

Initiating Process Group

Those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase

Develop Project Charter

“The process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.”



Develop Project Charter

- ❖ Inputs (What should we consider? – Where should we start?)
 - ❖ Project statement of work
 - ❖ Business case
 - ❖ Agreements
 - ❖ Enterprise environmental factors
 - ❖ Organizational process assets

Develop Project Charter

❖ Tools and Techniques:

❖ Expert judgment

- ❖ other units/departments
- ❖ consultants
- ❖ stakeholders
- ❖ professional & technical associations
- ❖ industry groups
- ❖ SMEs (Subject Matter Experts)
- ❖ PMO (Project Management Office)

❖ Facilitation Techniques



Develop Project Charter

❖ Outputs:

❖ Project Charter :

- ❖ Project purpose or justification
- ❖ Measurable project objectives and related success area
- ❖ High level requirements
- ❖ High level project description
- ❖ High level risks
- ❖ Summary milestone schedule
- ❖ Summary budget
- ❖ Project approval requirements
- ❖ Assigned project manager
- ❖ Name and authority of sponsor

Identify Stakeholders

“the process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project, analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success”



Identify Stakeholders

Inputs:

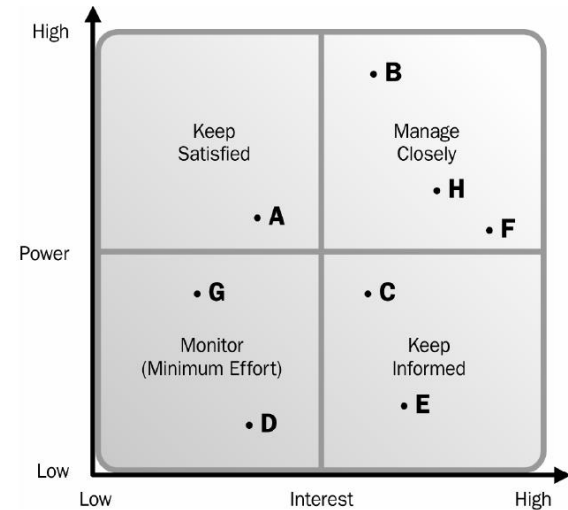
- ❖ Project Charter
- ❖ Procurement Documents
- ❖ Enterprise Environmental Factors:
 - ❖ Organization or company culture or structure
 - ❖ Governmental or industry standards
- ❖ Organizational process assets:
 - ❖ Stakeholders register templates
 - ❖ Lessons learned from other projects
 - ❖ Stakeholder register from previous projects

Identify Stakeholders

Tools and Techniques:

- ❖ Stakeholders Analysis:
 - ❖ Identify all potential project stakeholders, their roles, depts...etc, usually by means of interviewing
 - ❖ Identify the potential impact or support each stakeholder could generate and define an approach strategy (power/interest grid, influence/ impact grid...etc)
 - ❖ Assess how key stakeholders would react in various situations
- ❖ Expert Judgment:
 - ❖ Senior management
 - ❖ Other depts.
 - ❖ PMs who have worked on similar projects
 - ❖ SMEs
 - ❖ Professional and technical associations
 - ❖ Industry groups and consultants
- ❖ Meetings

- Power/ Interest Grid
- Power/ Influence Grid
- Influence/ Impact Grid
- Salience Model (power-urgency-legitimacy)



Salience Model: Stakeholder Classification



Identify Stakeholders

Outputs:

- ❖ Stakeholder register:
 - ❖ Identification information
 - ❖ Assessment information
 - ❖ Stakeholders' classifications

[illegible]