

Figure 9.1 Issue and change control procedure

9.3.3.1 Capture

The first step in the procedure is to undertake an initial analysis to determine the type of issue that has been raised and whether it can be managed informally or formally.

The Project Manager is likely to receive many issues that can be handled without having to treat them formally, particularly if the issue can be immediately resolved – for example, a team member raising an issue that their site access pass is about to expire. In such cases, the Project Manager should decide on the best course of corrective action.

The purpose of distinguishing between those issues that can be managed informally and those that need to be managed formally is to:

- Ensure decisions are made at an appropriate level within the project management team
- Avoid the Project Board being inundated with too many issues and therefore diluting the time it has available to deal with the key issues affecting the project
- Reduce the administrative burden on the Project Manager when dealing with the day-to-day issues that may arise.

Issues being managed formally should be entered in the Issue Register and given a unique identifier.

An Issue Report should be created to capture what is already known about the issue. It is often useful to ask the person who raised the issue to create the initial Issue Report.

9.3.3.2 Examine

The next step is to examine the issue by undertaking an impact analysis.

The Project Manager needs to consider whether it is worthwhile doing a detailed impact analysis as the duration and effort required to undertake one may itself cause a deviation from the plan.

The impact analysis should consider the impact the issue has (or will have) on:

- The project performance targets in terms of time, cost, quality and scope
- The project Business Case, especially in terms of the impact on benefits
- The project risk profile, i.e. the impact on the overall risk exposure of the project.

If the project is part of a programme, the impact of the change on the programme as a whole should be considered. There may also be effects on other projects that are not necessarily part of the programme.

Examining the impact of issues can be wrongly taken to mean only the impact on the customer.

Impact analysis must cover the three areas of business, user and supplier – for example, the supplier's cost and effort required to implement a change and what products would have to be changed. Having undertaken the impact analysis, the severity or priority should be re-evaluated.

The Issue Register and Issue Report should be updated to include the above information and the person who raised the issue and the person who created the Issue Report (if different) should be kept appraised of its status.

It may be necessary to request advice from the Project Board to check their understanding of the issue's priority or severity before proposing resolutions.

9.3.3.3 Propose

Having gained a full understanding of the impact of the issue, the next step is to consider alternative options for responding to it and proposing a course of action to take.

Consideration should be given as to the effect each of the options will have on the project's time, cost, quality, scope, benefit and risk performance targets. There must be a balance between the advantage to be gained by implementing the option, and the time, cost and risk of implementing it, as illustrated in Figure 9.2.

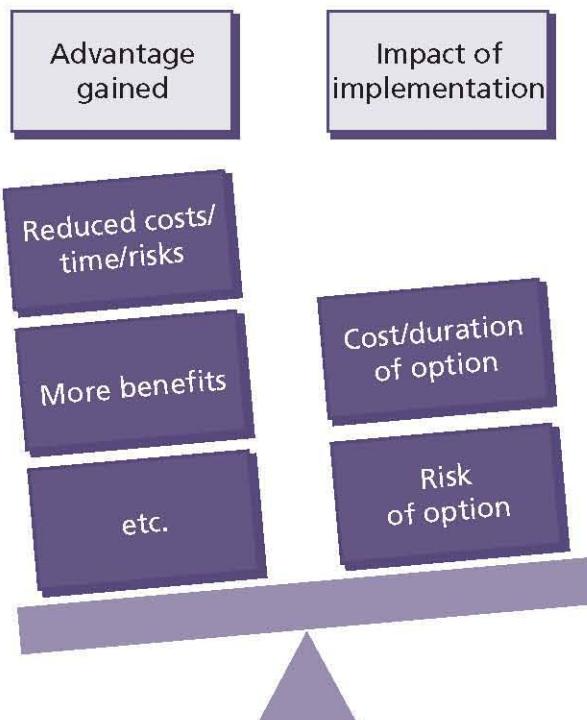


Figure 9.2 Options analysis

The risk considerations should include both project risks (i.e. of not completing within tolerances) and operational risks (e.g. potential performance issues once the project's products are in use).

If any of the proposed options would take the stage or project beyond any tolerances, consider preparing an Exception Report for that option to accompany the Issue Report.

9.3.3.4 Decide

The Project Manager may be able to resolve issues without the need to escalate them to the Project Board. For example, a minor change to an approved detailed design document that does not affect any other products could be handled by the Project Manager (if allowed in the Configuration Management Strategy), as long as it is formally recorded.

Other issues may need to be escalated to the Project Board (or its delegated Change Authority) for a decision. The escalation could be in the form of an Issue Report (as part of a request for advice) or in the form of an Exception Report (if the selected option to address the issue would cause an exception – see Chapter 10).

For escalated issues and exceptions, the likely Project Board responses are shown in Table 9.2.

9.3.3.5 Implement

The Project Manager will either:

- Take the necessary corrective action (such as updating a Work Package or issuing a new one), or
- Create an Exception Plan for approval by the Project Board.

In both cases, the Project Manager will update the Issue Register and Issue Report with the decision and inform all interested parties.

Once the issue is closed, the Project Manager should update the Issue Register and the Issue Report.

9.4 RESPONSIBILITIES

Table 9.3 outlines the responsibilities relevant to the Change theme. Refer to Appendix C for further details of project management team roles and their associated responsibilities.

Table 9.2 Project Board decisions

Request	Project Board (or Change Authority) response	Considerations
Request for change	<ul style="list-style-type: none"> ■ Approve the change ■ Reject the change ■ Defer decision ■ Request more information ■ Ask for an Exception Plan (if the request for change cannot be implemented within the limits delegated to the Change Authority). 	<p>If a request for change involves extra cost, there are three principal ways to fund it:</p> <ul style="list-style-type: none"> ■ Use the change budget (if being used and if of sufficient size) ■ Increase the project budget ■ De-scope other elements of the project.
Off-specification	<ul style="list-style-type: none"> ■ Grant a concession ■ Instruct that the off-specification be resolved ■ Defer decision ■ Request more information ■ Ask for an Exception Plan (if the concession cannot be granted within the limits delegated to the Change Authority). 	Tolerance should not be used to fund requests for change.
Problem/concern	<ul style="list-style-type: none"> ■ Provide guidance ■ Ask for an Exception Plan 	The Project Board may decide to accept the off-specification without immediate corrective action. This is referred to as a concession . When a product is granted a concession, the Product Description will need to be revised before the product is handed over to the User.

Table 9.3 Responsibilities relevant to the Change theme

Role	Responsibilities
Corporate or programme management	Provide the corporate or programme strategy for change control, issue resolution and configuration management.
Executive	<ul style="list-style-type: none"> Determine the Change Authority and change budget. Set the scale for severity ratings for issues. Set the scale for priority ratings for requests for change and off-specifications. Respond to requests for advice from the Project Manager. Make decisions on escalated issues, with particular focus on continued business justification.
Senior User	<ul style="list-style-type: none"> Respond to requests for advice from the Project Manager. Make decisions on escalated issues with particular focus on safeguarding the expected benefits.
Senior Supplier	<ul style="list-style-type: none"> Respond to requests for advice from the Project Manager. Make decisions on escalated issues, with particular focus on safeguarding the integrity of the complete solution.
Project Manager	<ul style="list-style-type: none"> Manage the configuration management procedure, assisted by Project Support where possible. Manage the issue and change control procedure, assisted by Project Support where possible. Create and maintain the Issue Register, assisted by Project Support where possible. Implement corrective actions.
Team Manager	Implement corrective actions.
Project Assurance	Advise on examining and resolving issues.
Project Support	<ul style="list-style-type: none"> Administer the configuration management and issue and change control procedures: <ul style="list-style-type: none"> ■ Maintain Configuration Item Records ■ Produce Product Status Accounts ■ Assist the Project Manager to maintain the Issue Register.

10 Progress

10.1 PURPOSE

The purpose of the Progress theme is to establish mechanisms to monitor and compare actual achievements against those planned; provide a forecast for the project objectives and the project's continued viability; and control any unacceptable deviations.

Two of the principles of PRINCE2 are managing by stages and continued business justification. The Progress theme provides the mechanisms for monitoring and control, enabling the critical assessment of ongoing viability.

The Progress theme provides such mechanisms for all management levels (delivering, managing, directing) within the project management team, and for corporate or programme management outside the project.

Another PRINCE2 principle is that projects are managed by exception, setting tolerances for project objectives to establish limits of delegated authority. Tolerances define the amount of discretion that each management level can exercise without the need to refer up to the next level for approval. The Progress theme provides the mechanisms to monitor progress against the allowed tolerances, and the controls to escalate to the next level should any forecast suggest that one or more tolerances will be exceeded.

Control of progress is all about decision making and is central to project management, ensuring that the project remains viable against its approved Business Case.

10.2 PROGRESS DEFINED

10.2.1 What is progress?

Progress is the measure of the achievement of the objectives of a plan. It can be monitored at Work Package, stage and project level.

10.2.2 What are progress controls?

Progress controls ensure that for each level of the project management team the next level of management can:

- Monitor progress
- Compare level of achievement with plan
- Review plans and options against future situations
- Detect problems and identify risks
- Initiate corrective action
- Authorize further work.

10.2.3 Exceptions and tolerances

An exception is a situation where it can be forecast that there will be a deviation beyond the agreed tolerance levels.

Tolerances are the permissible deviation above and below a plan's target for time and cost without escalating the deviation to the next level of management. There may also be tolerance levels for quality, scope, benefit and risk.

If tolerances are not implemented, there is no clear measure of discretion if things do not go to plan. For example, if every minor deviation is escalated to the Project Board, the Project Manager is merely monitoring the work and making no effort to implement corrective action – clearly unsatisfactory from the Project Board members' point of view. In effect, the Project Board is having to do the Project Manager's job. On the other hand, if the Project Manager carries on working to put things right, implementing corrective actions, there is the risk that Project Board members will see this as exceeding the Project Manager's (unwritten) discretion, and will question why the problems were not escalated earlier. In this instance, the Project Manager is seen as taking on the Project Board's role.

Table 10.1 describes where tolerances may be usefully applied and shows in which management product they are documented.

Table 10.1 The six tolerance areas by level

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
Note 1 – the scope of a plan is defined by the set of products to be delivered. Scope tolerance (if used) should be in the form of a note on or reference to the product breakdown structure for the plan. Scope tolerance at the stage or Work Package level is of particular use if applying a time-bound iterative development method such as Agile.				
Note 2 – more specific stage level risk tolerances may be set by the Project Board when authorizing a stage or by the Project Manager when commissioning Work Packages, especially from external suppliers.				
Note 3 – quality tolerances are not summarily defined at the stage or Work Package level but are defined per Product Description within the scope of the plan.				

10.3 THE PRINCE2 APPROACH TO PROGRESS

Progress control involves measuring actual progress against the performance targets of time, cost, quality, scope, benefits and risk, and then using this information to make decisions (such as whether to approve a stage or Work Package, whether to escalate deviations, whether to prematurely close the project etc.) and to take actions as required. PRINCE2 provides progress control through:

- Delegating 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.

The project's controls should be documented in the Project Initiation Documentation.

10.3.1 Delegating authority

10.3.1.1 *The four levels of management*

The principle of management by exception uses six types of tolerance against which a project can

be controlled. The allocation of tolerances follows the four levels of the project management team as outlined in Figure 10.1 and described below:

- **Corporate or programme management** sits outside the project but sets the overall requirements and tolerance levels for the project. The three levels of management within the project (responsible for directing, managing and delivering) will manage and implement within these tolerances and escalate any forecast breaches of project tolerance
- **The Project Board** has overall control at a project level, as long as forecasts remain within project tolerance, and will allocate tolerances for each management stage to the Project Manager. The Project Board has the ability to review progress and decide whether to continue, change or stop the project. During execution of the Project Plan, if any forecasts indicate that the project is likely to exceed the agreed project tolerances, then the deviation should be referred to corporate or programme management by the Project Board in order to get a decision on corrective action
- **The Project Manager** has day-to-day control for a management stage within the tolerance limits laid down by the Project Board. During execution of a Stage Plan, if any forecasts indicate that the stage is likely to exceed the agreed stage tolerances, then the deviation should be referred to the Project Board by the Project Manager in order to get a decision on corrective action
- **The Team Manager** has control for a Work Package, but only within the Work Package tolerances agreed with the Project Manager. During execution of the Work Package, if any forecasts indicate that it is likely that the agreed tolerances will be exceeded, then the deviation should be referred to the Project Manager by the Team Manager in order to get a decision on corrective action.

10.3.1.2 Project Board controls

The main controls available to the Project Board include:

- **Authorizations** The Project Board uses the Directing a Project process to authorize initiation, authorize the project, authorize each stage and, finally, authorize project closure:

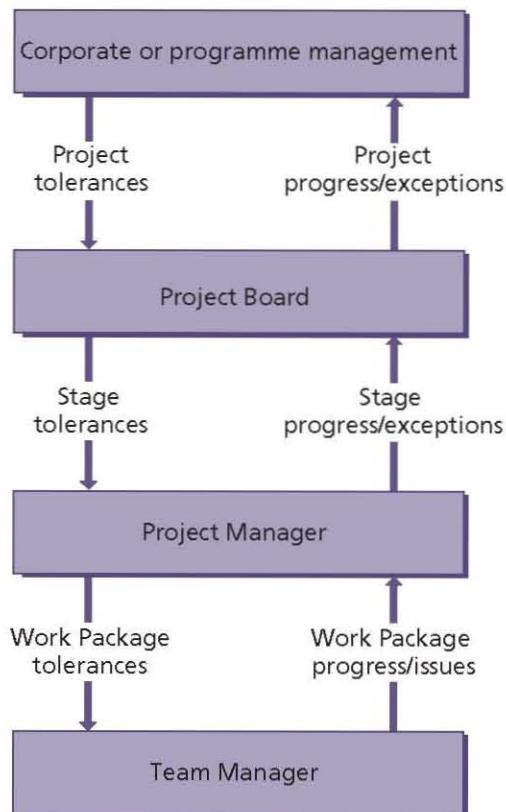


Figure 10.1 Delegating tolerance and reporting actual and forecast progress

- After the pre-project process Starting up a Project, the Project Board authorizes progress to the initiation stage, which is the official 'start' of the project
- After the Initiating a Project process, the Project Board reviews the information from the Project Initiation Documentation and, if satisfied that there is sufficient reason to go ahead with the project, can approve the Project Initiation Documentation and authorize the project itself
- After the Managing a Stage Boundary process, the Project Board reviews a Stage Plan or Exception Plan, and can either approve the plan, with its relevant tolerances for the next management stage, or, if there is insufficient justification to continue with the project, trigger premature closure of the project
- After the Closing a Project process, the Project Board reviews the End Project Report and, if satisfied that the project is complete or has nothing more to offer, can authorize its closure

- **Progress updates** Including Highlight Reports and End Stage Reports
- **Exceptions and changes** Including Exception Reports and Issue Reports.

When the Project Board has agreed stage tolerances with the Project Manager, it is kept informed of progress by means of Highlight Reports. There is no need for regular progress meetings during this stage, although personnel with Project Assurance responsibilities will require regular contact with the Project Manager and team members.

10.3.1.3 Project Manager controls

The main controls available to the Project Manager include:

- **Authorizations** Project Manager authorizations occur during the process Controlling a Stage (see Chapter 15). The Project Manager will be responsible for agreeing and authorizing Work Packages and Work Package tolerances
- **Progress updates** Including Checkpoint Reports produced by Team Managers or team members
- **Exceptions and changes** Use of project registers and logs to review progress and identify issues and risks that may need to be resolved. These are discussed further in section 10.3.3.2.

10.3.2 Use of management stages for control

Management stages are partitions of the project with management decision points. A management stage is a collection of activities and products whose delivery is managed as a unit. As such, this stage is a subset of the project and, in PRINCE2 terms, is the element of work that the Project Manager is managing on behalf of the Project Board at any one time.

Management stages:

- Provide review and decision points, giving the Project Board the opportunity to assess the project viability at regular intervals, rather than let it run on in an uncontrolled manner
- Give the ability to ensure that key decisions are made prior to the detailed work needed to implement them
- Allow clarification of what the impact will be of an identified external influence, such as the corporate budget round or the finalization of legislation

- Facilitate the management by exception principle by delegating authority to the Project Manager on a stage-by-stage basis.

The Project Board authorizes one management stage of the project at a time. Towards the end of each stage, during the Managing a Stage Boundary process, the Project Manager will review the Business Case and Project Plan, update the project documentation with the results of the stage, and create an End Stage Report and Stage Plan to request authorization to commence the next management stage. The End Stage Report, together with the Stage Plan for the next stage, should contain all the information necessary to enable the Project Board to conduct an end stage assessment and make a decision as to whether to proceed. The Project Board only authorizes the next management stage if there is sufficient business justification to continue. If the project no longer has a valid Business Case, the Project Board has the authority to prematurely close it.

The Project Board delegates the authority for day-to-day control of a stage, within agreed tolerances, to the Project Manager. As long as the stage is forecast to remain within tolerance, the Project Manager has discretion to make adjustments as required. This allows the Project Board to manage by exception, retaining the level of control it requires while reducing the administrative overhead of being involved.

10.3.2.1 Number of stages

The use of management stages in a PRINCE2 project is mandatory, but the number of stages is flexible and depends on the scale and risk of the project. Every PRINCE2 project consists of at least two management stages. The initiation stage is mandatory as it ensures that there is a firm basis for the project, which is understood by all parties. There should also be at least one other management stage to cover the remainder of the project. For larger projects, additional management stages may be needed to enable the project management team to have an optimal level of planning and control.

Defining management stages is fundamentally a process of balancing:

- How far ahead in the project it is sensible to plan
- Where the key decision points need to be on the project

- The amount of risk within a project
- Too many short management stages (increasing the project management overhead) versus too few lengthy ones (reducing the level of control)
- How confident the Project Board and Project Manager are in proceeding.

The number of management stages required will be dictated by the nature of the project and its duration. For short-duration projects (where the project can be completed within the planning horizon, for example), the introduction of multiple management stages could result in unnecessary 'overheads' and additional costs.

10.3.2.2 Length of stages

PRINCE2 does not define how long a management stage should be. Stages should be shorter when there is greater risk, uncertainty or complexity, for example at the beginning and end of projects. They can be longer when risk is lower, typically in the middle of projects. Further, the length of those management stages may vary depending on the point within the project lifecycle. Factors that will influence this decision include:

- **The planning horizon at any point in time** The planning horizon may vary depending on the nature of the work being undertaken. For example, the work involved in installing a computer system during an application migration project may be better understood and less risky than the work involved with migrating the application itself
- **The technical stages within the project** The end of management stages do not necessarily need to occur at the same time as the end of technical stages, but there are often benefits if they do. For example, the Project Board may wish to be able to understand any effects on the Business Case of the results of a 'proof of concept' before committing to a full-scale deployment
- **Alignment with programme activities** It may be a requirement to align the end of a management stage with the end-of-tranche review within the programme. This will allow the project to contribute fully to the assessment of the ongoing viability of the programme itself

- **The level of risk** Management stages can be very useful as a means of bringing Project Board control to risky projects. Stage breaks can be inserted at key points when risks to the project can be reviewed before major commitments of money or resources.

10.3.2.3 Technical stages

Another method of grouping work is by the set of techniques used or the products created. This results in stages covering elements such as design, build and implementation. Such stages are **technical stages** and are a separate concept from the management stages already introduced.

Technical stages often overlap (as in Figures 10.2 and 10.3) but management stages do not. Technical stages are typified by the use of a particular set of specialist skills. Management stages equate to commitment of resources and authority to spend.

Often the boundary of the two types of stage will coincide – for instance, where the management decision is based on the output from the technical stage. However, on other occasions the stage boundaries will not coincide – for example, there might be more than one technical stage per management stage.

Where a technical stage spans a management stage boundary, the extent to which the product(s) of the technical stage should be complete at the stage boundary should be clear in the Product Description(s) concerned.

Figures 10.2, 10.3 and 10.4 give examples of the distinction between technical and management stages. Figure 10.2 shows a project with five technical stages.

Figure 10.3 shows the same project from Figure 10.2, but broken down into four management stages. Two of the technical stages span more than one management stage.

Figure 10.4 shows that the technical stage of 'designing' has been broken into three product groups. The overall design now falls within management stage 1; detailed design and training syllabus form the second management stage; and periphery design is scheduled for management stage 3, together with the creation of the built facility and trained staff.

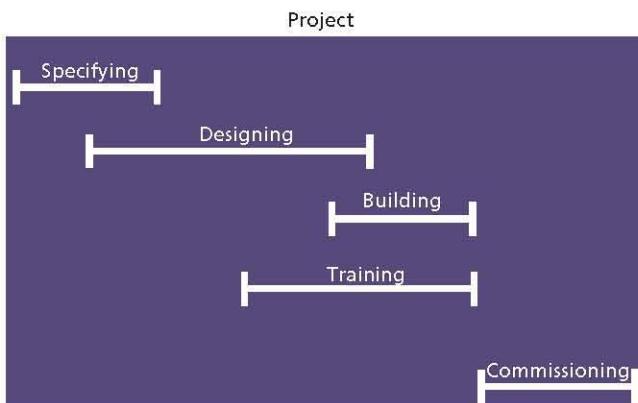


Figure 10.2 Specialist work defined in technical stages

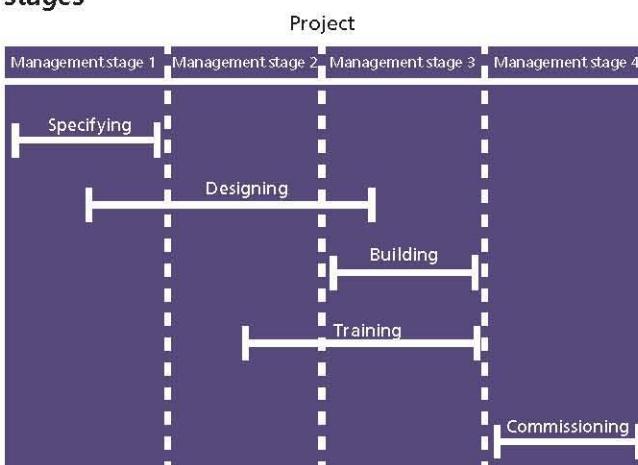


Figure 10.3 Specialist work crossing management stage boundaries

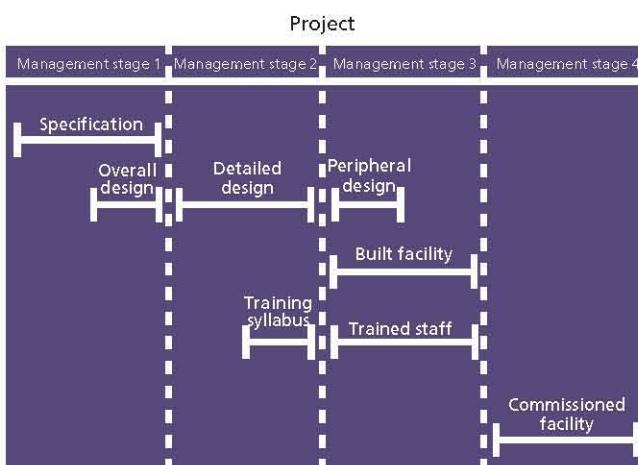


Figure 10.4 Specialist work aligned to management stages

The PRINCE2 approach is to concentrate the management of the project on the management stages since these will form the basis of the planning and control processes described throughout the method. To do otherwise runs the risk of the project being driven by the specialist teams instead of the customer's management.

10.3.3 Event-driven and time-driven controls

PRINCE2 provides two types of progress control throughout the life of a project:

- **Event-driven controls** Take place when a specific event occurs. This could be, for example, the end of a stage, the completion of the Project Initiation Documentation or the creation of an Exception Report. It could also include organizational events that might affect the project, such as the end of the financial year
- **Time-driven controls** Take place at predefined periodic intervals. This could be, for example, producing monthly Highlight Reports for the Project Board or weekly Checkpoint Reports showing the progress of a Work Package.

Monitoring and reporting requires a time-based approach, whereas control (decision making) is an event-based activity.

The following sections describe the management products that are used to establish and execute event-driven and time-driven controls.

10.3.3.1 Baselines for progress control

It is only possible to control at the level of resolution in the plans, i.e. if you want to have Checkpoint Reports weekly, you need to know (in the Stage Plan) what you expect to achieve week by week.

The following management products assist the Project Manager in establishing baselines for progress control:

- **Project Plan** This will include the project-level performance targets and tolerances. Any threat to the project-level tolerances needs to be escalated to the Project Board, which will seek advice from corporate or programme management for corrective action
- **Stage Plans** These form the basis of the day-to-day control of the stage. They should contain details of the activities to be conducted during a management stage, their timescales, and the resources needed to carry them out
- **Exception Plan** The Project Board may request an Exception Plan after having considered an Exception Report during the process Directing a Project. The Exception Plan should be produced at the same level as the plan that it replaces

- **Work Packages** The Project Manager authorizes a Work Package in order to trigger an individual team member or a Team Manager to undertake a piece of work during a stage. This means that work cannot be undertaken unless the Project Manager has specifically authorized it. Details of the work to be completed within what tolerances must be agreed between the Project Manager and Team Manager or team member, and documented in the Work Package. Work Package authorization is a particularly useful control when dealing with contractors or subcontractors. The individuals or teams monitor progress against the Work Package and report back to the Project Manager via Checkpoint Reports. A project may be a mix of internal and external teams. It may therefore be valid to use a mixture of formal and informal Work Packages of varying sizes, with tight or loose tolerances, depending on the needs of the project.

10.3.3.2 Reviewing progress

As part of Controlling a Stage, the Project Manager will regularly review the progress of work through Checkpoint Reports and maintain a set of project registers and logs. The Project Manager will use this information to update the Stage Plan with actual progress achieved. The frequency of checkpoint reporting required may change according to the needs of individual Work Packages.

It is also useful to look at trends to get a view of the overall 'health' of the stage. For example, the stage may seem to be progressing well in terms of the products being completed against the schedule. However, the Issue Register may reveal an increasing number of issues which are not being resolved and which may be a cause for concern. Similarly, a high number of outstanding items against a product in the Quality Register may show design issues with that product.

The following management products assist the Project Manager in reviewing progress:

- **Daily Log** This is a useful tool for recording actions. Project actions may arise from many sources, including checkpoints, quality reviews, end stage assessments or ad hoc conversations. There is a danger that actions may get 'lost' if they are only recorded in minutes or progress reports. Small actions may simply be recorded on

the Daily Log and marked off when completed. Actions involving significant effort may need to be incorporated into the Stage Plan. If such actions cannot be incorporated into the plan within tolerances, then an issue should be raised to examine their impact on the stage and project. The Daily Log can also be used to record informal issues and any other notes or observations that are not captured by any other registers or logs. The Daily Log is a useful way of recording individual observations that on their own may seem insignificant, but when collated may alert the Project Manager to a new issue or risk

- **Issue Register** This will contain details of all formal issues raised during the project, which could take the form of requests for change, off-specifications or problems/concerns. Reviewing the Issue Register may uncover progress issues – for example, a sudden increase in the number of requests for change, or an increasing number of overdue corrective actions
- **Product Status Account** This provides a snapshot of the status of products within the project, management stage or a particular area of the project. It can reveal progress issues as it shows the planned and actual dates for key points in the production, review and approval of the products to be delivered by the plan. The Product Status Account is derived from the Configuration Items Records
- **Quality Register** This is a record of all planned and implemented quality activities. The Quality Register can reveal progress issues as the Project Manager can assess whether any quality activities are outstanding or whether there are any useful trends in the quality results – for example, an increasing number of products failing quality review or an increase in the average number of quality review actions
- **Risk Register** This is a record of all identified risks. The Project Manager should review the Risk Register as part of reviewing stage status. As risks are driven by uncertainty, the number of risks should generally decrease as the project progresses and the level of certainty increases. The Risk Register should be reviewed to determine whether the aggregated risks may impact on progress for the remainder of the stage and project, e.g. there may be a large number of risks with similar proximity in time, indicating a period where progress may be affected.

Progress evaluation techniques

Measuring the progress of a management stage involves looking backwards, at the progress made against plans, and forwards, at what still needs to be completed with what time and resources. There are many techniques available to measure project progress, including:

- **Milestone chart** This is a graphical chart showing key planned and actual milestones in a stage
- **S-curve** This is a graph showing cumulative actual figures (for example, costs or hours) plotted against time. The curve is usually shaped like the letter 'S', reflecting the fact that a project typically consumes fewer resources and costs at the start and end of the project, and more in the middle. The steeper the curve, the more resources required. When planned and actual figures are shown on the same chart, this can be used to identify potential overspend or forecast areas where tolerances may be exceeded
- **Earned value management** This is a technique to measure the scope, schedule and cost performance compared with plans, by comparing the completed products and the actual cost and time taken against their schedule and cost estimates. PRINCE2's product-based approach to planning provides the prerequisites needed for earned value management.

10.3.3.3 Capturing and reporting lessons

The following management products are used for capturing and reporting lessons when reviewing progress:

- **Lessons Log** One of the principles of a PRINCE2 project is that the project management team learns from experience, which means that lessons are sought, recorded and actioned throughout. It is often in the reviewing of progress that lessons are identified. Lessons could include information about management or specialist processes, products, techniques or procedures that either made a contribution to the project's achievements or caused a problem – for example, the performance of the project management team, the success of tailoring

PRINCE2 to the project, or the analysis of quality statistics and measurements

- **Lessons Report** Although lessons may be identified and recorded during a project, learning lessons involves taking action to implement improvements. These actions may apply to the current project, in which case they should be incorporated into the appropriate plans and Work Packages, or they may be relevant to different projects. If a lesson is significant and has relevance for future projects, it should be included in the Lessons Report. It is important to note that actions to learn lessons can be taken, and the Lessons Report created, at any appropriate time during a project. As a minimum, however, a Lessons Report should be produced during the Closing a Project process.

10.3.3.4 Reporting progress

The frequency of reporting should reflect the level of control required, and this is likely to vary during the project. For example:

- During the design stage, less frequent control may be required than during later management stages
- If the team is highly experienced then less frequent reporting may be appropriate, whereas for an inexperienced team the Project Manager may wish to increase the frequency of reporting until sufficient confidence has been gained on the capability of the team.

The following management products are used for progress reporting:

- **Checkpoint Report** The Team Manager will produce this to provide the Project Manager with details of progress against the Work Package. The Work Package will include the frequency of Checkpoint Reports required. The Project Manager will collate Checkpoint Reports and use these as part of the progress assessment when reviewing stage status
- **Highlight Report** The Project Manager produces this report on management stage progress for the Project Board. The Project Board will determine the frequency of Highlight Reports required, either for the whole project or stage by stage, and document this in the Communication Management Strategy. The Highlight Report allows members of the Project Board to manage by exception between end stage assessments as they are aware of the

tolerances agreed with the Project Manager in the Stage Plan. The Highlight Report should confirm that progress is being made within these tolerances and provide early warning of possible problems which may need actions. As part of the Communication Management Strategy, the Project Board can request that copies of the Highlight Report be sent to other interested parties outside the project. The Project Board may also issue the Highlight Report (or a summary of it) to corporate or programme management

- **End Stage Report** This is produced by the Project Manager towards the end of each management stage, providing the Project Board with the information on the progress to date, the overall project situation and (in tandem with the next Stage Plan) sufficient information to ask for a Project Board decision on what to do next with the project
- **End Project Report** This is produced by the Project Manager towards the end of the project, during the Closing a Project process, and is used by the Project Board to evaluate the project and authorize closure.

10.3.4 Raising exceptions

The output from reviewing progress is a decision as to whether the Work Package, Stage Plan or Project Plan remain, or are forecast to remain, within agreed tolerances:

- **Work-Package-level exceptions** Having agreed Work Package tolerances with the Team Manager, the Project Manager should be kept informed of progress through regular Checkpoint Reports. If a Work Package is forecast to exceed its tolerances, the Team Manager should inform the Project Manager by raising an issue. The Project Manager will advise of any corrective actions required
- **Stage-level exceptions** If the stage is forecast to exceed its tolerances, the Project Manager should produce an Issue Report to capture and analyse the details of the deviation and then provide an Exception Report for the Project Board. Based on information in this report, the Project Board may request that the Project Manager produces an Exception Plan to replace the plan that was forecast to exceed tolerance. The Project Board may also remove the cause, accept and adjust tolerance, or request more

time to consider or reject the recommendations in the Issue Report. If an Exception Plan is requested, the Project Board will conduct an exception assessment, similar to the end stage assessment, to review and approve the Exception Plan

- **Project-level exceptions** If the forecast is for project tolerances to be exceeded, the Project Board no longer has the authority to manage the project and must refer the matter to corporate or programme management for a decision. The Project Board may request the Project Manager to produce an Exception Plan for the project.

Refer to Chapter 9 for more information on issue and change control procedures.

10.4 RESPONSIBILITIES

Table 10.2 outlines the responsibilities relevant to the Progress theme. Refer to Appendix C for further details of project management team roles and their associated responsibilities.

Table 10.2 Responsibilities relevant to the Progress theme

Role	Responsibilities
Corporate or programme management	<p>Provide project tolerances and document them in the project mandate.</p> <p>Make decisions on Exception Plans when project-level tolerances are forecast to be exceeded.</p>
Executive	<p>Provide stage tolerances.</p> <p>Ensure that progress towards the outcome remains consistent from the business perspective.</p> <p>Make decisions on Exception Plans when stage-level tolerances are forecast to be exceeded.</p> <p>Recommend future action on the project to corporate or programme management if the project tolerance is forecast to be exceeded.</p>
Senior User	Ensure that progress towards the outcome remains consistent from the user perspective.
Senior Supplier	Ensure that progress towards the outcome remains consistent from the supplier perspective.
Project Manager	<p>Authorize Work Packages.</p> <p>Monitor progress against Stage Plans.</p> <p>Produce Highlight Reports, End Stage Reports, Lessons Reports and End Project Report.</p> <p>Produce Exception Reports for the Project Board when stage-level tolerances are forecast to be exceeded.</p> <p>Maintain the project's registers and logs.</p>
Team Manager	<p>Agree Work Packages with the Project Manager.</p> <p>Inform Project Support of completed quality activities.</p> <p>Produce Checkpoint Reports.</p> <p>Notify the Project Manager of any forecast deviation from Work Package tolerances.</p>
Project Assurance	<p>Verify the Business Case against external events and project progress.</p> <p>Verify changes to the Project Plan to see whether there is any impact on the needs of the business or the Business Case.</p> <p>Confirm stage and project progress against agreed tolerances.</p>
Project Support	<p>Assist with the compilation of reports.</p> <p>Contribute specialist tool expertise (for example, planning and control tools).</p> <p>Number, record, store and distribute Issue Reports and Exception Reports.</p> <p>Assist the Project Manager in maintaining the Issue Register and Risk Register.</p> <p>Maintain the Quality Register on behalf of the Project Manager.</p>

11 Introduction to processes

11.1 THE PRINCE2 PROCESSES

PRINCE2 is a process-based approach for project management. A process is a structured set of activities designed to accomplish a specific objective. It takes one or more defined inputs and turns them into defined outputs.

There are seven processes in PRINCE2, which provide the set of activities required to direct, manage and deliver a project successfully.

Figure 11.1 shows how each process is used throughout a project's life.

11.2 THE PRINCE2 JOURNEY

The Project Board sets direction and makes key decisions throughout the life of the project. The Project Board's activities are covered by the Directing a Project process (see Chapter 13), which runs from pre-project through to, and including, the final stage.

11.2.1 Pre-project

In the beginning, someone has an idea or a need. This may result from new business objectives, responding to competitive pressures, changes in legislation, or a recommendation in a report or an audit. The trigger for the project could be almost anything. In PRINCE2, this trigger is called a project mandate. The project mandate is provided by the commissioning organization (corporate or programme management) and can vary in form from a verbal instruction to a well-defined and justified project definition.

Prior to the activity to fully scope the project, it is important to verify that the project is worthwhile and viable. Such activities are covered by the process Starting up a Project (see Chapter 12), which culminates in the production of a Project Brief and a Stage Plan for project initiation.

The Project Board reviews the Project Brief and decides whether to initiate the project, and states

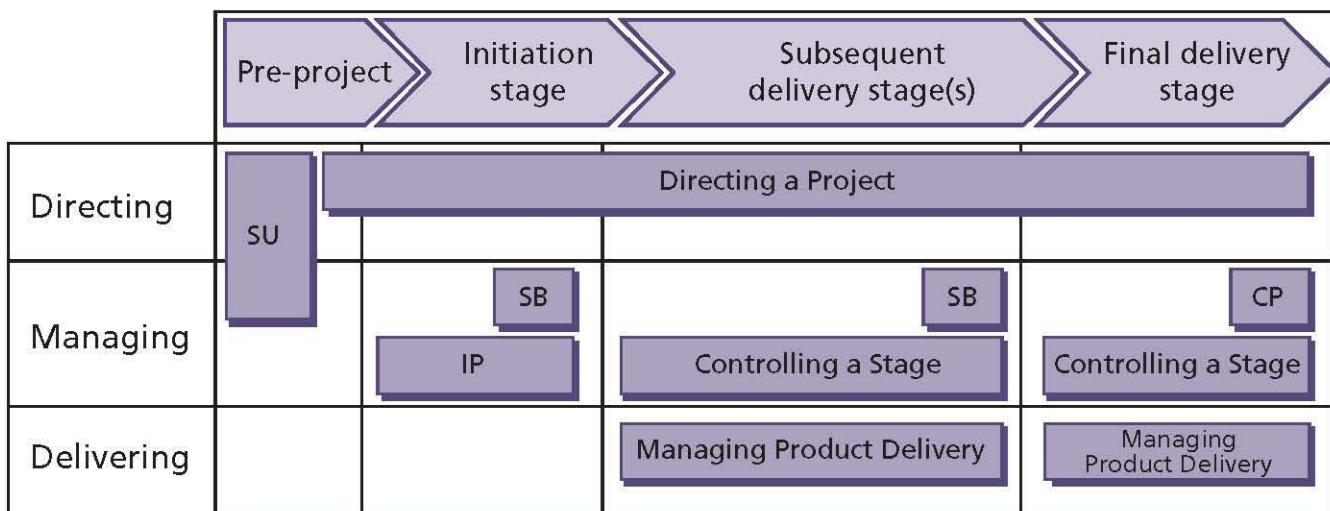


Figure 11.1 The PRINCE2 processes

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.

the levels of authority to be delegated to the Project Manager for the initiation stage.

11.2.2 Initiation stage

Once there is a decision to go ahead with the project, it needs to be planned in detail. Funding needs to be obtained and controls should be defined to ensure that the project proceeds in accordance with the wishes of those people paying for the project and those who will make use of what the project delivers. The detailed planning, establishment of the project management strategies and controls, development of a robust Business Case, and a means of reviewing benefits are covered by the Initiating a Project process (see Chapter 14). Also, during the initiation stage, the Managing a Stage Boundary process (Chapter 17) is used to plan the next stage in detail.

The initiation stage culminates in the production of the Project Initiation Documentation, which is reviewed by the Project Board to decide whether to authorize the project. As the contents of the Project Initiation Documentation are likely to change throughout the project (under change control), this version of the Project Initiation Documentation is preserved as input for later performance reviews.

11.2.3 Subsequent delivery stages

The Project Board delegates day-to-day control to the Project Manager on a stage-by-stage basis. The Project Manager needs to assign work to be done, ensure that the outputs of such work (products) meet relevant specifications, and gain suitable approval where appropriate. The Project Manager also needs to ensure that progress is in line with the approved plan and that the forecasts for the project's performance targets are within agreed tolerances. The Project Manager ensures that a set of project records (Daily Log, Lessons Log, Issue Register, Risk Register, Quality Register and Configuration Item Records) are maintained to assist with progress control. The Project Manager informs the Project Board of progress through regular Highlight Reports. The activities to control each stage are covered by the Controlling a Stage process (see Chapter 15).

In the Managing Product Delivery process (see Chapter 16), the Team Manager(s) or team members execute assigned Work Packages (that will deliver one or more products) and keep

the Project Manager apprised of progress via Checkpoint Reports.

Towards the end of each management stage, the Project Manager requests permission to proceed to the next stage by reporting how the stage performed, providing an update to the Business Case and planning the next management stage in detail. The Project Manager provides the information needed by the Project Board in order for it to assess the continuing viability of the project and to make a decision to authorize the next management stage. The activities to manage each stage boundary are covered in the Managing a Stage Boundary process (see Chapter 17).

11.2.4 Final delivery stage

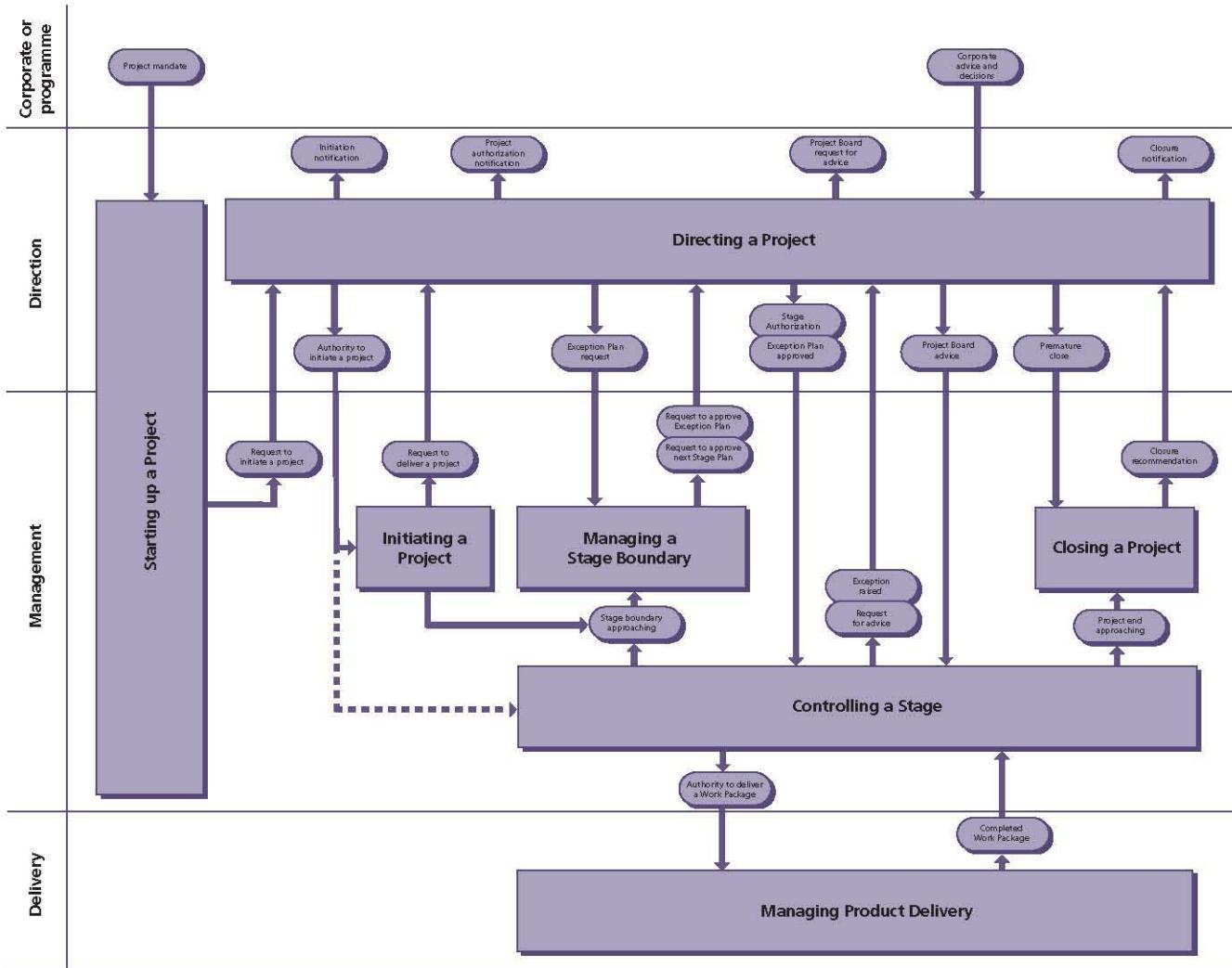
As a project is a temporary undertaking, during the final stage (once the Project Manager has gained approval for all of the project's products) it is time to decommission the project. The Project Board needs to be satisfied that the recipients of the project's products are in a position to own and use them on an ongoing basis. Should this be the case, the products can be transitioned into operational use and the project can close. The project documentation should be tidied up and archived, the project should be assessed for performance against its original plan and the resources assigned to the project need to be released. 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 in use (and therefore after the project has closed). The activities to decommission a project are covered by the Closing a Project process (see Chapter 18).

11.3 THE PRINCE2 PROCESS MODEL

The PRINCE2 process model is shown in Figure 11.2. The processes are aligned to the management levels of corporate or programme, directing, managing and delivering. The triggers between each process are shown.

11.4 STRUCTURE OF THE PROCESS CHAPTERS

Each process within PRINCE2 is described using the following structure and format.



Notes:

Note 1: at the end of the initiation stage, the Initiating a Project process is used to request Project Board approval to initiate the project (with the submission of the Project Initiation Documentation) and in parallel the Managing a Stage Boundary process is used to request Project Board approval of the Stage Plan for the second management stage.

Note 2: the closure activities are planned and approved as part of the stage approval for the final stage; therefore the Closing a Project process takes place in the final stage.

Figure 11.2 PRINCE2 process model

11.4.1 Purpose

This section describes the reason for the process.

11.4.2 Objective

This section describes the specific objectives to be achieved by the process.

11.4.3 Context

This section puts each process in context with the other processes and activities going on within

the project and from corporate or programme management.

11.4.4 Activities

PRINCE2 **processes** comprise a set of **activities**, which may be run in series or in parallel. PRINCE2 activities comprise a set of **recommended actions** designed to achieve a particular result.

The relationship between processes, activities and actions is shown in Figure 11.3.

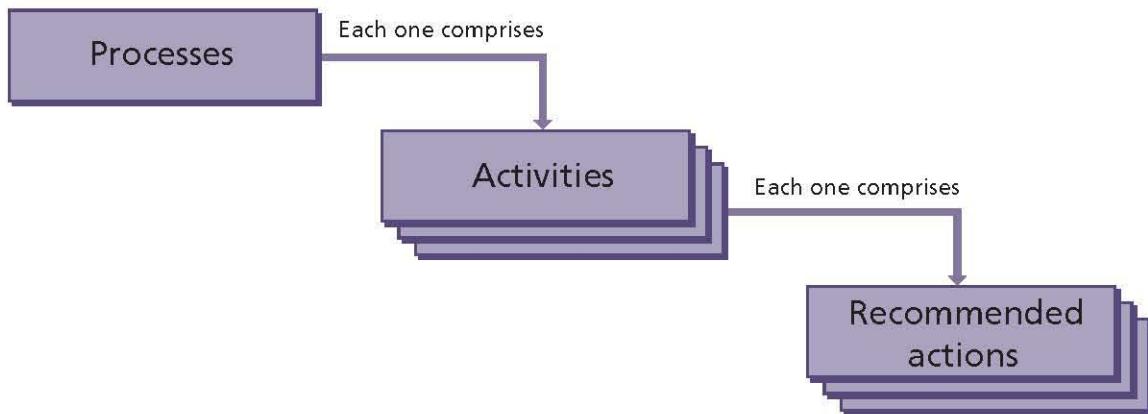


Figure 11.3 Relationship between processes, activities and actions

A diagram is provided for each **activity** showing the inputs and outputs, including those products that are created or updated by that activity. The recommended actions to be taken to achieve the objectives of the activity are described.

Each activity is concluded by a table showing the responsibilities for each product created or updated during the activity, as illustrated in Table 11.1.

Note that management products created during one process may be approved in another (e.g. a Stage Plan is created in the Managing a Stage Boundary process but is approved in the Directing a Project process). However, the complete set of responsibilities is shown, and those covered by another process are indicated by being shown in parentheses, e.g. (A).

Table 11.1 An example of a table of responsibilities

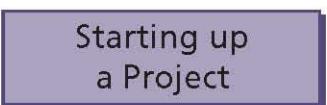
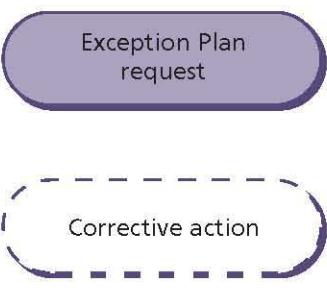
Producer – responsible for product's production

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

Table 11.2 Key to process diagrams

Symbol	Key
	This is a PRINCE2 process.
	This is an activity. Each process comprises a number of activities.
	<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>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

12.1 PURPOSE

The purpose of the Starting up a Project process is to ensure that the prerequisites for Initiating a Project are in place by answering the question: do we have a viable and worthwhile project?

Nothing should be done until certain base information needed to make rational decisions about the commissioning of the project is defined, key roles and responsibilities are resourced and allocated, and a foundation for detailed planning is available.

The purpose of the Starting up a Project process is as much about preventing poorly conceived projects from ever being initiated as it is about approving the initiation of viable projects. As such, Starting up a Project is a lighter process compared to the more detailed and thorough Initiating a Project process. The aim is to do the minimum necessary in order to decide whether it is worthwhile to even initiate the project.

12.2 OBJECTIVE

The objective of the Starting up a Project process is to ensure that:

- There is a business justification for initiating the project (documented in an outline Business Case)
- All the necessary authorities exist for initiating the project
- Sufficient information is available to define and confirm the scope of the project (in the form of a Project Brief)
- The various ways the project can be delivered are evaluated and a project approach selected
- Individuals are appointed who will undertake the work required in project initiation and/or will take significant project management roles in the project
- The work required for project initiation is planned (documented in a Stage Plan)
- Time is not wasted initiating a project based on unsound assumptions regarding the project's scope, timescales, acceptance criteria and constraints.

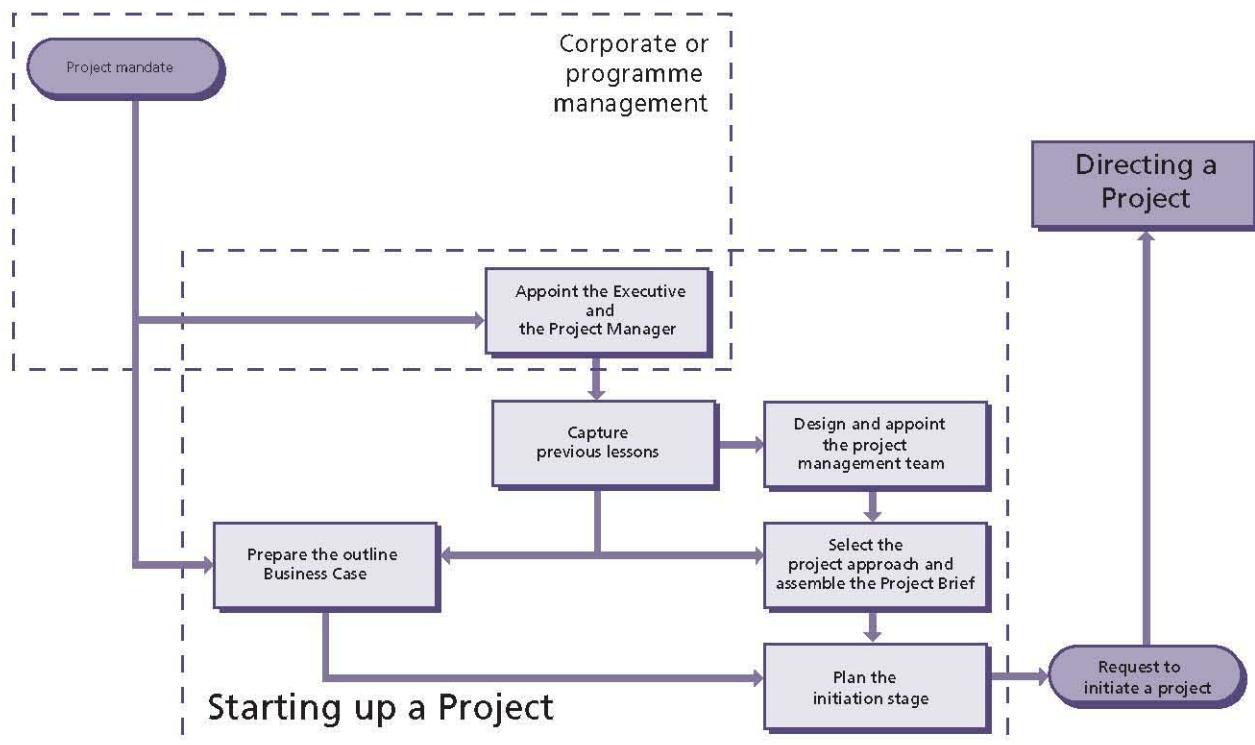


Figure 12.1 Overview of Starting up a Project

12.3 CONTEXT

Projects can be identified in a variety of ways and thus have a wide variation in the information available at the time of start-up. PRINCE2 calls the trigger for the project the project mandate, which is provided by the responsible authority which is commissioning the project – typically the corporate or programme management organization. The term project mandate applies to whatever information is used to trigger the project, be it a feasibility study or the receipt of a 'request for proposal' in a supplier environment. The project mandate should provide the terms of reference for the project and should contain sufficient information to identify at least the prospective Executive of the Project Board. The mandate is refined to develop the Project Brief. The Project Board must be provided with sufficient information to make the decision to initiate the project. The Project Brief is prepared for this purpose.

The effort involved in Starting up a Project will vary enormously from project to project. If the project is part of a programme, the programme itself should provide the Project Brief and will appoint some, if not all, members of the Project Board, thus eliminating much of the work required in this process. In such cases, the Project Manager should validate what is provided by the programme and, if necessary, recommend modifications.

The preparation of the outline Business Case and the assembling of the Project Brief (which are parallel and iterative activities) require regular and frequent interaction and consultations between the Project Manager, the Project Board members and other stakeholders. The more time spent on getting the requirements clearly captured during the Starting up a Project process, the more time will be saved during project delivery by avoiding issues, exceptions and replanning.

The contents of the Project Brief are later extended and refined into the Project Initiation Documentation via the Initiating a Project process.

12.4 ACTIVITIES

The activities within the Starting up a Project process are likely to be shared between corporate or programme management, the Executive and the Project Manager. The activities are to:

- 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.

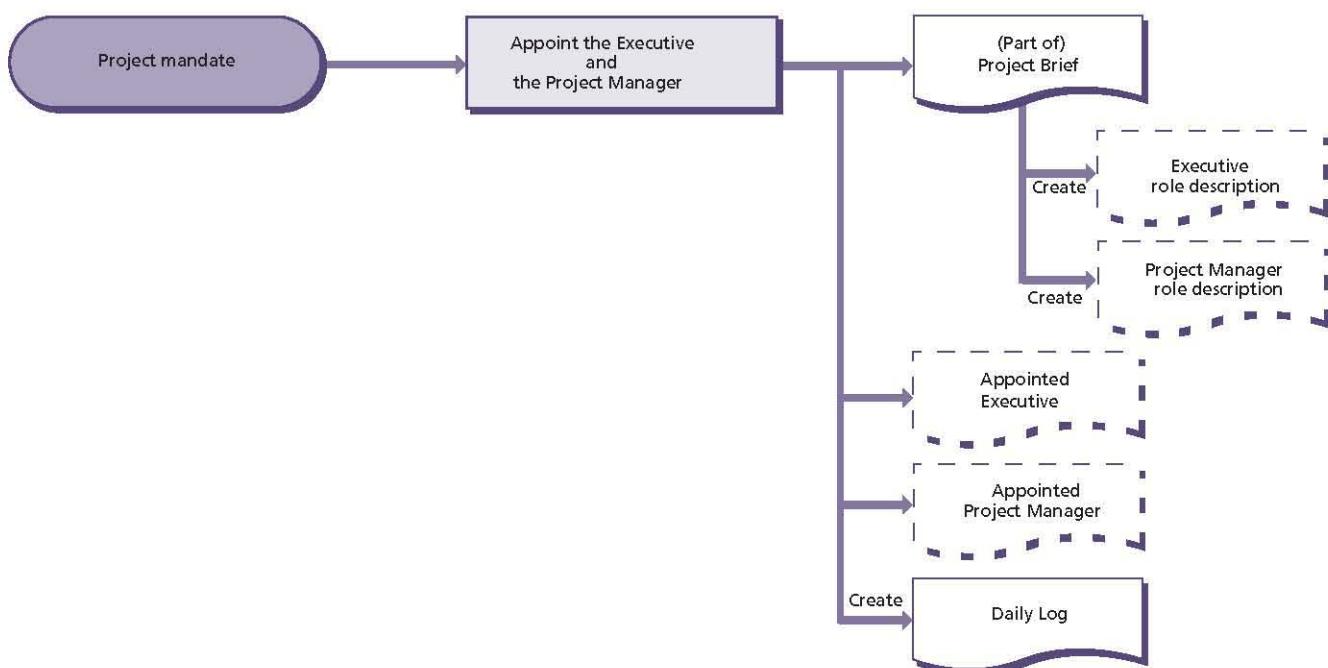


Figure 12.2 Appoint the Executive and the Project Manager: activity summary

12.4.1 Appoint the Executive and the Project Manager

To get anything done in the project, a decision maker with appropriate authority is needed – the Executive – who represents the interests of the business stakeholder(s). The appointment of the Executive is a prerequisite to ensuring that the project is justified.

The appointment of a Project Manager allows for the project to be managed on a day-to-day basis on behalf of the Executive. The Executive may need to consult with, and gain agreement from, corporate or programme management when appointing a Project Manager.

Figure 12.2 shows the inputs to, and outputs from, this activity. For more details on project organization, see Chapter 5.

PRINCE2 recommends the following actions:

- Review the project mandate and check understanding
- Appoint the Executive (the appointment is made by the commissioning organization – typically corporate or programme management):

- Establish the responsibilities for the Executive
- Prepare the role description for the Executive based on the role description in Appendix C
- Estimate the time and effort required for the Executive role (this will be refined later)
- Identify candidates for the Executive from the project's stakeholders and select the most appropriate person for the role
- Confirm the selected person's availability, their acceptance of the role, and their commitment to carry it out
- Assign the selected person to the role of Executive

■ The Executive to appoint the Project Manager:

- Establish the responsibilities for the Project Manager
- Prepare a role description for the Project Manager, based on the role description in Appendix C, and gain agreement from corporate or programme management
- Identify candidates for the Project Manager and select the most appropriate person for the role

Table 12.1 Appoint the Executive and the Project Manager: responsibilities

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

- Estimate the time and effort required for the Project Manager role (this will be refined later)
- Confirm the selected person's availability, their acceptance of the role, and their commitment to carry it out
- Assign the selected person to the role of Project Manager
- Confirm the appointment with corporate or programme management
- Create the Daily Log as a repository for project information that is not yet being captured elsewhere.

Table 12.1 shows the responsibilities for this activity.

12.4.2 Capture previous lessons

A number of lessons may have been learned by other projects, corporate or programme management, and external organizations about weaknesses or strengths of the processes, procedures, techniques and tools used, when they were used, how they were used, and by whom.

The design of the project management team, outline Business Case, the contents of the Project Brief, and the Stage Plan for the initiation stage can be influenced by lessons learned from previous projects.

It may be useful to hold a workshop as a means to capture relevant lessons. Attendees could include any interested parties and people who have worked on previous similar projects. If the organization has not done this type of project before, it may be helpful to include people external to the organization who have the relevant experience.

When moving from the general view in Starting up a Project to the detailed view in Initiating a Project and updated view in Managing a Stage Boundary, it may be necessary to look beyond the Lessons Log, by repeating this activity, to capture any further relevant external lessons.

Figure 12.3 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- Create the Lessons Log
- Review related Lessons Reports from similar previous projects to identify lessons that can be applied to this project. This may include, for example, the results of audits and project reviews
- Review any lessons from corporate management, programme management and external organizations
- Consult with individuals or teams with previous experience of similar projects
- If appropriate, record any lessons identified in the Lessons Log.

Table 12.2 shows the responsibilities for this activity.

12.4.3 Design and appoint the project management team

The project needs the right people in place, with the authority, responsibility and knowledge to make decisions in a timely manner. The project management team needs to reflect the interests of all parties who will be involved, including business, user and supplier interests.

It is essential for a well-run project that every individual involved in the management of the project understands and agrees who is accountable to whom for what, who is responsible for what, and what the reporting and communication lines are.

Figure 12.4 shows the inputs to, and outputs from, this activity. For more details on project organization, see Chapter 5.

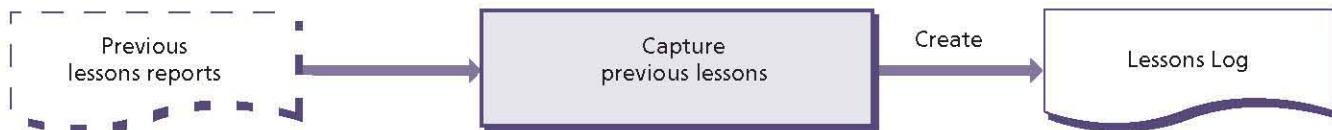


Figure 12.3 Capture previous lessons: activity summary

Table 12.2 Capture previous lessons: responsibilities

Producer – responsible for product's production
 Reviewer – ideally independent of production
 Approver – confirms approval

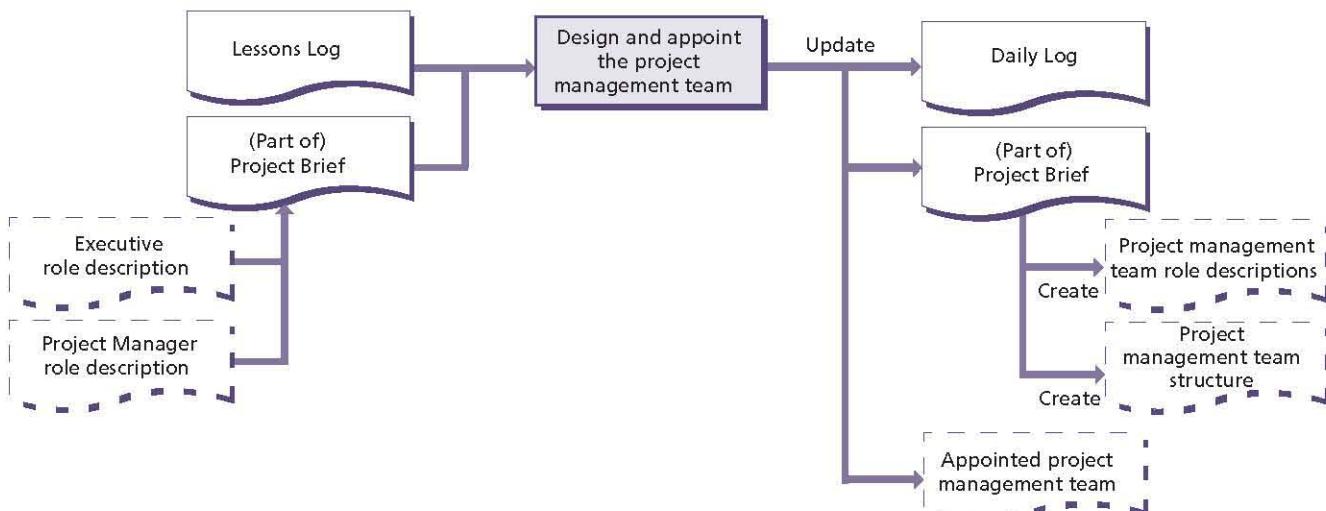
Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
	R			P				A14

Product	Action
Lessons Log	Create

PRINCE2 recommends the following actions:

- Review the Lessons Log for lessons related to the project management team structure
- Design the project management team:
 - Prepare the project management team structure
 - Create role descriptions for the remaining Project Board roles based on the role descriptions in Appendix C
 - Assess whether any members of the Project Board are likely to delegate any of their assurance responsibilities, and create the role description(s) for Project Assurance (where appropriate) based on the role description in Appendix C

- Consider whether separate individuals are likely to be needed as Team Manager(s) or whether the Project Manager will be filling this role. If appropriate, create role descriptions for the Team Manager(s) based on the role description in Appendix C
- Consider whether the Project Manager will be performing the Project Support role or whether a separate individual(s) will be required. If this role is to be delegated, create the role description for the Project Support role based on the role description in Appendix C
- Confirm the reporting and communication lines within the role descriptions

**Figure 12.4 Design and appoint the project management team: activity summary**

- Appoint the project management team:
 - Estimate the time and effort required by each of the roles identified (this will be refined later)
 - Identify candidates for each of the roles, and propose the most appropriate people for them:
 - It may be appropriate to undertake an analysis of the stakeholders (see section 5.3.5) in order to identify suitable candidates for the roles
 - It is possible that candidates may not be known at this time, in which case they will need to be selected later (see sections 14.4.5 and 17.4.1). This is particularly true if Team Managers are to be sourced from subcontractors
 - Consider whether identified candidates match the competencies required of the role and, if not, whether any training or support (e.g. coaching) is required
 - Confirm the selected people's availability (if they are known), their understanding and acceptance of the roles, and their commitment to carry them out
 - Assign the selected people to each of the roles identified and confirm the

appointment with corporate or programme management

- If any risks are identified, add them to the Daily Log.

Table 12.3 shows the responsibilities for this activity.

12.4.4 Prepare the outline Business Case

When setting up, and particularly while running the project, it is all too easy to concentrate on **what** is being done and **how** it is to be done, while ignoring **why** it needs to be done. The Business Case states **why** the work is worth doing and, as such, is a crucial element of the project.

If the project is part of a programme, then the Business Case may already have been defined at the programme level.

Given the information available, the outline Business Case is likely to be only a high-level view at this time. It provides an agreed foundation for a more extensive Business Case developed in the Initiating a Project process.

Figure 12.5 shows the inputs to, and outputs from, this activity. For more details on the Business Case, see Chapter 4.

Table 12.3 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							

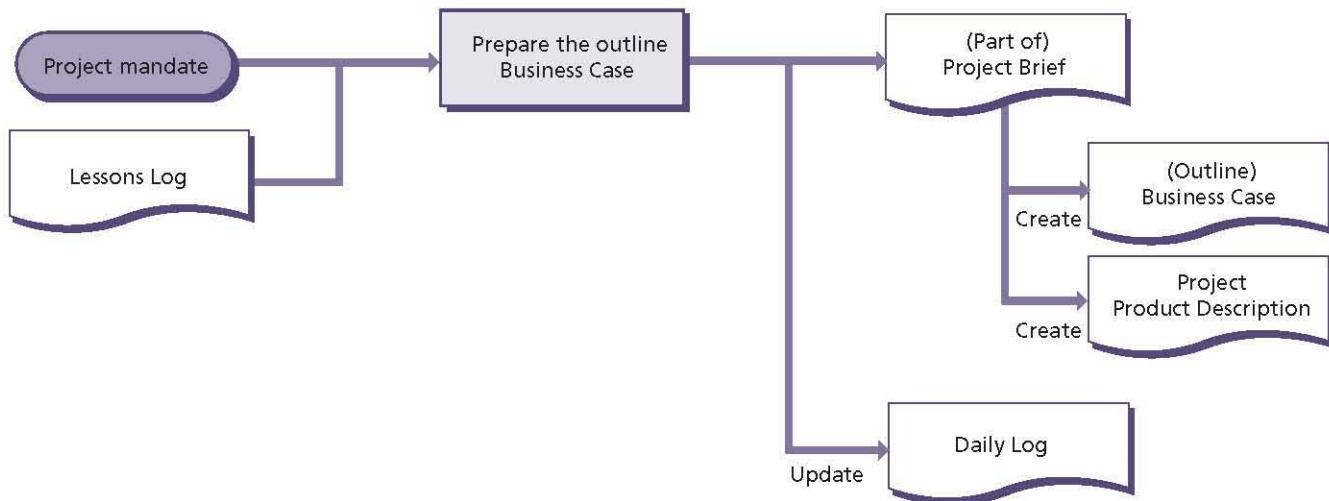


Figure 12.5 Prepare the outline Business Case: activity summary

PRINCE2 recommends the following actions:

- Executive to draft the outline Business Case based on what is currently known about the project:
 - Understand the objectives of, and the reasons for, the project as defined in the project mandate
 - Understand how the project will contribute toward corporate and/or programme objectives
 - Understand how the project will be funded
 - Review the Lessons Log for lessons related to business justification

- Check for any standards mandated for the format and presentation of the Business Case (templates, cost metrics etc.)
- Assemble any relevant background information, e.g. contracts, feasibility reports, service level agreements etc.
- If necessary, seek approval of the outline Business Case from corporate or programme management
- Project Manager to consult with the Senior User and Executive to define what the project is to deliver, and create the Project Product Description (see Chapter 6):

Table 12.4 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

- Capture the customer's quality expectations
- Capture and agree the project's acceptance criteria
- Check feasibility of the timescale requirements from the project mandate or as required by the outline Business Case
- Determine any key milestones
- Capture any new risks in the Daily Log
- Review the risks captured in the Daily Log and summarize the key risks affecting viability of the project in the outline Business Case.

Table 12.4 shows the responsibilities for this activity.

12.4.5 Select the project approach and assemble the Project Brief

Before any planning of the project can be done, decisions must be made regarding how the work of the project is going to be approached. For example, will the solution be developed in-house or contracted to third parties? Will the solution be a modification to an existing product or built from scratch? Will the solution be based on a commercial off-the-shelf product (often referred to as COTS) or something that is custom-designed?

The way in which the work is to be conducted will depend on any customer or supplier standards, practices and guidelines – for example, any specific development lifecycles that may apply. These should be captured in the Project Brief as part of the project approach, as they will influence the project strategies to be created in the Initiating a Project process. It also ensures that the project approach is clearly understood between customer and supplier, and does not jeopardize the project in any way.

An agreed Project Brief ensures that the project has a commonly understood and well-defined start point.

Figure 12.6 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- Evaluate the possible delivery solutions and decide upon the project approach appropriate to delivering the project product and achieving the outline Business Case:
 - Review the Lessons Log for lessons related to the project approach

- Consider any corporate or programme strategies that are relevant, and put the project in context with any other work or corporate initiatives by establishing external dependencies and prerequisites
- Consider any corporate or programme standards or practices that should apply (in a commercial customer/supplier context there are likely to be different standards and practices which need to be accommodated)
- Consider the current thinking about the provision of solutions within the industry sectors and specialist skill areas involved (including any technical options for the development lifecycle for the project product)
- Define the operational environment into which the solution must fit (including operational or maintenance implications and constraints) and how the project product can be brought into that environment
- Consider any security constraints that apply to the project or the operation of its products
- Consider any training needs for user personnel
- Assemble the Project Brief:
 - Define the project:
 - Confirm current status of the project (e.g. project background and any preparation work carried out to date)
 - Confirm the objectives and desired outcomes
 - Confirm the project scope and exclusions
 - Identify any constraints and assumptions
 - Identify the project tolerances
 - Identify the user(s) and any other known interested parties
 - Identify the interfaces that the project must maintain
 - Incorporate the outline Business Case
 - Incorporate the Project Product Description
 - Incorporate the project approach
 - Review the project management team structure and role descriptions to identify any additional roles or skills required to conduct the work. Prepare additional role descriptions as necessary
 - Incorporate the project management team structure and role descriptions

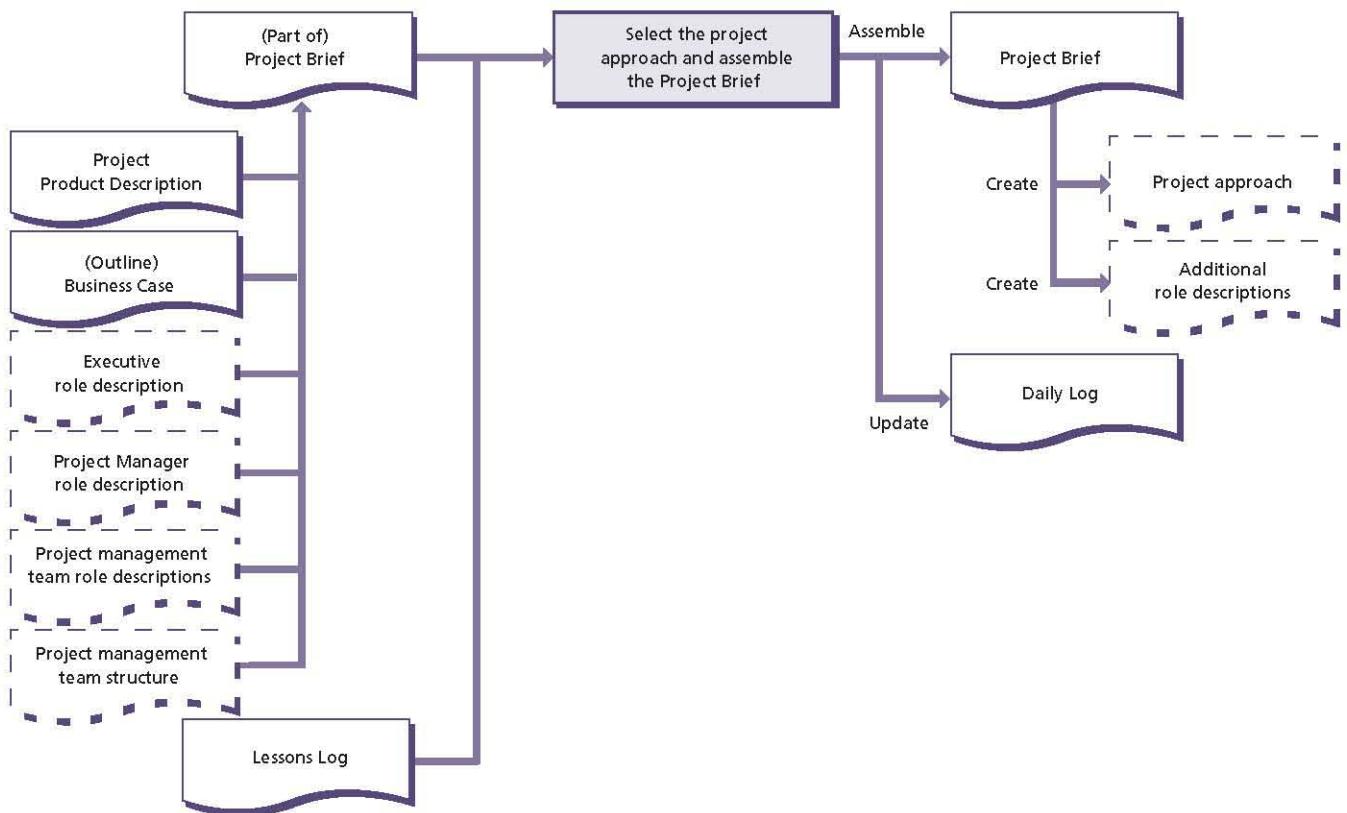


Figure 12.6 Select the project approach and assemble the Project Brief: activity summary

Table 12.5 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

- Use the Daily Log to record any new issues or risks.

Table 12.5 shows the responsibilities for this activity.

12.4.6 Plan the initiation stage

Initiating a Project takes time and consumes resources. The work should be planned and approved like any other project work. This also ensures that initiation is not aimless and unstructured.

If the project is part of a programme, the end date for the initiation stage should be checked against that held in the programme's plans. The Stage Plan for the initiation stage will also give the programme management team warning of any requirements from the programme.

The application of PRINCE2 processes during Initiating a Project needs to be considered as part of the Starting up a Project process. For example, the project may choose to apply the Controlling a Stage and Managing Product Delivery processes during the Initiating a Project process.

Figure 12.7 shows the inputs to, and outputs from, this activity. For more details on planning, see Chapter 7.

PRINCE2 recommends the following actions:

- Based on the project approach, decide upon suitable management controls for the project sufficient for it to be initiated:
 - Review the Lessons Log for lessons related to project controls
 - Define the reporting and control arrangements for the initiation stage

- Identify any constraints on time and costs for the initiation stage and produce the Stage Plan for this stage according to the principles and techniques in Chapter 7
- Review any risks in the Daily Log and assess their impact on the Stage Plan for the initiation stage
- If any new risks are identified (or existing ones have changed), update the Daily Log
- Request authorization to initiate the project.

Table 12.6 shows the responsibilities for this activity.

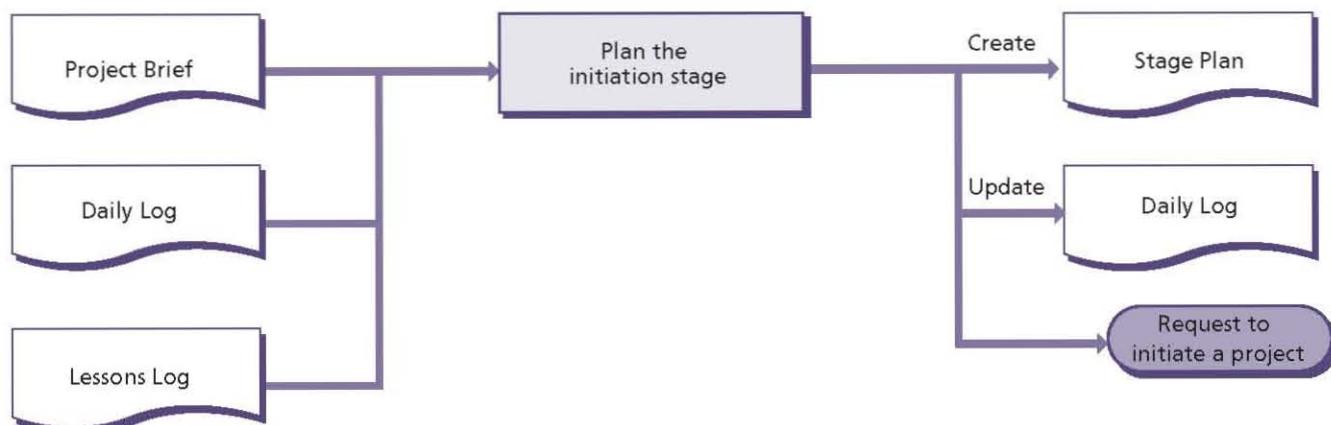


Figure 12.7 Plan the initiation stage: activity summary

Table 12.6 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

13.1 PURPOSE

The purpose of the Directing a Project process is to enable the Project Board to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the Project Manager.

13.2 OBJECTIVE

The objective of the Directing a Project process 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, and that the project remains viable
- Corporate or programme 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.

13.3 CONTEXT

The Directing a Project process starts on completion of the Starting up a Project process and is triggered by the request to initiate a project.

The Directing a Project process does not cover the day-to-day activities of the Project Manager, but the activities of those at the level of management above the Project Manager: that is, the Project Board. The Project Board manages by exception. It monitors via reports and controls through a small number of decision points. There should be no need for other 'progress meetings' for the Project Board. The Project Manager will inform the board of any exception situation. It is also important that levels of authority and decision-making processes are clearly identified.

There needs to be a two-way flow of information between the Project Board and corporate or programme management during the project. It is a key role of the Project Board to engage with corporate or programme management and to act as a communication channel. This need, and how it is to be satisfied, should be documented in the Communication Management Strategy.

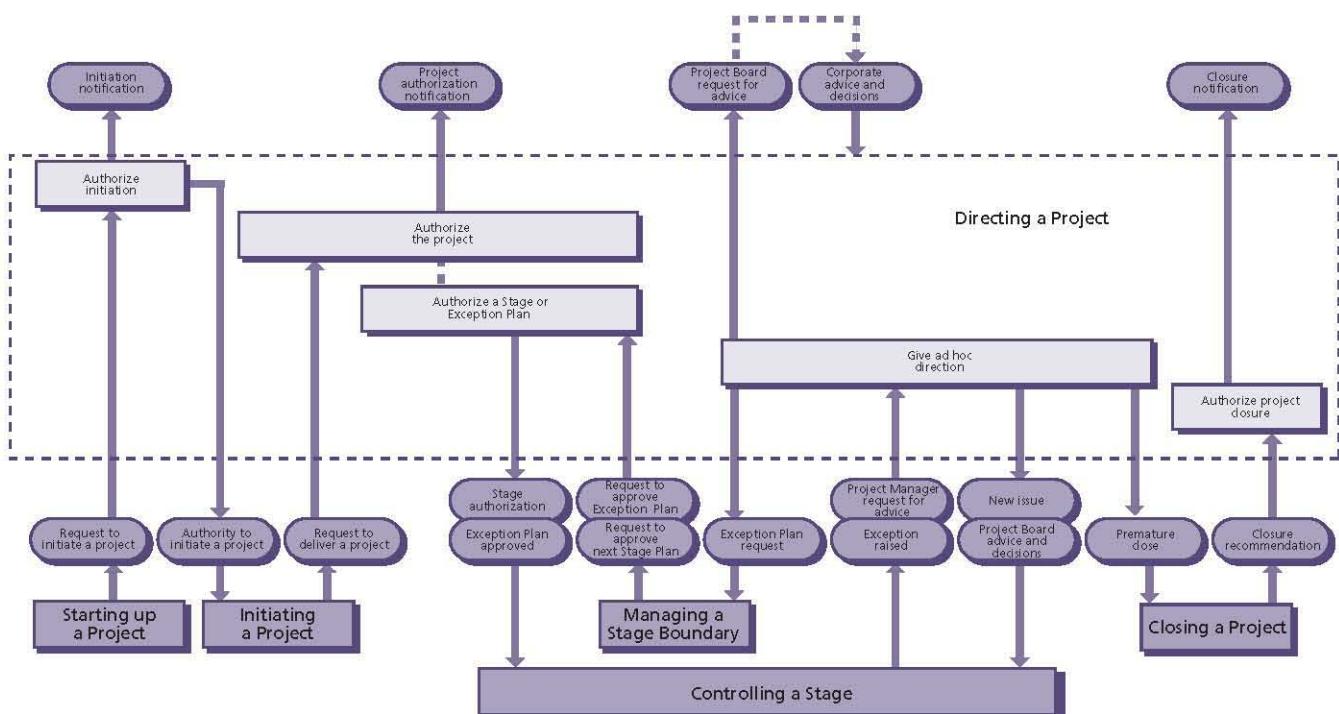


Figure 13.1 Overview of Directing a Project

The Project Board should provide unified direction and guidance to the Project Manager. If the Project Board is unable to provide a single view or if independent, possibly contradictory, advice is given, then the risk of project failure significantly increases. In such cases, the Project Manager should defer to the Executive.

The Project Board is responsible for assuring that there is continued business justification. The Directing a Project process provides a mechanism for the Project Board to achieve such assurance without being overburdened by project activity.

One of the functions of the Project Board is to provide informal advice and guidance to the Project Manager as well as formal direction. The Project Manager should seek advice whenever necessary during the course of the project.

13.4 ACTIVITIES

The activities within the Directing a Project process are Project-Board-oriented and are to:

- Authorize initiation
- Authorize the project
- Authorize a Stage or Exception Plan
- Give ad hoc direction
- Authorize project closure.

13.4.1 Authorize initiation

Projects take time and cost money to initiate, so the activities for initiation should be planned, monitored and controlled. The Project Board activity to authorize initiation ensures that such investment is worthwhile.

Once a request to initiate a project is received from Starting up a Project, the Project Board must decide whether to allow the project to proceed to the initiation stage. This may be done at a formal Project Board meeting. The Project Board can, however, choose to make the decision without the need for a formal meeting, as long as all members are in agreement, and the Project Manager is given documented instruction from the Executive to proceed with initiation.

The Project Board may appoint Project Assurance to undertake some of the reviewing and assessing actions (e.g. inspecting the Initiation Stage Plan to confirm it is viable).

In a commercial customer/supplier relationship, the Senior Supplier may not be appointed at this point, and/or their approval of the Project Brief and its components may not be necessary in order to authorize initiation.

Figure 13.2 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- Review and approve the Project Brief:
 - Confirm the project definition (including key milestones)
 - Confirm the project approach
 - Formally confirm the appointments to the project management team, and confirm that all members have agreed their roles

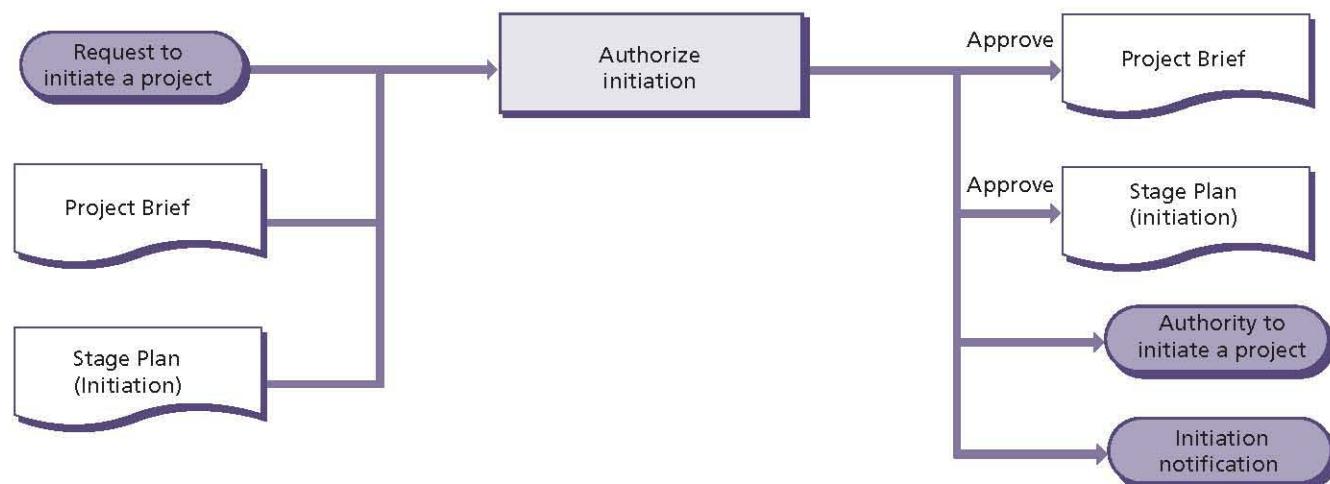


Figure 13.2 Authorize initiation: activity summary

- Review and approve the Project Product Description:
 - Confirm the customer's quality expectations
 - Confirm the acceptance criteria
- Verify that the outline Business Case demonstrates a viable project. At this point, the outline Business Case may only contain sufficient information that reasonably justifies the project as worthwhile. The detailed Business Case will be developed during the initiation stage
- Review and approve the Stage Plan for the initiation stage:
 - Understand any risks that affect the decision to authorize the initiation stage
 - Obtain or commit the resources needed by the Stage Plan for the initiation stage
 - Ensure that adequate reporting and control mechanisms are in place for the initiation stage and set tolerances for it
- Inform all stakeholders and the host sites that the project is being initiated and request any necessary logistical support (e.g. communication facilities, equipment and any project support) sufficient for the initiation stage
- Authorize the Project Manager to proceed with the initiation stage.

Table 13.1 shows the responsibilities for this activity.

Table 13.1 Authorize initiation: responsibilities

Producer – responsible for product's production

Reviewer – ideally independent of production

Approver – confirms approval

13.4.2 Authorize the project

This activity will be triggered by a request from the Project Manager for authorization to deliver the project, and should be performed in parallel with authorizing a Stage or Exception Plan (see section 13.4.3).

The objective of authorizing the project is to decide whether to proceed with the rest of the project. The Project Board has to confirm that:

- An adequate and suitable Business Case exists and that it shows a viable project
- The Project Plan is adequate to deliver the Business Case
- The project's strategies and controls support delivery of the Project Plan
- The mechanisms for measuring and reviewing the projected benefits are established and planned.

If the project is not authorized by the Project Board, then it should be prematurely closed (see Chapter 18).

The Project Board may appoint Project Assurance to undertake some of the reviewing and assessing actions (e.g. inspecting the Communication Management Strategy to confirm all stakeholders are covered).

Figure 13.3 shows the inputs to, and outputs from, this activity.

Corporate/Programme	Executive	Senior User	Senior Supplier	Project Manager	Team Manager	Project Assurance	Project Support	Product Description available
(R)	A	A	A	(P)		R		A19
	A	A	A	(P)		R		A16

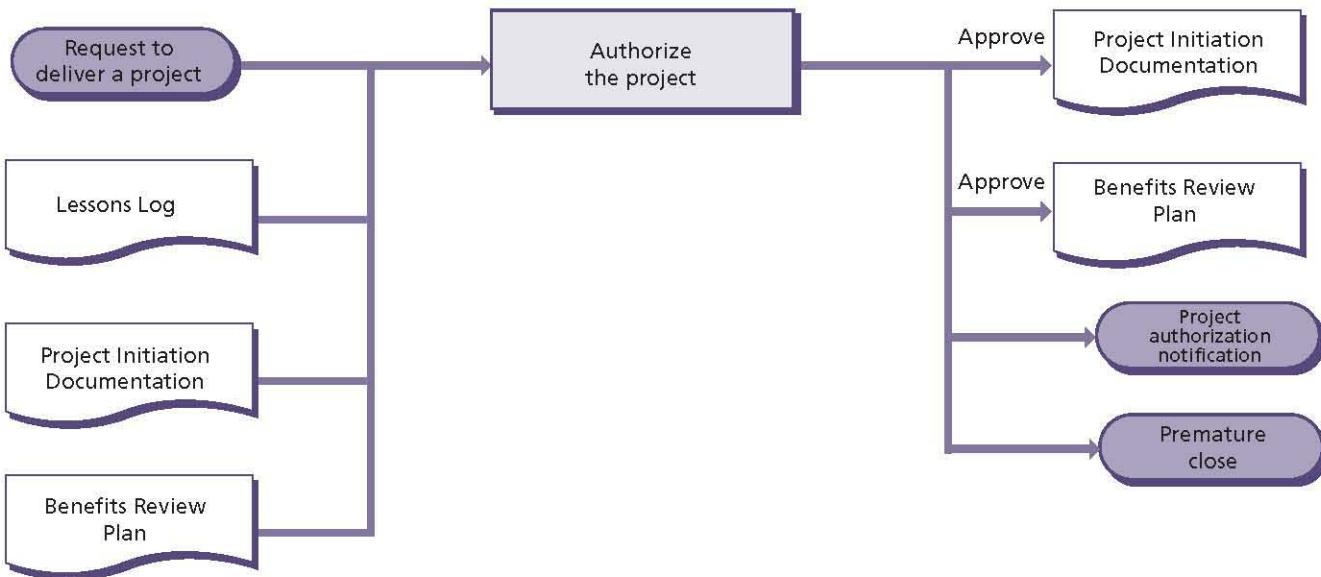


Figure 13.3 Authorize the project: activity summary

PRINCE2 recommends the following actions:

- Review and approve the Project Initiation Documentation:
 - Confirm that the project definition is accurate and complete and that the project approach is achievable
 - Confirm that lessons from previous similar projects have been reviewed and incorporated
 - Confirm that the Quality Management Strategy is sufficient to ensure that the quality expectations will be met, and approve it
 - Confirm that the procedures defined in the Risk Management Strategy are sufficient to keep the risks under control, and approve it. Confirm that there has been a review of the risks, and that risk responses for both threats and opportunities are appropriate and planned
 - Confirm that the Configuration Management Strategy will adequately control the status (versions and variants) of the project's products, and approve it
 - Ensure that the stakeholder information needs and timing of communications, as defined in the Communication Management Strategy, are adequate, and approve it
 - Confirm that all members of the project management team have agreed their roles and agree any delegations of, and limits to,

Project Board authority (for example, to a Change Authority)

- Ensure that the project controls are adequate for the nature of the project
- Confirm the validity and achievability of the Project Plan (including any key milestones and proposed stage structure), and approve it
- Review and approve the Product Description(s)
- Review the tolerances for the project provided by corporate or programme management to ensure they are appropriate and realistic
- Obtain or commit the resources needed by the project (these will be released to the Project Manager on a stage-by-stage basis)
- Confirm the proposals to tailor the corporate (or programme) project management method and any tailoring of PRINCE2
- Verify that the Business Case demonstrates a viable project, and approve it
- Review and approve the Benefits Review Plan. Confirm it addresses all the expected benefits and meets the needs of corporate or programme management
- Notify corporate or programme management and other interested parties that the project has been authorized
- Authorize the Project Manager to deliver the project or instruct the Project Manager to close the project prematurely if it is decided not to proceed.

Table 13.2 Authorize 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
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

Table 13.2 shows the responsibilities for this activity.

13.4.3 Authorize a Stage or Exception Plan

It is important that a stage starts only when the Project Board says it should. The Project Board authorizes a management stage by reviewing the performance of the current stage and approving the Stage Plan for the next stage. Approval of Stage Plans occurs at the end of every management stage except the last one.

If an exception has occurred during the stage, the Project Board may request that the Project Manager produces an Exception Plan for Project Board approval. Only exceptions to Stage Plans or Project Plans need to be escalated for approval. Deviations from the Project Plan may need corporate or programme management approval. Work Package exceptions are managed by the Project Manager using the Controlling a Stage process (see Chapter 15). If approved, the Exception Plan will replace the plan that is in exception and will become the new baselined plan.

The Project Board may appoint Project Assurance to undertake some of the reviewing and assessing actions (e.g. inspecting the Stage Plan to confirm it is viable).

Figure 13.4 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- Review and approve the End Stage Report:
 - Ascertain the performance of the project to date, asking the Project Manager to explain any deviations from the approved plans and to provide a forecast of project performance for the remainder of the project
 - If required, review the Lessons Report and agree who should receive it. Ensure that the appropriate groups (for example, corporate or programme management, or a centre of excellence) have been made aware of their responsibility for taking any recommendations forward
 - Check the risk summary to ensure the exposure is still acceptable and that risk responses for both opportunities and threats are appropriate and planned
 - If there has been a phased handover of products during the stage:
 - Verify that the product handover was in accordance with the Configuration Management Strategy and, in particular, that user acceptance, and operational and maintenance acceptance, exist for each product
 - Ensure that, where appropriate, the resulting changes in the business are supported and sustainable

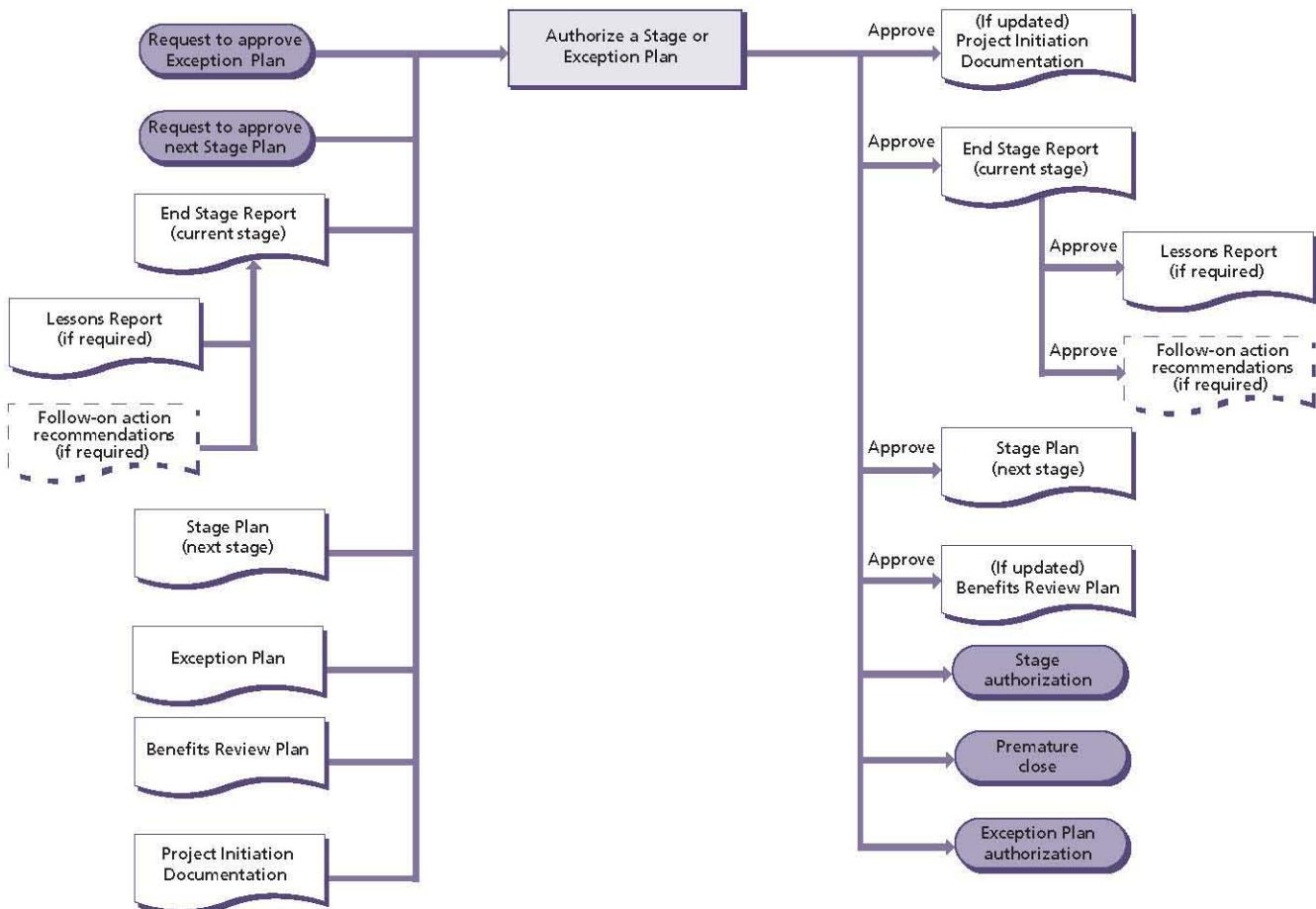


Figure 13.4 Authorize a Stage or Exception Plan: activity summary

- Confirm who should receive which follow-on action recommendation, if any, as summarized in the End Stage Report (in some instances it may be necessary to review the detailed recommendation for some of the follow-on action recommendations). Ensure that the appropriate groups (for example, operations or maintenance) have been made aware of their responsibility for taking any recommendations forward
- Review the Stage Plan or Exception Plan for which the Project Manager is seeking approval:
 - Confirm the validity and achievability of the Stage Plan/Exception Plan
 - Review and approve any new Product Description(s)
 - Confirm the validity and achievability of the Project Plan. If necessary, secure appropriate approvals from corporate or programme management
- Make a decision:
 - Approve the plan(s) and authorize the Project Manager to proceed with the submitted plan(s):
 - Obtain or commit the resources needed by the plan(s)
 - Set tolerances for the plan being approved (for the final stage, the Project Board should consider whether any residual tolerances from the previous stages could be assigned to the plan or whether they are better held back in reserve)

- Or ask the Project Manager to revise the rejected plan, giving guidance about the changes required to make it acceptable
- Or instruct the Project Manager to initiate premature closure of the project
- Communicate the status of the project to corporate or programme management and keep other interested parties informed about project progress (in accordance with the Communication Management Strategy).

Table 13.3 shows the responsibilities for this activity.

13.4.4 Give ad hoc direction

Project Board members may offer informal guidance or respond to requests for advice at any time during a project. The need for consultation between the Project Manager and Project Board is likely to be particularly frequent during the initiation stage and when approaching stage boundaries.

Ad hoc direction may be given collectively or by individual Project Board members. There are a

variety of circumstances that might prompt ad hoc direction, including:

- Responding to requests (e.g. when options need clarifying or where areas of conflict need resolving)
- Responding to reports (e.g. Highlight Report, Exception Report, Issue Report)
- Responding to external influences (e.g. changes in corporate priorities)
- Project Board members' individual concerns
- Responding to changes in Project Board composition (which may also require corporate or programme approval).

It is also possible that corporate or programme management revises the project mandate in response to events external to the project, or instructs the Project Board to close the project. The Project Board has two primary options should corporate or programme management decide to change the project mandate:

- Treat it as a request for change (see Chapter 9) – asking the Project Manager to replan the stage and/or project

Table 13.3 Authorize a Stage or 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
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
Follow-on action recommendations	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

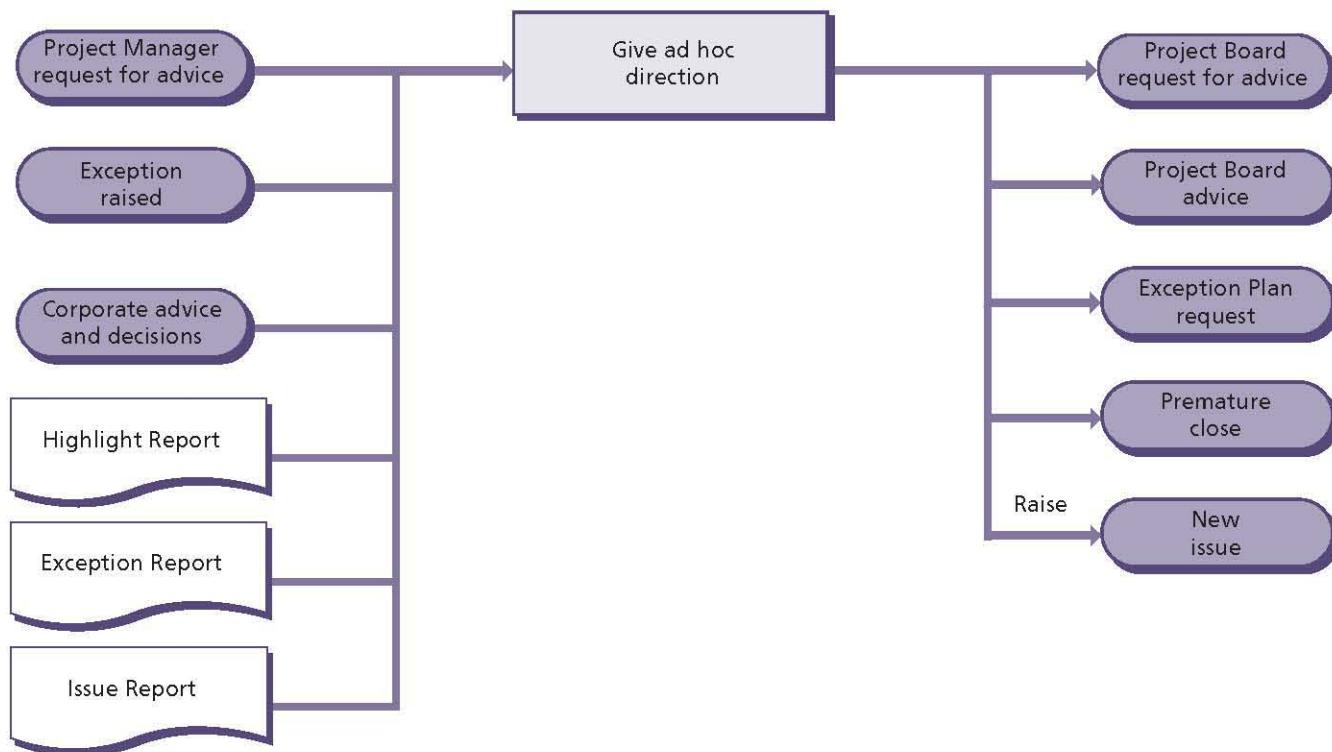


Figure 13.5 Give ad hoc direction: activity summary

- Stop, and restart the project by triggering premature closure (see Chapter 18). This may result in additional costs compared to the request-for-change option.

The Project Board may appoint Project Assurance to undertake some of the reviewing and assessing actions (e.g. inspecting a request for change to confirm that adequate impact assessment has been undertaken). When making decisions, it is important to consider the impact on all stakeholders (as identified in the Communication Management Strategy).

Figure 13.5 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- In response to informal requests for advice and guidance:
 - Seek advice from corporate or programme management if necessary
 - Assist the Project Manager as required (this may include asking the Project Manager to produce an Issue Report and/or an Exception Report)

- In response to an escalated Issue Report (see Chapter 9):
 - Seek advice from corporate or programme management if necessary
 - Make a decision within the Project Board's delegated limits of authority. This decision could be regarding:
 - **A problem/concern** Ask for an Exception Plan or provide guidance
 - **A request for change** Approve, defer, reject or ask for more information. Consider whether an Exception Plan is required
 - **An off-specification** Grant a concession, defer, reject or ask for more information. Consider whether an Exception Report is required
- In response to an Exception Report (see Chapter 10):
 - Seek advice from corporate or programme management if necessary
 - Make a decision, within the Project Board's delegated limits of authority, to:
 - Increase the tolerances that are forecast to be breached

- Instruct the Project Manager to produce an Exception Plan (stating what will be acceptable)
 - Instruct the Project Manager to close the project prematurely
 - Defer the exception for a fixed period of time. This is a useful response if there is low confidence in the forecast (that tolerances will be exceeded) or if the exception is contingent on a risk occurring
- In response to the receipt of a Highlight Report (see Chapter 10):
- Review the Highlight Report to understand the status of the project
 - Ensure that the project remains focused on the corporate or programme objectives set, and remains justified in accordance with its Business Case
 - Ensure that the stage is progressing according to plan
 - Keep corporate or programme management and other interested parties informed about project progress, as defined by the Communication Management Strategy
 - Take actions as necessary. For example, ask the Project Manager to produce an Issue Report and/or an Exception Report
- In response to advice and decisions from corporate or programme management:
- Ensure that the project management team is kept informed of external events that may affect it (for example, advising the Project Manager of a change of Project Board personnel)
 - Notify the Project Manager of any changes in the corporate or programme environment that may impact on the project, and ensure appropriate action is taken. This may involve:
 - Raising an issue to the Project Manager
 - Instructing the Project Manager to produce an Exception Plan
 - Instructing the Project Manager to close the project prematurely.

Table 13.4 shows the responsibilities for this activity.

13.4.5 Authorize project closure

The controlled close of a project is as important as the controlled start. There must be a point when the objectives set out in the original and current versions of the Project Initiation Documentation and Project Plan are assessed in order to understand:

- Whether the objectives have been achieved
- How the project has deviated from its initial basis
- That the project has nothing more to contribute.

Table 13.4 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					

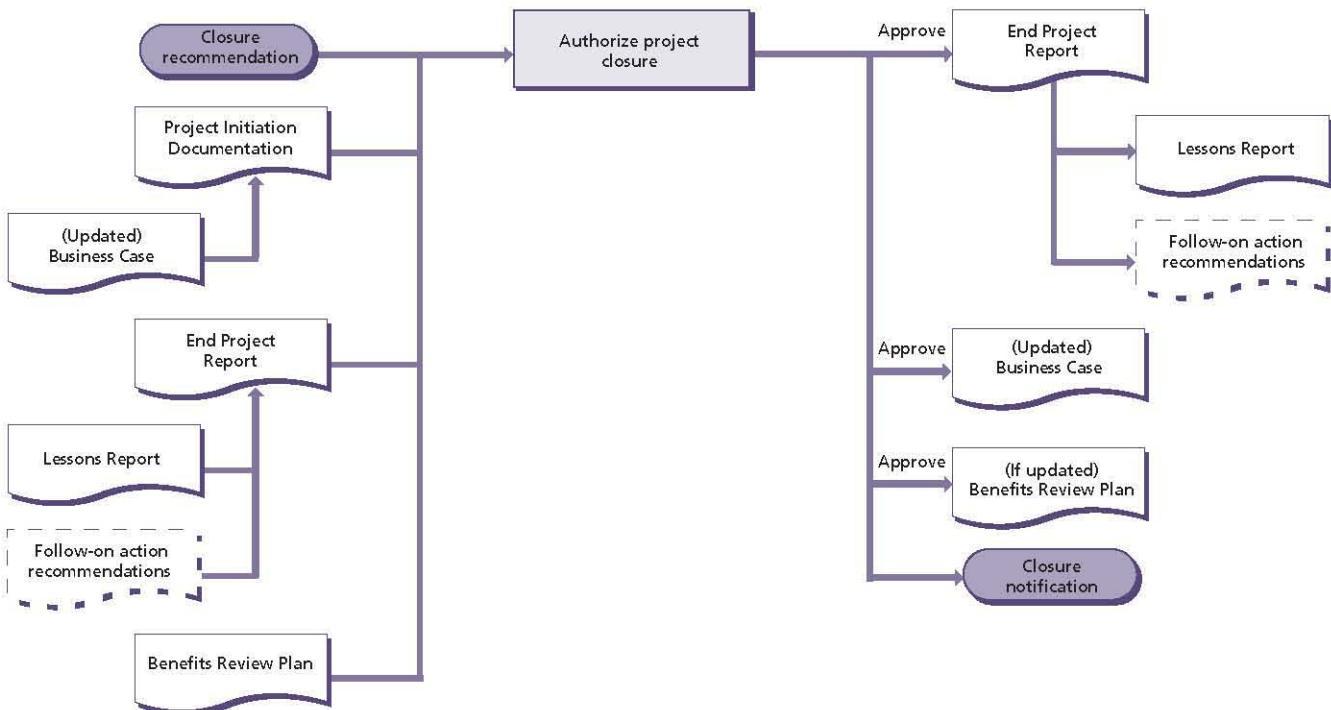


Figure 13.6 Authorize project closure: activity summary

Without this approach, the project may never end; a project can become business as usual and the original focus on benefits will be lost.

Authorizing closure of the project is the last activity undertaken by the Project Board, prior to its own disbandment, and may require endorsement from corporate or programme management.

The Project Board may appoint Project Assurance to undertake some of the reviewing and assessing actions (e.g. inspecting the End Project Report to confirm it is accurate).

Figure 13.6 shows the inputs to, and outputs from, this activity.

PRINCE2 recommends the following actions:

- Review the original and current versions of the Project Initiation Documentation to understand the project's initial baseline, and current strategies and controls
- Review and approve the End Project Report to:
 - Understand the project's actual performance against its initial basis, including a summary of any deviations from the approved plans
 - Confirm who should receive which follow-on action recommendation as summarized in the End Project Report (in some instances it may be necessary to review the detailed
- recommendation for some of the follow-on actions). Ensure that the appropriate groups (for example, operations or maintenance) have been made aware of their responsibility for taking any recommended actions forward
- Review the Lessons Report and agree who should receive it. Ensure that the appropriate groups (for example, corporate or programme management, or a centre of excellence) have been made aware of their responsibility for taking any recommendations forward
- Verify that the handover of the project's products was in accordance with the Configuration Management Strategy and, in particular, that user acceptance, and operational and maintenance acceptance, exist for each product. Ensure that, where appropriate, the resulting changes in the business are supported and sustainable
- Ensure that the post-project benefits review covers the performance of the project's products in operational use in order to identify whether there have been any side-effects (beneficial or adverse)

recommendation for some of the follow-on actions). Ensure that the appropriate groups (for example, operations or maintenance) have been made aware of their responsibility for taking any recommended actions forward

- Review and gain approval for the updated Benefits Review Plan, ensuring that it addresses the expected benefits that cannot yet be confirmed. As the Benefits Review Plan includes resources beyond the life of the project, responsibility for this plan needs to transfer to corporate or programme management
- Confirm the updated Business Case by comparing actual and forecast benefits, costs and risks against the original Business Case that was used to justify the project (it may not be possible to confirm all the benefits as some will not be realized until after the project is closed)

- Review and issue a project closure notification in accordance with the Communication Management Strategy. The Project Board advises those who have provided the support infrastructure and resources for the project that these can now be withdrawn. This should indicate a closing date for costs being charged to the project.

Table 13.5 shows the responsibilities for this activity.

Table 13.5 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

14.1 PURPOSE

The purpose of the Initiating a Project process is to establish solid foundations for the project, enabling the organization to understand the work that needs to be done to deliver the project's products before committing to a significant spend.

14.2 OBJECTIVE

The objective of the Initiating a Project process is to ensure that there is a common understanding of:

- The reasons for doing the project, the 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 at what time

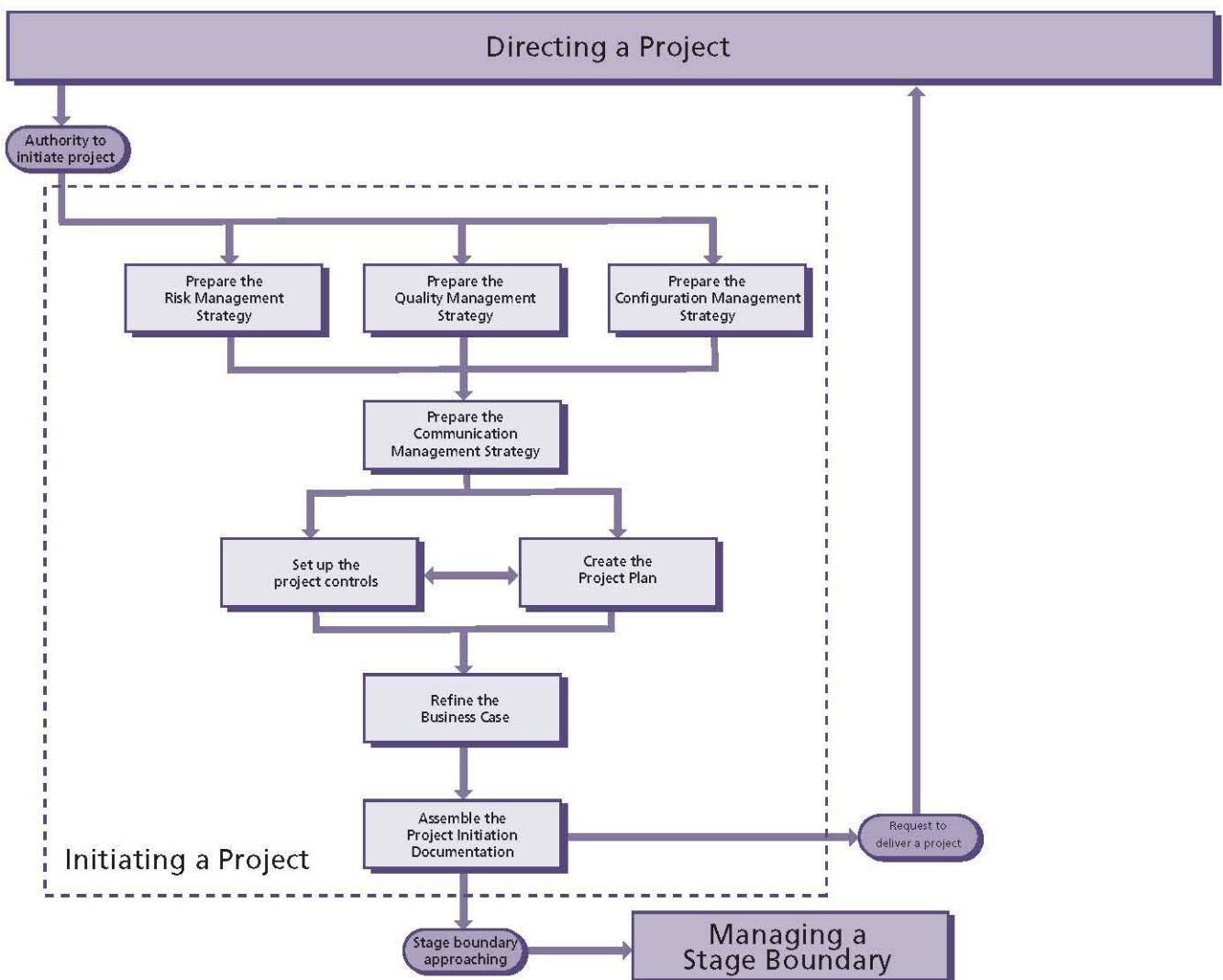


Figure 14.1 Overview of Initiating a Project