

## PRINCE2 (extensive)

### Principles

#### CONTINUED BUSINESS JUSTIFICATION

Ensures the project continually justifies its business objectives

#### LEARN FROM EXPERIENCE

Log experiences, report experiences, learn from failures and successes

#### DEFINED ROLES AND RESPONSIBILITIES

Clearly define deliverables and metrics for each role in the project

#### MANAGE BY STAGES

Projects are run and managed in clearly defined stages

#### MANAGE BY EXCEPTION

Involve management only when agreed tolerances are exceeded

Manage according to Time, Cost, Risk, Scope, Quality and Benefits

#### FOCUS ON PRODUCTS

The products and deliverables are more important than the methods used

#### TAILOR TO SUIT THE PROJECT ENVIRONMENT

Adapt PRINCE2 to fit the organization

### Themes (tools)

#### BUSINESS CASE (Why?)

Describes the reason for a project

Updated and used throughout the project to validate its continuation

##### CONTAINS:

Executive summary

Reasons

Business options

Expected benefits

Expected dis-benefits

Timescale

Costs

Investment appraisal

Major risks

#### ORGANIZATION (Who?)

Define a responsible person for each role that is needed

Project Board ("BUS") ("PB")

Business Executive ("B")

The formal authority and owner of the project

Deliverable:

Metric:

Senior User ("U")

Owns the Customer Quality Expectations

Ensures the Project Benefits are realized

Deliverable:

Metric:

Senior Supplier ("S")

Supplies the resources needed to deliver the Project Benefits

Deliverable:

Metric:

Authority and Assurance

Project Assurance

Oversees the project on behalf of the Project Board

Deliverable:

Metric:

Quality Assurance

Oversees the Products and their quality on behalf of Senior User

Deliverable:

Metric:  
Change Authority  
Decides on project changes on behalf of the Project Board  
Deliverable:  
Metric:

#### The Project

Project Manager ("PM")

Runs the project

Deliverable:

Metric:

Project Support

Supports the PM with administrative tasks

Deliverable:

Metric:

Team Manager(s)

Manages teams that produces the Project Products

Deliverable:

Metric:

#### QUALITY (What?)

Customer Quality Expectations ("CQE")

Defines what is to be produced and at what level of quality

Acceptance Criteria ("AC")

Defines how the CQEs are to be measured and verified

#### PLANS (How? How much? When?)

Defines how the project is to be run

Defines timeframes and resources to be used

Types of plans

Project Plan

Stage Plan

Team Plan

Exception Plan

When tolerances have been exceeded

#### RISK (What if?)

Identifies risks

Delineates how risks are to be mitigated

#### CHANGE (What's the impact?)

Ensures a mechanism in place to identify and approve changes

Keeps Configuration Management in place

#### PROGRESS (Where are we now? Where are we going? Should we continue?)

Establish mechanism to compare actual against expected progress

Progress controls can be "event driven" or "time driven"

#### Processes

##### STARTING UP A PROJECT

Start = Project Mandate

Form a Project Board with three key roles (the "BUS")

Appoint a Project Manager

Start the Daily Log and Lessons Log

Create a Project Brief; CONTAINS:

Outline Business Case

Main CQEs and ACs

Project Organization

Initiation Stage Plan

Get approval from the Project Board

##### DIRECTING A PROJECT (run by the Project Board)

CONTINUOUS:

- Directs the project (including ad-hoc advice)
- Authorizes the Project Brief
- Authorizes the Project Initiation Document
- Authorizes End Stage Reports
- Authorizes Stage Plans
- Validates/invalidates the Business Case
- Authorizes Project Closure
- Reports to Corporate Authority or Programme Management

#### INITIATING A PROJECT

Create a Project Initiation Document ("PID"); CONTAINS:

- Business Case
- Benefits Review Plan
- Project Plan
- Next Stage Plan

[1+ Stages]

#### MANAGING STAGE BOUNDARY

- Assure the PB that current stage products are complete & approved
- Prepare next Stage Plan
- Review/update PID
- Record lessons learned
- Request authorization for next stage (from #'DIRECTING A PROJECT')
- [? Exception]
  - Prepare an Exception Plan ("EP")
  - Seek approval to replace current plan with EP (from #'DIRECTING A PROJECT')

#### CONTROLLING A STAGE

- Manage the stage on a daily basis
- Send Highlight Reports (to #'DIRECTING A PROJECT')
- Escalate issues and risks (to #'DIRECTING A PROJECT')
- Authorize Work Package(s)
- Review Work Package(s)
- Receive completed Work Package(s) (from #'MANAGING PRODUCT DELIVERY')

#### MANAGING PRODUCT DELIVERY

- Send Checkpoint Reports (to #'CONTROLLING A STAGE')
- Accept Work Package(s)
- Execute Work Package(s)
- Deliver Work Package(s) (to #'CONTROLLING A STAGE')

#### CLOSING A PROJECT

- Verify user acceptance of the Project Products
- Ensure the host site is able to support the products
- Review the Project's performance
- Assess Project Benefits
- Ensure recommended follow-up actions address all unresolved issues/risks
- Prepare End Project Report
- Prepare Lessons Report
- Send reports and request authorization for project closure (to #'DIRECTING A PROJECT')

### PRINCE2 (simple)

#### START PROJECT

- Establish the Project Board ("BUS") ("PB")
  - Business Executive ("B")
    - 100% responsible for the realization of the Business Case
- Deliverable:

Metric:

Senior User ("U")

100% responsible for fulfilling the user's benefits

Ensures the Project Benefits are realized

Deliverable:

Metric:

Senior Supplier ("S")

100% responsible for ensuring needed resources are available

Deliverable:

Metric:

Appoint a Project Manager ("PM")

100% responsible for the project within the agreed tolerances

Deliverable:

Metric:

PB & PM : Assess user's needs

PB & PM : Establish clear measurable deliverables that fulfill user's needs

PB & PM : Agree on project tolerances

PB & PM : Write a Business Case for the project; CONTAINS:

Expected benefits

Expected dis-benefits

Timescale

Costs

Major risks

PB & PM : Write the Project Plan

Overall plan

Detailed plan for the first Stage

Get approval for the project from Corporate or Programme Management

[1+ STAGES]

PM : Distribute the deliverables for the stage to appropriate teams

PM : Ensure deliverables are produced

PM : Approve deliverables

PM : Report to PB

PB : Decide on Go/Exception/NoGo

[? Exception] Create and execute Exception Plan

CLOSE PROJECT

PM : Review benefits

PM : Write Project Report; CONTAINS:

Project Deliveries

Project Benefits

Lessons Learned

Recommended actions after Project