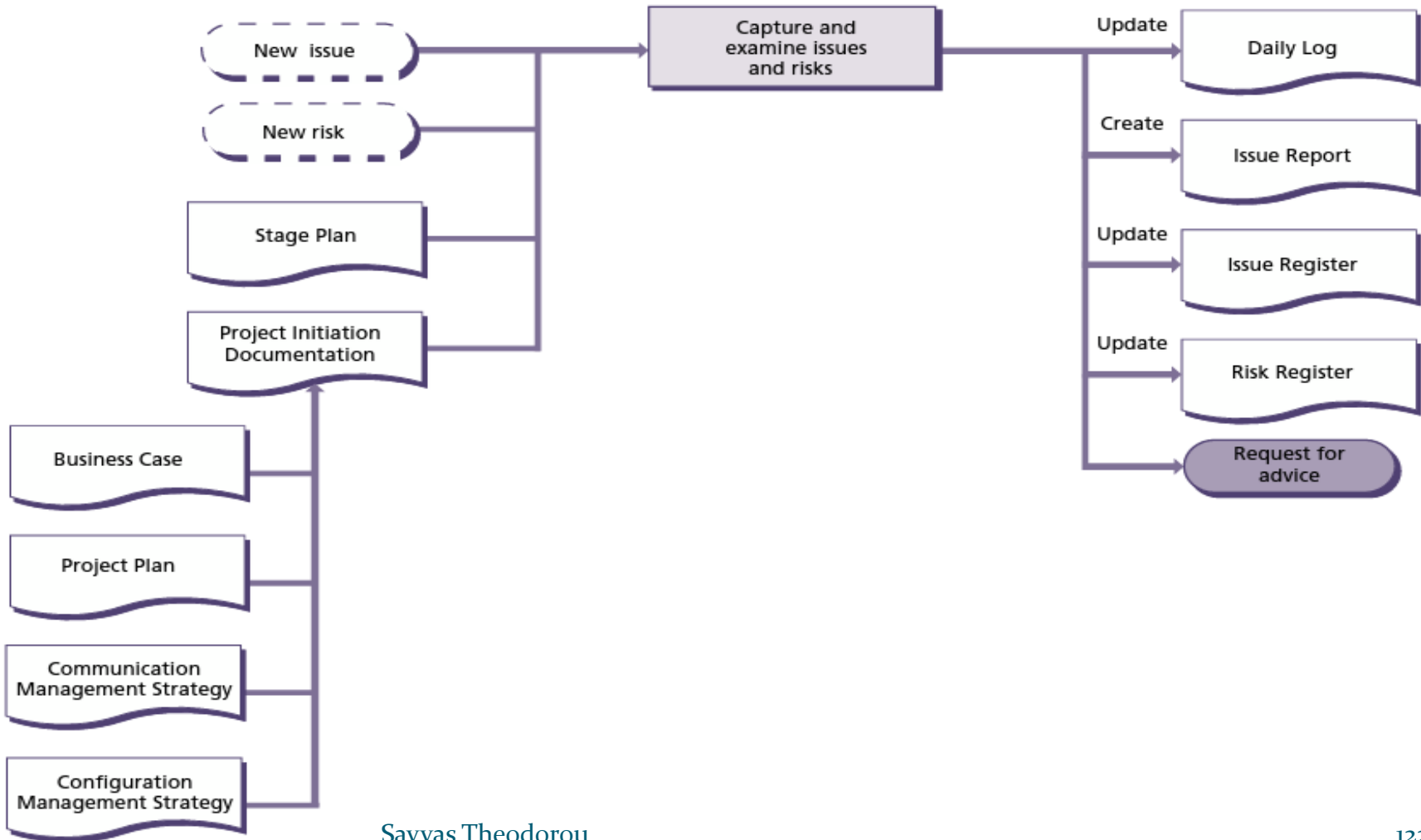
Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Highlight Report	Create					P		R		A11

15.7.1. Capture and examine issues and risks – Activity summary



15.7.2. Capture and examine issues and risks – Responsibilities

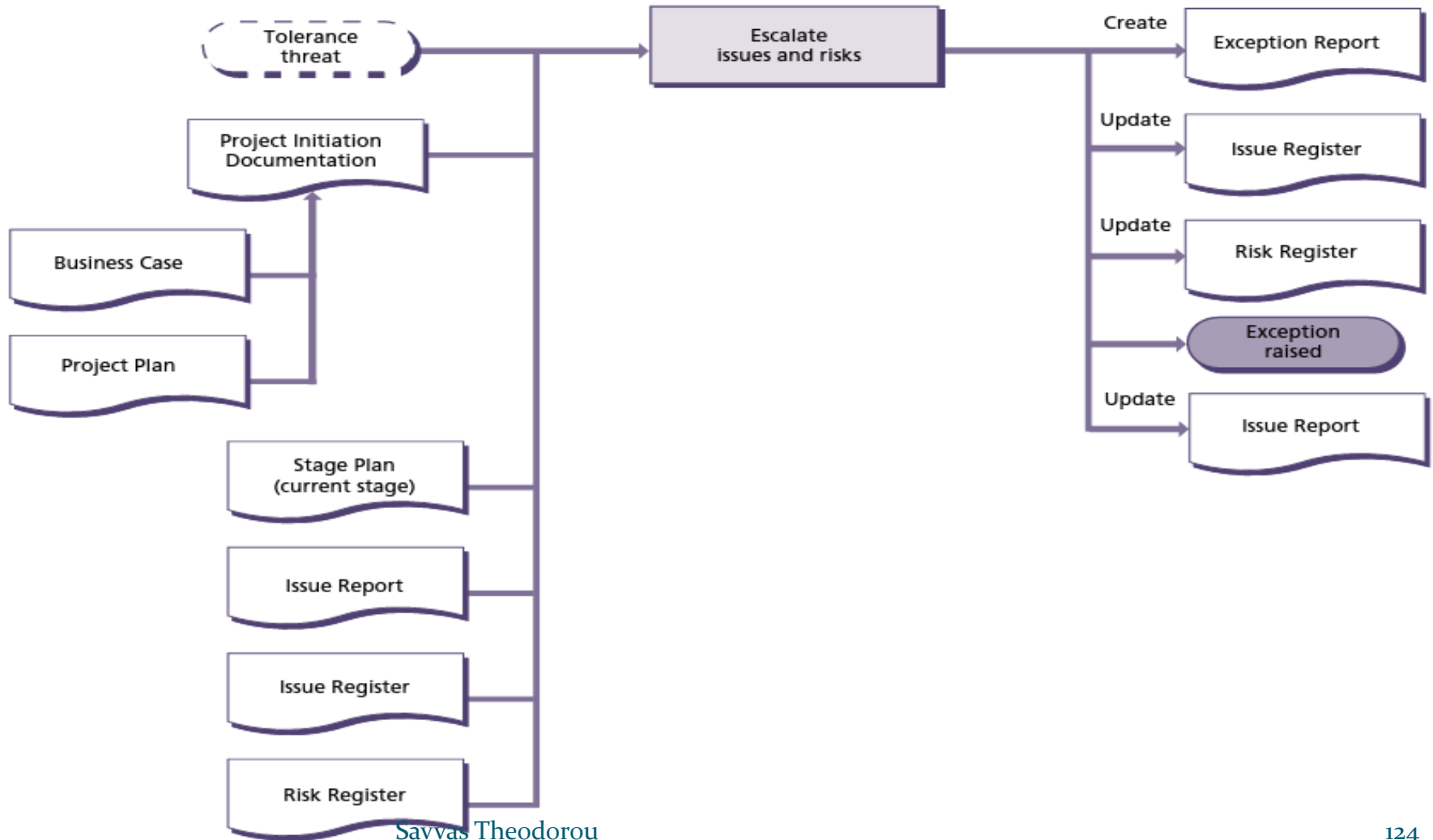
Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Daily Log	Update					P				A7
Issue Report	Create					P				A13
Issue Register	Update					P				A12
Risk Register	Update					P				A25

15.8.1. Escalate issues and risks – Activity summary



15.8.2. Escalate issues and risks – Responsibilities

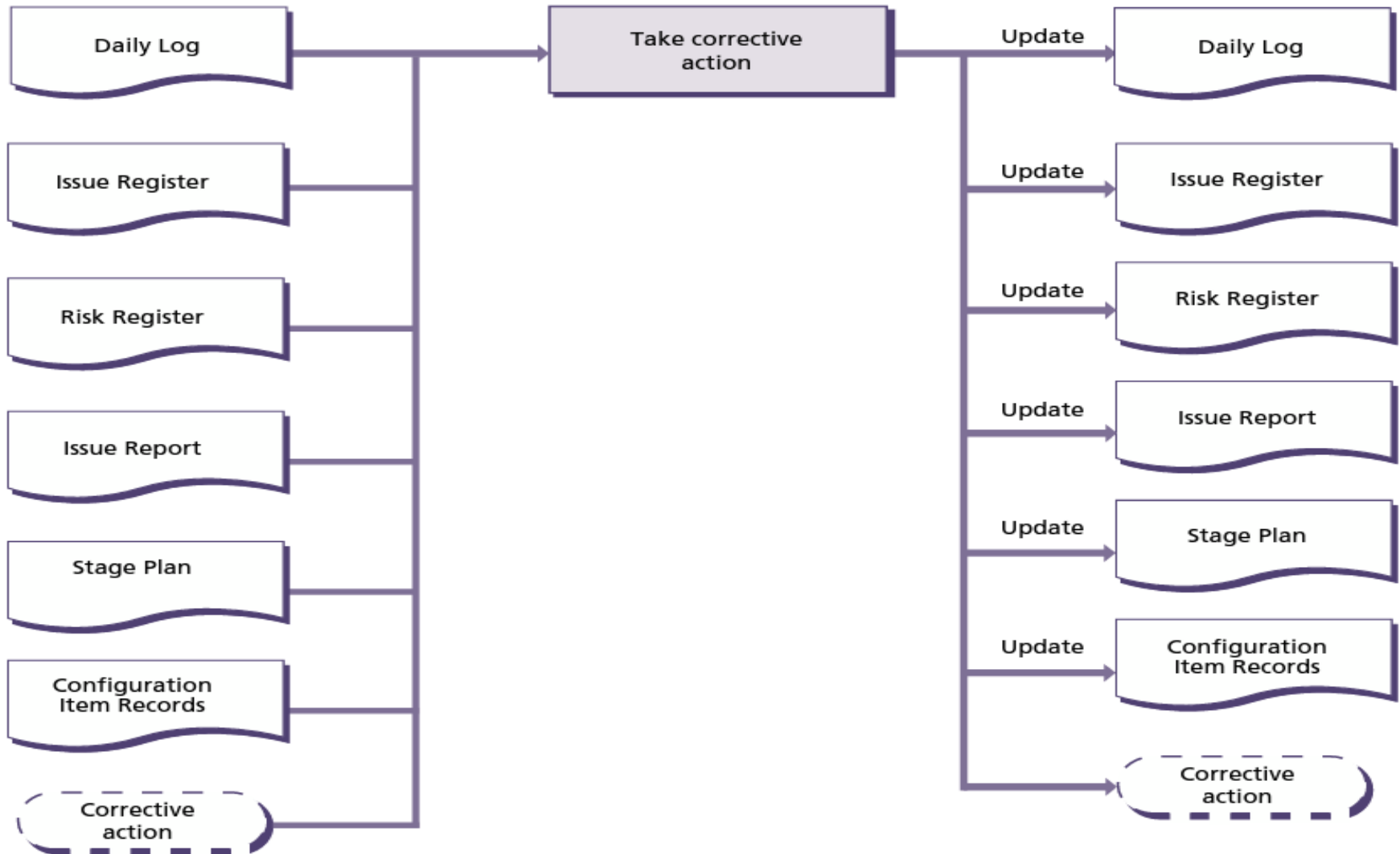
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Exception Report	Create		(A)	(R)	(R)	P		R		A10
Issue Register	Update					P				A12
Risk Register	Update					P				A25
Issue Report	Update					P				A13

15.9.1. Take corrective action – Activity summary



15.9.2. Take corrective action – Responsibilities

Producer – responsible for product’s production

Reviewer – ideally independent of production

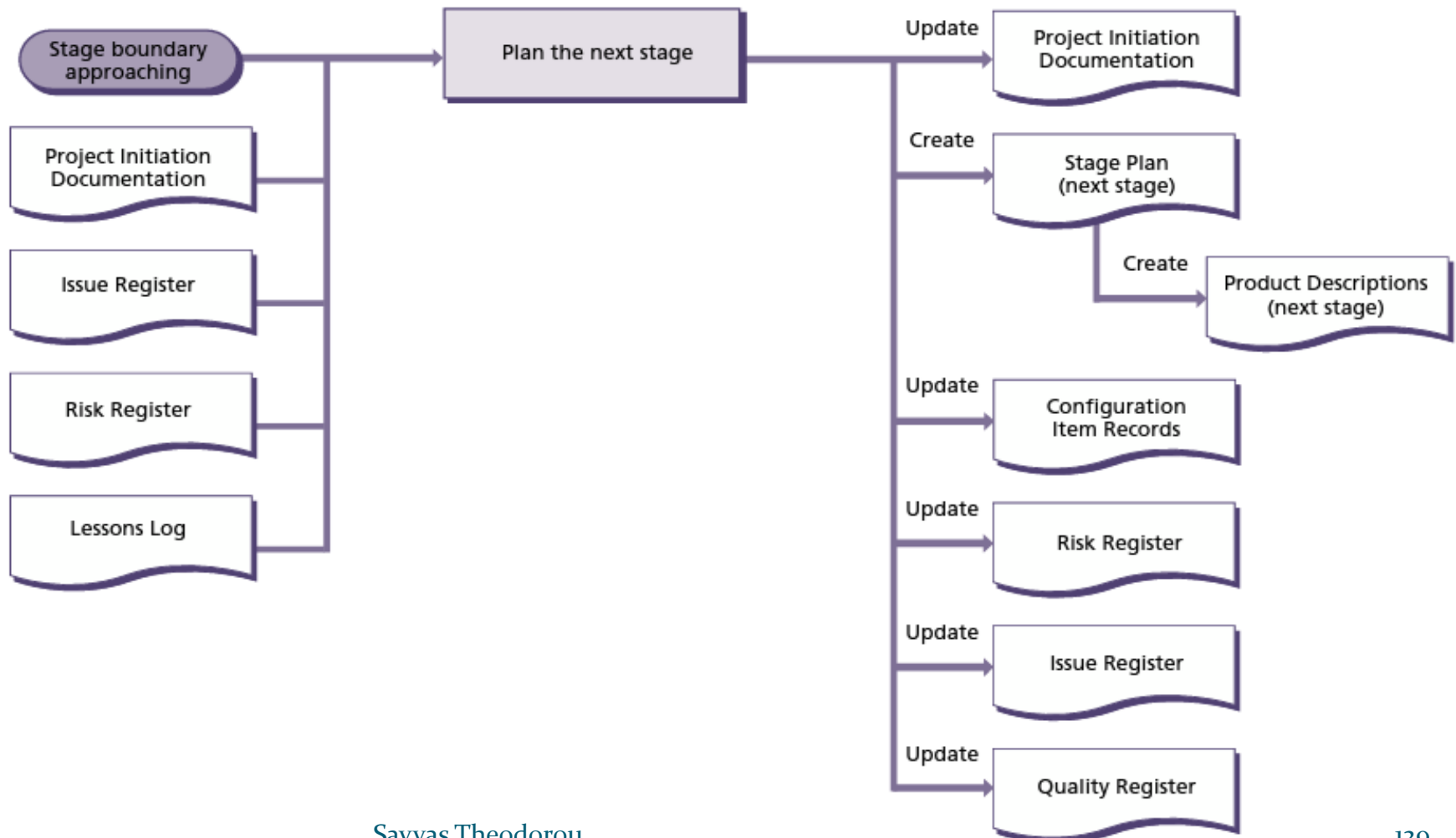
Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Issue Register	Update					P				A12
Risk Register	Update					P				A25
Issue Report	Update					P		R		A13
Stage Plan	Update					P		R		A16
Configuration Item Records	Update					P	(R)		R	A5
Daily Log	Update					P				A7

17. Managing a stage boundary

- It enable the Project Board to be provided with sufficient information by the Project Manager
- It assures the Project Board that all products in the stage plan for the current stage have been completed and approved
- Prepare the stage plan for the next stage
- Provide information needed for the Project Board to assess the continuing viability of the project
- Record any information or lessons that can help in later stages

17.1.1. Plan the next stage – Activity summary



17.1.2. Plan the next stage – Responsibilities

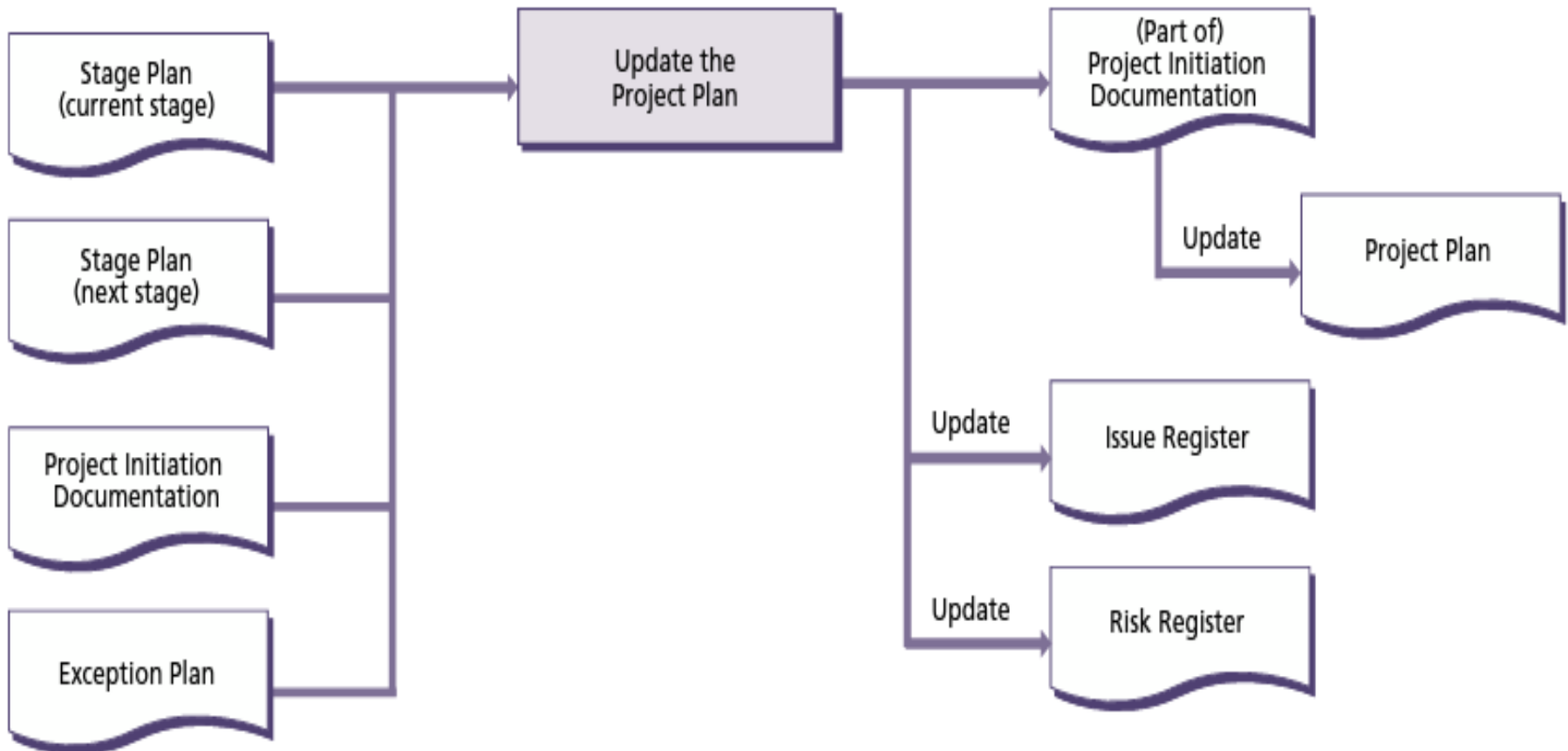
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Project Initiation Documentation	Update	(R)	(A)	(A)	(A)	P		R		A20
Stage Plan	Create		(A)	(A)	(A)	P		R		A16
Configuration Item Records	Create/update					P		R	R	A5
Risk Register	Update					P		R		A25
Issue Register	Update					P		R		A12
Quality Register	Update					R		R	P	A23

17.2.1. Update the project plan – Activity summary



17.2.2. Update the project plan – Responsibilities

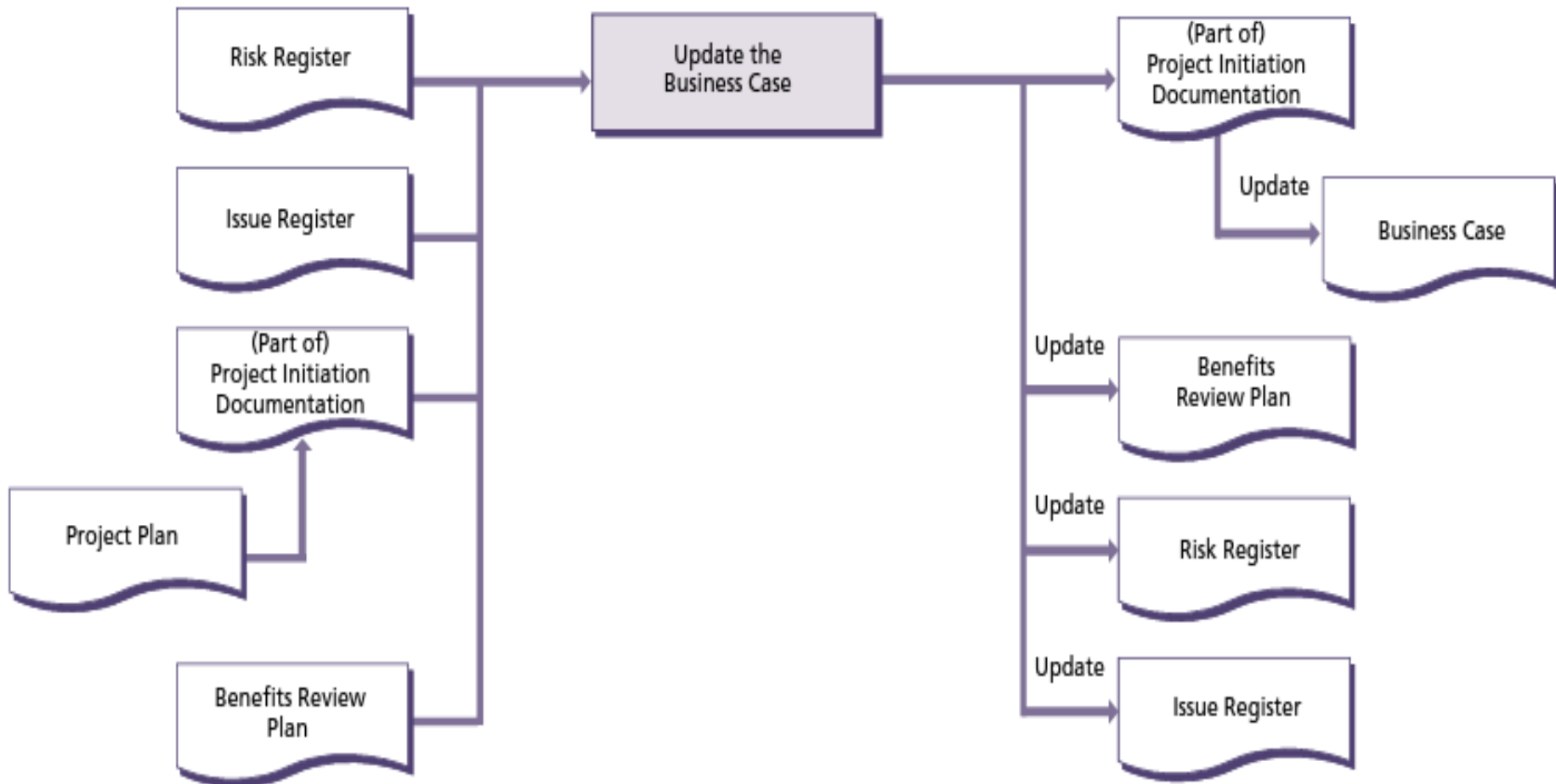
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Project Plan	Update		(A)	(A)	(A)	P		R		A16
Issue Register	Update					P		R		A12
Risk Register	Update					P		R		A25

17.3.1. Update the business case – Activity summary



17.3.2. Update the business case – Responsibilities

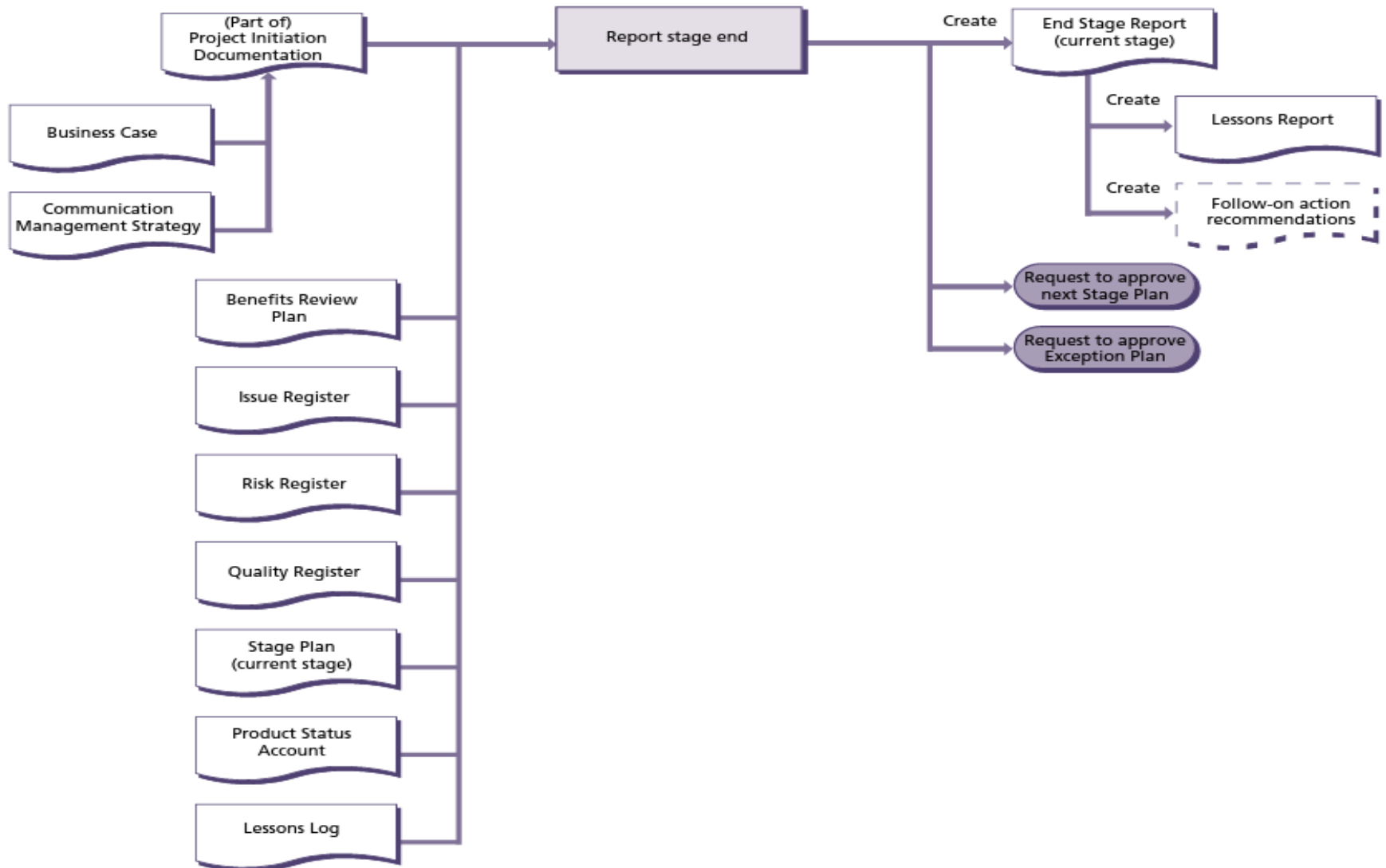
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Business Case	Update	(R)	(A)	(A)	(A)	P		R		A2
Benefits Review Plan	Update	(R)	(A)	(A)	(A)	P		R		A1
Risk Register	Update					P		R		A25
Issue Register	Update					P		R		A12

17.4.1. Report stage end – Activity summary



17.4.2. Report stage end – Responsibilities

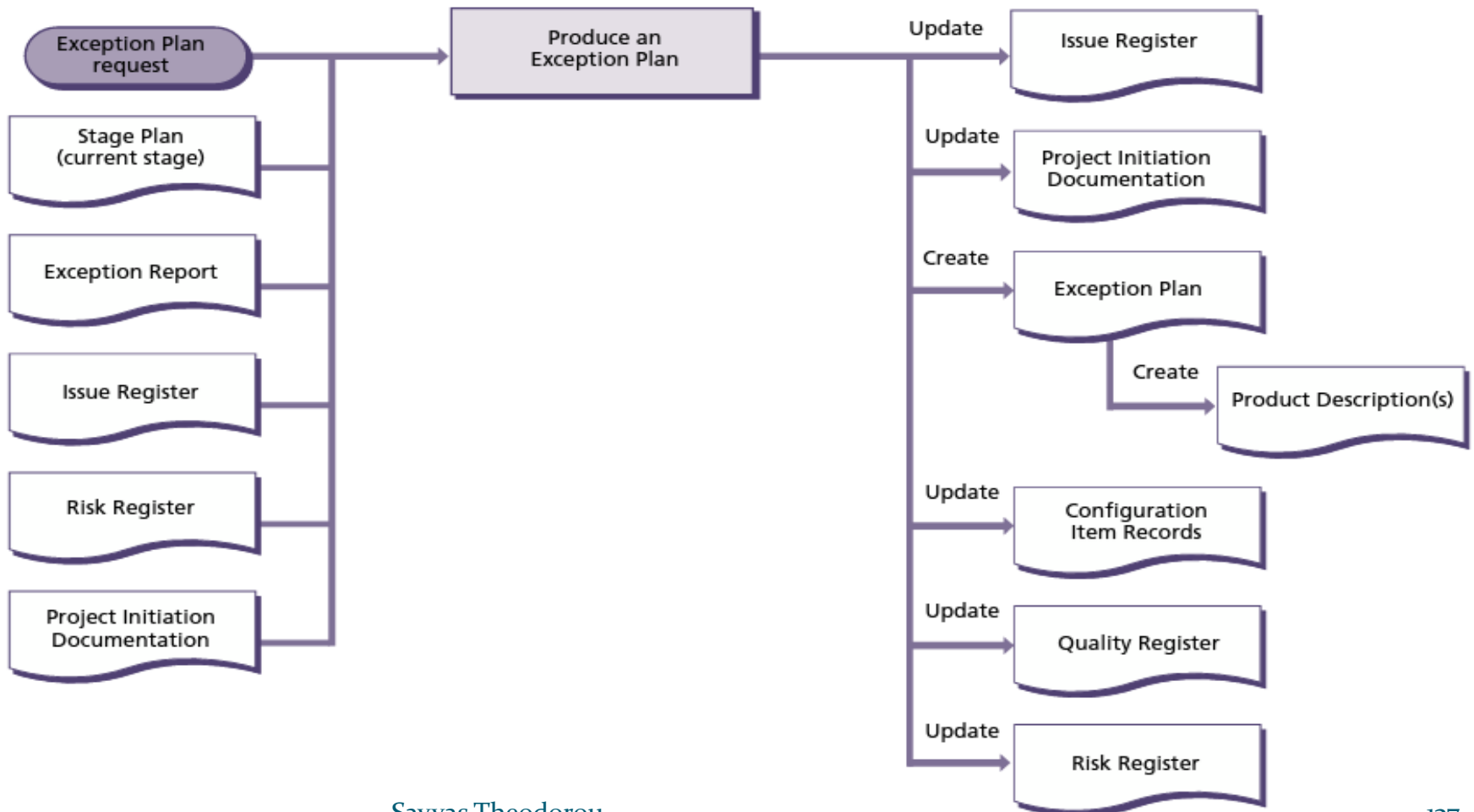
Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
End Stage Report	Create		(A)	(A)	(A)	P		R		A9
Lessons Report	Create		(A)	(A)	(A)	P		R		A15
Follow-on action recommendations	Create		(A)	(A)	(A)	P		R		

17.5.1. Produce an exception plan – Activity summary



17.5.2. Produce an exception plan – Responsibilities

Producer – responsible for product’s production

Reviewer – ideally independent of production

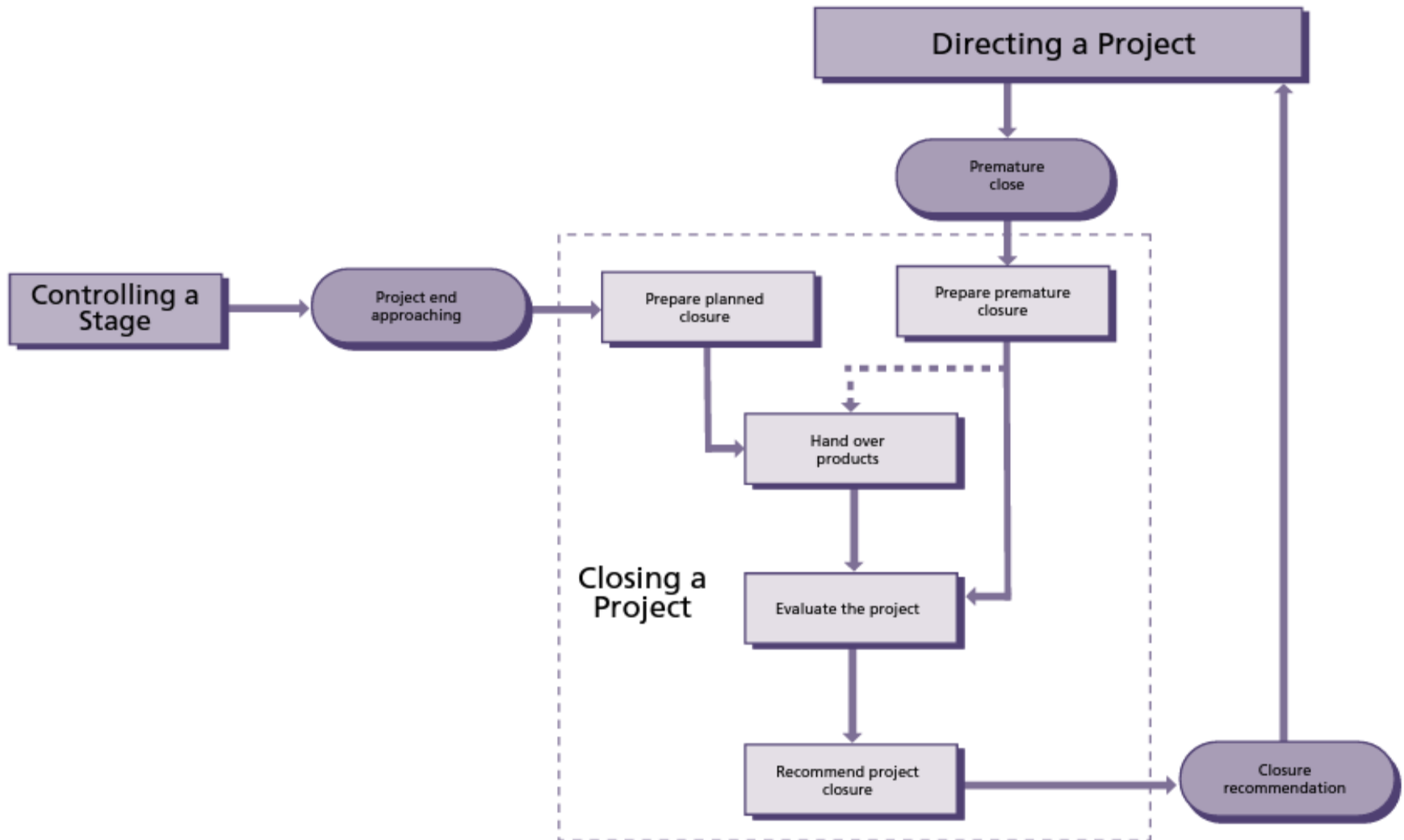
Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Project Initiation Documentation	Update	(R)	(A)	(A)	(A)	P		R		A20
Exception Plan	Create		(A)	(A)	(A)	P		R		A16
Configuration Item Records	Create/update					R		R	P	A5
Risk Register	Update					P		R		A25
Issue Register	Update					P		R		A12
Quality Register	Update					R	(R)	R	P	A23

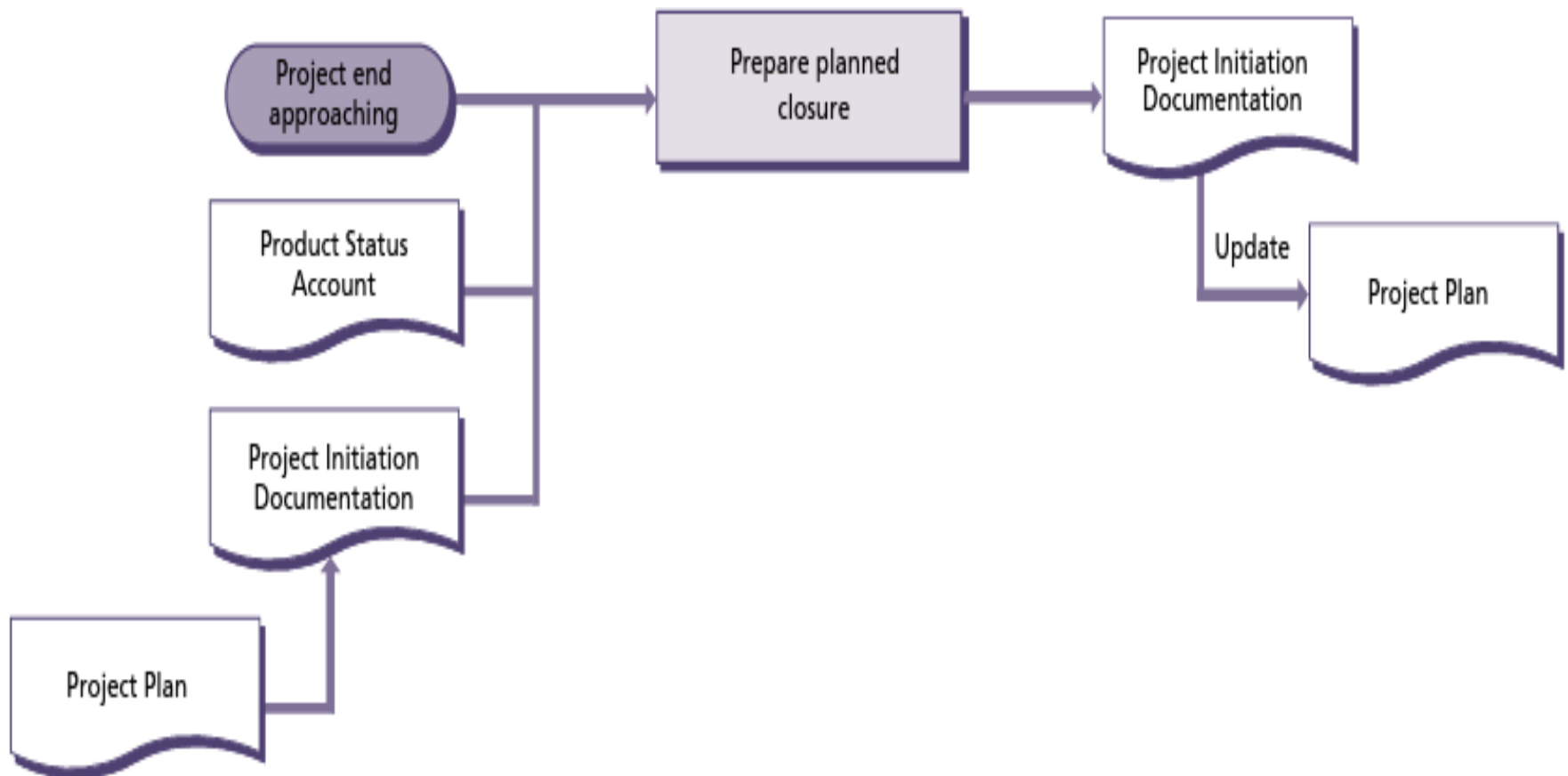
18. Closing a project

- This process provides a fixed point at which acceptance for the project product is confirmed
- Its objective are to:
 - Verify a user acceptance of the project's products
 - Ensure that the host site is able to support the products when the project is disbanded
 - Review the performance of the project against its baselines
 - Assess any benefits that have already been realized, update the forecast of the remaining benefits
 - Ensure that provision has been made to address all open issues and risks

18.1. Overview of closing a project



18.2.1. Prepare planned closure – Activity summary



18.2.2. Prepare planned closure – Responsibilities

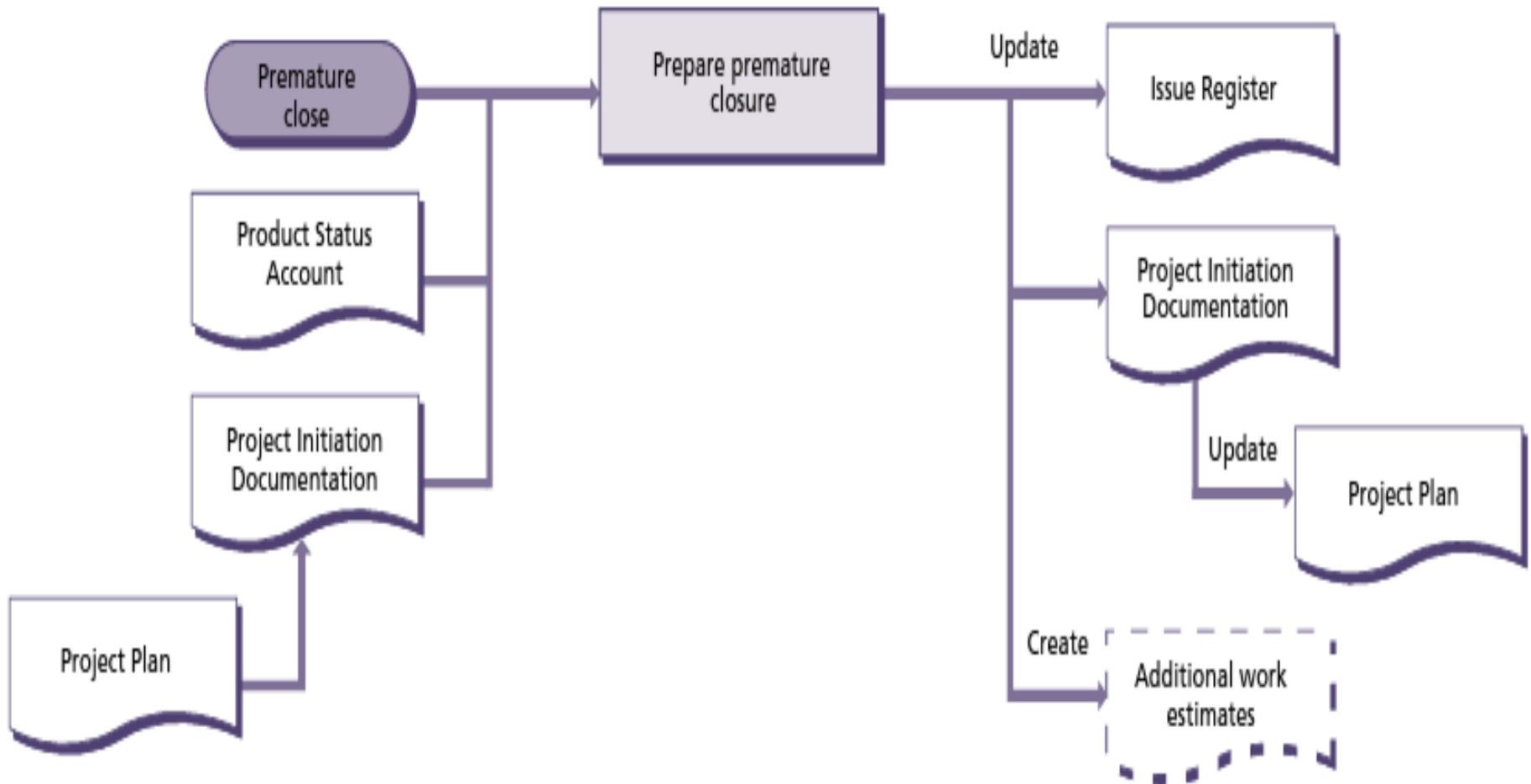
Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Project Plan	Update					P		R		A16
Product Status Account	Create					R		R	P	A18

18.3.1. Prepare premature closure – Activity summary



18.3.2. Prepare premature closure – Responsibilities

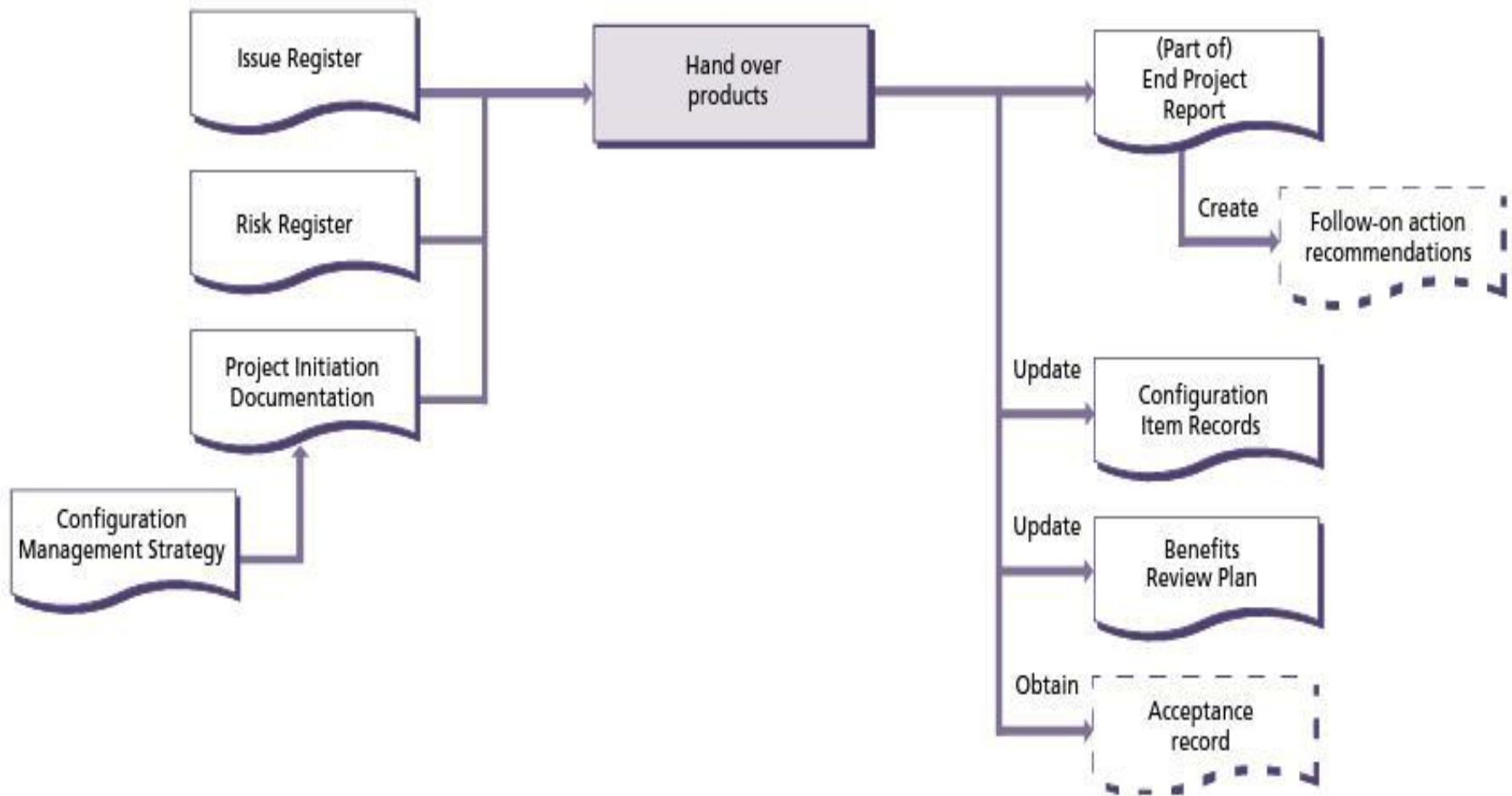
Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Issue Register	Update					P				A12
Project Plan	Update					P		R		A16
Product Status Account	Create					R		R	P	A18
Additional work estimates	Create		(A)	(A)	(A)	P		R		

18.4.1. Hand over products – Activity summary



18.4.2. Hand over products – Responsibilities

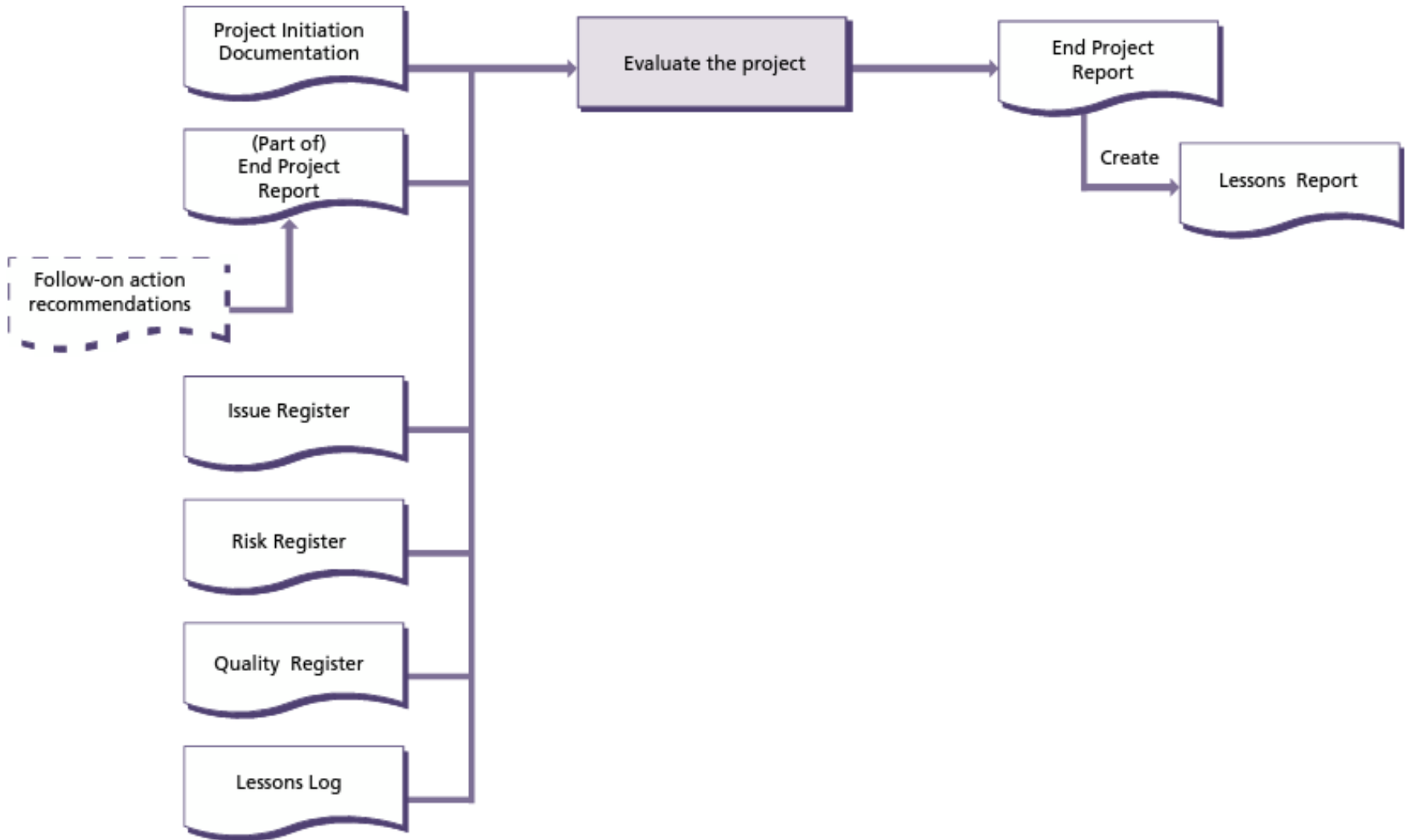
Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Follow-on action recommendations	Create/update		(A)	(A)	(A)	P		R		
Configuration Item Records	Update					A		R	P	A5
Benefits Review Plan	Update	(A)	(R)	(R)	(R)	P		R		A1
Acceptance record	Obtain		(A)	(A)	(A)	P		R		

18.5.1. Evaluate the project – Activity summary



18.5.2. Evaluate the project – Responsibilities

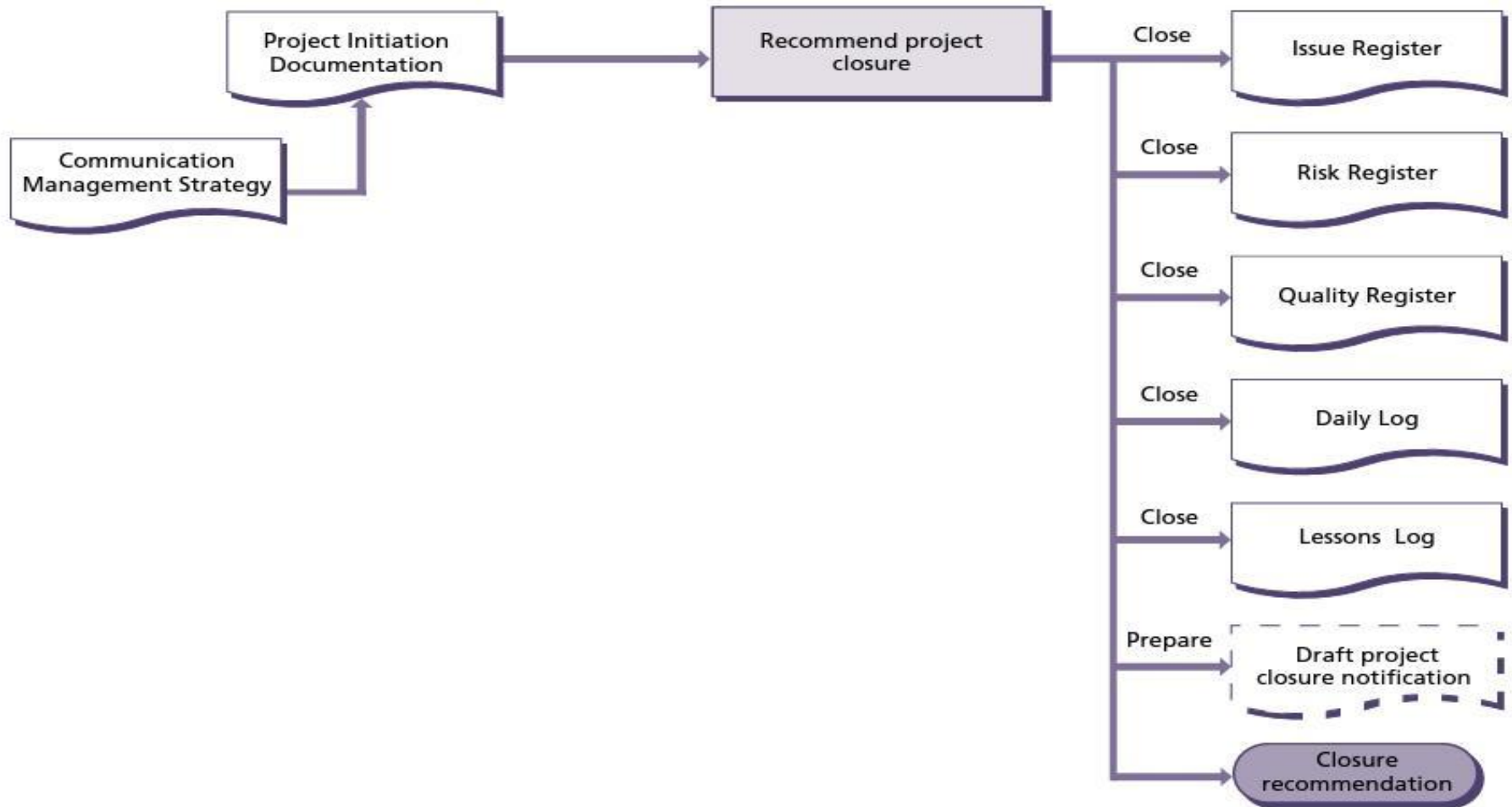
Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
End Project Report	Create		(A)	(A)	(A)	P		R		A8
Lessons Report	Create	(A)	(R)	(R)	(R)	P		R		A15

18.6.1. Recommend project closure – Activity summary




18.6.2. Recommend project closure – Responsibilities

Producer – responsible for product’s production

Reviewer – ideally independent of production

Approver – confirms approval

Product	Action	Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
Issue Register	Close					P				A12
Risk Register	Close					P				A25
Quality Register	Close					P				A23
Daily Log	Close					P				A7
Lessons Log	Close					P				A14
Draft project closure notification	Prepare		(A)	(A)	(A)	P		R		



Thank you for
your attention

Savvas Theodorou
Theodorou.savvas@gmail.com