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## [Project Management, project planning, templates and advice](http://www.stakeholdermap.com/project-templates/project-management-templates.html)

<PROJECT NAME>

<PROJECT REFERENCE>

PROJECT INITIATION DOCUMENT

## [stakeholdermap.com](http://www.stakeholdermap.com/)

DOCUMENT CONTROL

DOCUMENT INFORMATION

|  |  |
| --- | --- |
|  | **Information** |
| Document Id | *[Document Management System #]* |
| Document Owner | *[Owner Name]* |
| Issue Date | *[Date]* |
| Last Saved Date | *[Date]* |
| File Name | *[Name]* |

DOCUMENT HISTORY

|  |  |  |
| --- | --- | --- |
| **Version** | **Issue Date** | **Changes** |
| *[1.0]* | *[Date]* | *[Section, Page(s) and Text Revised]* |
|  |  |  |
|  |  |  |
|  |  |  |

DOCUMENT APPROVALS

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Name©** | **Signature** | **Date** |
| Project Sponsor |  |  |  |
| Project Review Group |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Project Manager© |  |  |  |
| Quality Manager  *(if applicable)* |  |  |  |
| Procurement Manager  *(if applicable)* |  |  |  |
| Communications Manager  *(if applicable)* |  |  |  |
| Project Office Manager  *(if applicable)* |  |  |  |

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# TEMPLATE GUIDE

***How to use this template***

*This is a guide to the common sections included in a* [*Project Initiation Document.*](https://www.stakeholdermap.com/project-management/pid.html) *Sections may be* added, removed or amended to suit the project and project methodology. Example tables, have been added (where relevant) these are just a suggestion, you may decide to format these sections differently.

*Text in Blue italics is designed to assist you in completing the template. Delete this text before sharing* the final document.

PROJECT SUMMARY

*Provide an ‘at a glance’ summary of the project purpose. It should show how the project aligns with* the [Business Strategy](https://www.stakeholdermap.com/business/strategic-business-planning.html) or [Program](https://www.stakeholdermap.com/prince2/prince2-glossary-P-performance.html#programme) Plan, which departments and technology will be involved and the key activities that will be performed.

PURPOSE

*Explain why the project is being carried out – the rationale for the project. Aim to answer these* questions:

* *Why is the project being undertaken?*
* *What are the key deliverables?*
* *What is the planned* [*ROI*](https://www.stakeholdermap.com/definitions/roi-return-on-investment-meaning.html) *(high-level)? This can link to the* [*Business Case.*](https://www.stakeholdermap.com/project-management/business-case.html)
* *What are the key touch points?*

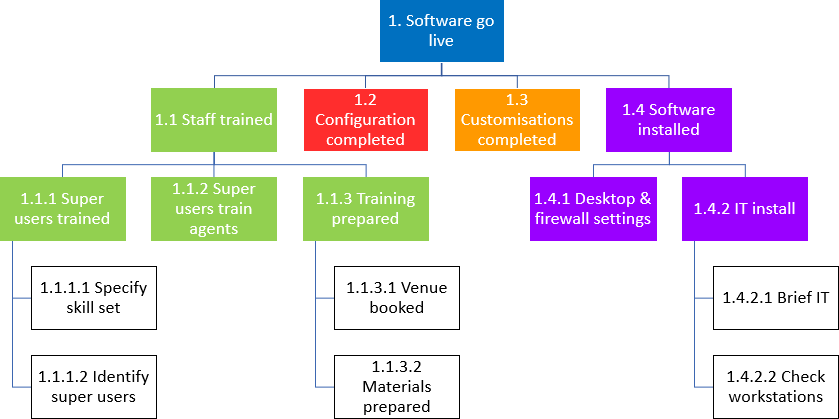
*This section is usually concise. If a Project Brief has been completed, it should provide the key* information for this section.

PROJECT OBJECTIVES

*This section identifies the key project objectives – what specifically will this project achieve? It should* clearly link to the Program Objectives. It is likely to include active verbs such as replace, revise, provide, secure, create etc. It will reference [Business Case,](https://www.stakeholdermap.com/project-management/business-case.html) which is usually a separate document.

SCOPE AND EXCLUSIONS

*Describe the main work streams,* [*work packages*](https://www.stakeholdermap.com/prince2/prince2-glossary-U-W-useracceptance.html#work-package-1) *and products that will be delivered. This section* could include a high-level Work Breakdown Structure (WBS) presented as a graphical hierarchy or as a list with a hierarchy denoted by numbering. For example:



*Get a template for a graphical* [*Work Breakdown Structure*](https://www.stakeholdermap.com/plan-project/work-breakdown-structure-template.html)

*Get a template for a* [*Work Breakdown Structure in Excel*](https://www.stakeholdermap.com/project-templates/WBS-excel-template.html)

PROJECT DELIVERABLES

*Provide a complete list of the deliverables/products the project will produce. Make sure each* deliverable has a unique identifier. This section may include links or references to each products [Product Description.](https://www.stakeholdermap.com/prince2/prince2-glossary-P-performance.html#product-description)

|  |  |  |
| --- | --- | --- |
| ***Deliverable ID*** | ***Deliverable Title*** | ***Deliverable Description*** |
|  |  |  |

INTERFACES AND DEPENDENCIES

*Note any other groups, projects and organisations that will be involved in the project or will be* impacted by the project. Include any dependencies here, for example if the project is dependent on an external product or an external decision.

|  |  |  |
| --- | --- | --- |
| ***Interface or dependency with:*** | ***Description*** | ***Management plan*** |
| *Recruitment team* | *Recruitment of project manager by x date* | *Keys tasks documented in project plan with owners assigned. Job description already in place.* |
|  |  |  |

*See* [*example job descriptions for project managers*](https://www.stakeholdermap.com/project-templates/job-description-project-manager.html)

ASSUMPTIONS

*List the* [*assumption*](https://www.stakeholdermap.com/prince2/prince2-glossary.html#assumption)*s that have been made in order to conceive of and plan this project. For example* assumptions may have been made around legislation, other projects, market conditions, recruitment etc.

ACCEPTANCE CRITERIA

*Describe in measurable terms the criteria that* [*Project Sponsor*](https://www.stakeholdermap.com/prince2/prince2-glossary-S-schedule.html#sponsor-1) *will use to evaluate and accept or* reject the project deliverables and outputs. This might include conditions that are not related to products like delivery by a certain date.

MONITORING AND EVALUATION

*Document how the project will be* monitored and evaluated. For example:

* *How feedback will be collected on the value of this project by users of the products.*
* *The monitoring and evaluation methods the* [*Project Sponsor*](https://www.stakeholdermap.com/prince2/prince2-glossary-S-schedule.html#sponsor-1) *will use to determine that the project has been delivered to specification and has had the intended impact*
* *The time scales and key dates for collecting the above information*
* *How, when and to whom the feedback and the monitoring and evaluation findings will be reported.*

# PROJECT DELIVERY

## INITIAL RISK LOG

*List the known risks to the successful delivery of the project. These should be specific to the project* and not just a reiteration of common project risks.

*Helpful guides for this section:* [*A guide to Risk Management.*](http://www.stakeholdermap.com/risk/risk-management.html) *Example* [*Risk Register.*](http://www.stakeholdermap.com/risk/risk-register.html) [*Possible*](http://www.stakeholdermap.com/risk/risk-responses.html)[responses to risk.](http://www.stakeholdermap.com/risk/risk-responses.html)

*Complete the following table:*

|  |  |  |  |
| --- | --- | --- | --- |
| **Description** | **Likelihood** | **Impact©** | **Mitigating Actions** |
| *Inability to recruit skilled resource* | *Low* | *Very High* | *Involve retained recruitment consultant to source team members. Consider using consultants on fixed term contracts.* |
| *Technology solution is unable to deliver required results* | *Medium* | *High* | *Complete a pilot project against most business critical requirements. Consider using Agile methods to deliver working product in Sprints.* |
| *Additional capital expenditure may be required in addition to that approved* | *Medium* | *Medium* | *Monitor project spend as per the project methodology. Report on spend bi-weekly to the project board. Assign PMO Director to support Project Manager in cost control.* |
|  |  |  |  |

## PROJECT ORGANISATION STRUCTURE

*In this section include an organization chart for the project. It won’t necessarily show line* management responsibilities, rather reporting and communication lines for the project. Include the key roles and responsibilities in this section and a [RACI](https://www.stakeholdermap.com/agile/agile-dictionary-prince2-R.html#raci) if applicable.

## COMMUNICATION PLAN

*To realise the business benefits a communication strategy will be needed, be that for internal staff* impacted by the change or for external parties.

*Set out how information about the project will be communicated. For example how will the project* communicate progress, escalations, readiness plans for go live etc. There may need to be separate plans for internal and external communications.

## INTERNAL PROJECT COMMUNICATION

*Document the process, timings and governance of the planned internal communications. The table* below may be helpful.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Description of communication*** | ***Timings e.g. monthly*** | ***Audience*** | ***Creator/author*** | ***Sign-off authority*** |
| *Project progress reports* | *Weekly* | *Project Sponsor, Risk Manager, Change Manager, project team* | *Project Manager* | *Program Manager* |
| *Highlight Reports* | *Monthly* | *Project Board* | *Project Manager* | *Program Manager* |
| *Training plan* | *3 months prior*  *to go live* | *Users and department*  *managers* | *Change Manager &*  *training manager* | *Project*  *Sponsor* |
|  |  |  |  |  |

## EXTERNAL PROJECT COMMUNICATION

*Document the process, timings and governance of the planned external communications. The table* below may be helpful.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Description of communication*** | ***Timings e.g. monthly*** | ***Audience*** | ***Creator/author*** | ***Sign-off authority*** |
| *Marketing bulletin to existing customers* | *2 months prior to go live and at go live* | *Existing customers and their account managers* | *Marketing Manager* | *Project Sponsor, Marketing Director* |
| *New product pages on website* | *At go live* | *All website users* | *Marketing Manager web*  *content* | *Project Sponsor, Marketing*  *Director* |
|  |  |  |  |  |

[QUALITY MANAGEMENT](https://www.stakeholdermap.com/prince2/prince2-glossary-Q-quality.html#quality-management)

*Two aspects of* [*quality management*](https://www.stakeholdermap.com/prince2/prince2-glossary-Q-quality.html#quality-management) *should be considered within the PID: firstly securing high quality* project management and secondly ensuring that deliverables are produced to agreed quality standards.

## QUALITY MANAGEMENT OF THE PROJECT

*For some projects quality of project delivery may be provided through pre-existing governance* provided by program, portfolio management or a project management office. In these cases this section may just require a reference to pre-existing policies and procedures.

*Example text:*

*Responsibility for checking that all procedures have been correctly followed in preparing this PID rests* with: [Insert Name] Senior Project Manager.

*Responsibility for checking and signing off this PID and for ensuring it follows the PID guidance rests* with: [Insert Name] Program Manager.

*Responsibility for ongoing monitoring and supervision to ensure that ongoing project management* complies with the agreed procedures and processes rests with [Insert Name] of the Programme Office

## QUALITY MANAGEMENT OF THE DELIVERABLES

*In this section document what the quality standards, quality assurance process and quality checking* are for each project deliverable. A table similar to the below may be used.

|  |  |  |  |
| --- | --- | --- | --- |
| ***Deliverable ID and title*** | ***Quality standards*** | ***Quality assurance*** | ***Quality checking*** |
| *0034 Web pages* | *Follow existing branding specification.*  *Meet Accessibility compliance guidelines*  *Meet browser compatibility policy* | *Follow publishing review process.*  *Pre-approved suppliers only.* | *Web change advisory board via unit test, user acceptance testing and go live testing.* |
|  |  |  |  |

[PROJECT MILESTONES](https://www.stakeholdermap.com/project-management/project-milestones.html)

*List the* [*project milestones*](https://www.stakeholdermap.com/project-management/project-milestones.html) *(key points in a project life cycle). They might be target dates that must be* met or delivery of important [work packages](https://www.stakeholdermap.com/prince2/prince2-glossary-U-W-useracceptance.html#work-package-1) or markers of progress. This section will likely contain a table similar to the one below.

|  |  |
| --- | --- |
| ***Milestone*** | ***Milestone target date*** |
| *Project Kick off* | *Day month year* |
| *Design phase* | *Day month year to day month year* |
| *Build starts* |  |
| *Start of User Acceptance Testing* |  |
|  |  |
|  |  |

## RESOURCE PLAN

*This section lists the resources - people and machine that are required for the project. A description of* all of the Roles and Responsibilities should be included along with the resources needed, their skill set, when they are needed, how long for and the associated costs. Get a [Resource Planning](https://www.stakeholdermap.com/project-templates/resource-planning-template.html) [Template.](https://www.stakeholdermap.com/project-templates/resource-planning-template.html)

[PROJECT TOLERANCE AND EXCEPTION PROCESS](https://www.stakeholdermap.com/project-management/project-tolerance.html)

PROJECT INITIATION DOCUMENT

*Document the agreed* [*Project Tolerances*](https://www.stakeholdermap.com/project-management/project-tolerance.html) *and provide a brief confirmation of the* [*Exception Procedure*](https://www.stakeholdermap.com/project-management/project-tolerance.html#exception-process)to be followed if there is a deviation from the approved plan that is forecast to exceed Tolerance.

*Refer also to the* [*Change Control Process*](https://www.stakeholdermap.com/change/change-management-process.html) *that will be followed for this project. See example* [*cost and*](https://www.stakeholdermap.com/project-management/project-tolerance.html#cost-and-time-tolerances)[time tolerances.](https://www.stakeholdermap.com/project-management/project-tolerance.html#cost-and-time-tolerances)

APPENDIX

RECORD OF AMENDMENTS TO THE PID

*Keep a record of the changes made to each version of the PID. This section may form part of the PID* header/document information page, or an appendix.

DELIVERABLE / WORK PACKAGE SPECIFICATIONS

*Include the specifications for the* [*work packages*](https://www.stakeholdermap.com/prince2/prince2-glossary-U-W-useracceptance.html#work-package-1) *and project deliverables. For example, a unique* reference for each deliverable, title, purpose, composition, format, owner, [quality criteria,](https://www.stakeholdermap.com/prince2/prince2-glossary-Q-quality.html#quality-criteria) location/storage.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Deliverable ID & Title*** | ***Purpose*** | ***Composition*** | ***Format & location*** | ***Owner*** | ***Quality criteria*** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

FINANCIAL / BUDGET REQUIREMENTS

*Document the budget, cost and revenue forecast and any payment milestones as appropriate for the* project.

DETAILED SCHEDULES

*Provide a detailed project schedule. For example, a Microsoft Project plan may be attached here or* referenced in this section. Get ready made [Microsoft Project Plans.](https://www.stakeholdermap.com/project-templates/ms-project-templates.html) This may also include detailed team plans and resource plans. Get a [Resource plan Template.](https://www.stakeholdermap.com/project-templates/resource-planning-template.html)