

Management Product	Purpose	Derivation	Created during	Producer, Reviewer, Approver	Updated in	Responsible for updating
Baselines	Management products that define aspects of the project and, once approved, are subject to change control.					
A.1 Benefits Review Plan	How and when project benefits are measured, how products performed and contributed, Residual and unexpected side-effects of project's products (beneficial or adverse) and their cause. Post-project it is maintained and executed by corporate or programme management (Part of a Program Benefits Review Plan).	<ul style="list-style-type: none"> <li>• Business Case</li> <li>• Project Product Description (acceptance criteria)</li> <li>• Programme benefits realization plan</li> <li>• Corporate performance monitoring function (department)</li> </ul>	Initiating a project (together with the Business Case). Presented to the Executive	Producer is PM (input from Senior User), Reviewed by Project Assurance, Approved by Project Board and Corporate/Programme management	<ul style="list-style-type: none"> <li>• MSB: at the end of each stage.</li> <li>• CP: to define post-project benefits reviews</li> </ul>	Updated by PM, Reviewed by Corporate/Program Management and Project Assurance, Approved by Project Board. Final version approved by Corporate/Programme Management
A.2 Business Case	Justification for a project, based on estimated costs (OPEX and CAPEX), anticipated benefits and any associated risks.	<ul style="list-style-type: none"> <li>• Project mandate and Project Brief – reasons</li> <li>• Project Plan – costs and timescales</li> <li>• The Senior User(s) – expected benefits</li> <li>• The Executive – value for money</li> <li>• Risk Register</li> <li>• Issue Register.</li> </ul>	<ul style="list-style-type: none"> <li>• In SU the Outline Business Case is developed,</li> <li>• In IP it is refined</li> </ul>	Producer is PM. Reviewers are Project Assurance, Senior User, Senior Supplier and Corporate/programm Management. Approver is Executive (Outline) or Project Board (Detailed)	<ul style="list-style-type: none"> <li>• CS: Used when assessing impacts of issues and risks.</li> <li>• MSB: Reviewed and Updated at end of management stage</li> <li>• DP: approval and re-affirmation of Business Case.</li> <li>• CP: reviewed and updated at the end of the project</li> </ul>	Updated by PM, Reviewed by Corporate/Program Management and Project Assurance, Approved by Project Board
A.4 Communication Management Strategy	description of means and frequency of communication to parties both internal and external to the project. Facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information.	<ul style="list-style-type: none"> <li>• Corporate communications policies</li> <li>• The programme's information management Strategy</li> <li>• Other components of the Project Initiation</li> <li>• Documentation (PMT, Risk-, Quality- and Configuration Management Strategy)</li> <li>• Facilitated workshops/informal discussions with stakeholders</li> <li>• Stakeholder analysis</li> </ul>	Initiating a Project	Produced by PM, Reviewed by Project Assurance, Approved by Project Board		
A.6 Configuration Management Strategy	used to identify how, and by whom, the project's products will be controlled and protected. It answers the questions: <ul style="list-style-type: none"> <li>• How and where products will be stored</li> <li>• Storage and retrieval security</li> <li>• Identification of products, versions and variants</li> <li>• Changes control</li> <li>• Configuration management responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• The customer's quality expectations</li> <li>• Corporate configuration management system (e.g. any configuration management software in use or mandated by the user)</li> <li>• Programme Quality Management Strategy and information management strategy (if applicable)</li> <li>• The user's quality management system</li> <li>• The supplier's quality management system</li> <li>• Specific needs of the project's product(s) and environment</li> <li>• Project management team structure (to identify those with configuration management responsibilities)</li> <li>• Facilitated workshops and informal discussions</li> </ul>	Initiating a Project together with Issue register and Initial Configuration Item Records	Produced by PM, Reviewed by Project Assurance, Approved by Project Board		
A.16 Plan	States how and when objectives are achieved, major products, activities and resources to create products and manage production. Three levels: Project, Stage and Team (optional). Exception Plan replaces Project or Stage plans. Project Plan provides data for Business Case, costs, management stages and other control points. Project Plan Used by Project Board as baseline to monitor project progress. It includes assurance, quality, risk, and configuration management, communication and other project controls. Stage Plan covers products, resources, activities, controls per stage. Stage plan is baseline to monitor stage progress. Stage Plan can be for Initiation or Delivery. Team Plans could just be a schedule to Work Package(s) assigned to a Team Manager.	<ul style="list-style-type: none"> <li>• Project Brief</li> <li>• Quality Management Strategy</li> <li>• Risk Management Strategy</li> <li>• Project Plan and Business Case (for Stage plans)</li> </ul>	Stage plans created during SU (Initiation Stage Plan) and during MSB (delivery stage plans and exception stage plans). Project Plan is created during Initiating a Project. Team plan is created during MP (Accept Work Package)	Stage plan, Project Plan, Exception Plan Produced by PM, Reviewed by Project Assurance, Approved by Project Board. Stage Plan also reviewed by TM. Team Plan Produced by TM and Reviewed by PM, Project Assurance and Senior Supplier	Stage Plan is updated during CS to record progress. Project Plan is updated during MSB and CP. Team Plan is updated during MP	Project plan updated by PM, Reviewed by Project Assurance, Approved by Project Board. Stage Plan Updated by PM, reviewed by Project Assurance. Team Plan updated by TM, Reviewed by Project Assurance and PM
A.17 Product Description	Purpose is to: <ul style="list-style-type: none"> <li>• Understand nature, purpose, function and appearance of product</li> <li>• Who will use the product</li> <li>• Sources of information or supply for product</li> <li>• Level of quality required of product</li> <li>• Identification of activities to produce, review and approve product</li> <li>• People or skills required to produce, review and approve product</li> </ul>	<ul style="list-style-type: none"> <li>• Product breakdown structure</li> <li>• The end-users of the product</li> <li>• Quality Management Strategy</li> <li>• Configuration Management Strategy.</li> </ul>	During Initiating a Project as part of the Project Plan. During MSB as part of the Stage Plan or Exception Plan.	Produced by PM, Reviewed by Project Assurance, Approved by Project Board		
A.19 Project Brief	Created in the SU, it provides a foundation for project initiation. Refined into PID during IP, after which it Project Brief is no longer maintained.	<ul style="list-style-type: none"> <li>• Project mandate supplied at start of project</li> <li>• Programme management –if Project Brief can be supplied by programme instead of project mandate</li> <li>• Corporate management on strategy, policies and standards</li> <li>• Project Board and users if project mandate is incomplete or missing</li> <li>• Operations and maintenance organization (if applicable)</li> <li>• Suppliers regarding specialist development lifecycles</li> <li>• Lessons Log.</li> </ul>	Starting Up a Project: appointing PM and Executive, Xesign and appoint the PMT, Prepare Outline BC, Select Project approach and assemble Project Brief, Plan Initiation Stage	Producers: PM, Executive and Corporate or Program Management. Reviewed by Project Assurance, Approved by the Project Board		
A.20 Project Initiation Documentation	To define the project, form the basis for management assessment of its overall success. The PID gives direction and scope and (with Stage Plan) forms the 'contract' between Project Manager and Project Board. Three uses of the PID are to: <ul style="list-style-type: none"> <li>• Ensure a sound basis before asking the Project Board to make a commitment to the project</li> <li>• Act as a baseline against which Project Board and Project Manager can assess progress, issues and ongoing viability</li> <li>• Provide a source of reference about the project so that people can quickly and understand the project, how it is managed. The PID is a living product. Its component products will be updated and re-baselined, at end of stage,. The PID version used for project authorization is the basis against which performance</li> </ul>	<ul style="list-style-type: none"> <li>• Project Brief</li> <li>• Discussions with user, business and supplier stakeholders for input on methods, standards and controls.</li> </ul>	During Initiating a Project	Produced by Project Manager, Reviewed by Project Assurance and Corporate/Programme Management, Approved by Project Board	Updated during MSB	Produced by Project Manager, Reviewed by Project Assurance and corporate/programme management, Approved by Project Board
A.21 Project Product Description	Special Product Description that defines what project must deliver to: <ul style="list-style-type: none"> <li>• Gain agreement from user on project's scope and requirements</li> <li>• Define customer's quality expectations</li> <li>• Define acceptance criteria, method and responsibilities.</li> </ul> It is created in SU as part of initial scoping, and is refined during IP when creating Project Plan. It is subject to formal change control and checked at stage boundaries (MSB) It is used in CP as verification that project delivered what was expected of it, and that the acceptance criteria have been met.	<ul style="list-style-type: none"> <li>• Project mandate</li> <li>• Discussions with Senior User and Executive (scoping workshops)</li> <li>• Request for proposal</li> </ul>	Starting Up a Project, during the activity: Prepare Outline Business Case	Producers: PM, Executive and Corporate or Program Management. Reviewed by Project Assurance, Approved by the Project Board		
A.22 Quality Management Strategy	Used to define the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels, during the project.	<ul style="list-style-type: none"> <li>• Project Board</li> <li>• Project Brief: Project management team structure , Project Product Description</li> <li>• Organizational standards</li> <li>• Supplier and customer quality management systems</li> <li>• Configuration management requirements</li> <li>• Change control requirements</li> <li>• Corporate or programme strategies</li> <li>• Facilitated workshops and informal discussions</li> </ul>	Initiating a Project together with Quality Register	Produced by PM, Reviewed by Project Assurance, Approved by Project Board		
A.24 Risk Management Strategy	Describes specific techniques and standards applied and responsibilities for achieving a risk management procedure.	<ul style="list-style-type: none"> <li>• Project Brief</li> <li>• Business Case</li> <li>• Corporate or programme management's risk management guide, strategy or policy</li> </ul>		Produced by PM, Reviewed by Project Assurance, Approved by Project Board		
A.26 Work Package	Information about collated set of required products created by PM to pass to TM or team member.	<ul style="list-style-type: none"> <li>• Existing agreements between customer and supplier</li> <li>• Quality Management Strategy</li> <li>• Configuration Management Strategy</li> <li>• Stage Plan</li> </ul>	In Controlling a Stage, during "Authorize Work Package"	Produced by PM, Reviewed by Project Assurance, Approved by Team Manager	Updated during MP	Updated by Team Manager, Reviewed by Project Assurance, Approved by PM

Management Product	Purpose	Derivation	Created during	Responsible for creating	Updated in	Responsible for updating
<b>Reports</b>	management products providing a snapshot of the status of certain aspects of the project. Although records and reports are not subject to change					
A.3 Checkpoint Report	used to report the status of the Work Package at a frequency defined in the Work Package	<ul style="list-style-type: none"> <li>• Work Package</li> <li>• Team Plan and actuals</li> <li>• Previous Checkpoint Report..</li> </ul>	Controlling a Stage (Review Work Package Status)	Created by TM, Reviewed by PM		
A.8 End Project Report	Used during project closure to review how project performed against the version of the PID. Allows the Passing on of lessons for other projects and unfinished work, ongoing risks, potential product modifications to operational support.	<ul style="list-style-type: none"> <li>• Project Initiation Documentation</li> <li>• Business Case</li> <li>• Project Plan</li> <li>• Benefits Review Plan</li> <li>• Issue Register, Quality Register and Risk Register</li> <li>• Lessons Report</li> <li>• End Stage Reports (and Exceptions Reports, if applicable).</li> </ul>	During CP	Produced by PM, Reviewed by Project Assurance, Approved by Project Board		
A.9 End Stage Report	Used to give a summary of progress, overall project situation, sufficient information to ask for Project Board decisions in the project. Project Board uses it with the next Stage Plan to decide what action to take; authorize next stage, amend project scope, stop project.	<ul style="list-style-type: none"> <li>• Current Stage Plan and actuals</li> <li>• Project Plan</li> <li>• Benefits Review Plan</li> <li>• Risk Register, Quality Register and Issue Register</li> <li>• Exception Report (if applicable)</li> <li>• Lessons Report</li> <li>• Completed/slipped Work Packages</li> <li>• Updated Business Case.</li> </ul>	MSB	Produced by Project Manager. Reviewed by Project Assurance Approved by Project Board		
A.10 Exception Report	Produced when a Stage Plan or Project Plan is forecast to exceed tolerance levels. Prepared by Project Manager to inform Project Board and offer options and recommendations how to proceed.	<ul style="list-style-type: none"> <li>• Current plan and actuals</li> <li>• Issue-, Risk- and Quality Register</li> <li>• Highlight Reports or Checkpoint Reports</li> <li>• Project Board advice on external events</li> </ul>	Created during CS	Produced by Project Manager, Reviewed by Project Assurance and Project Board, Approved by Executive		
A.11 Highlight Report	Used to provide Project Board (and stakeholders) with summary of stage status at intervals defined by them. The Project Board uses report to monitor stage and project progress. Project Manager uses it to advise Project Board of potential problems.	<ul style="list-style-type: none"> <li>• Project Initiation Documentation</li> <li>• Checkpoint Reports</li> <li>• Issue Register, Quality Register and Risk Register</li> <li>• Stage Plan and actuals</li> <li>• Communication Management Strategy.</li> </ul>	Created during CS	Produced by Project Manager, Reviewed by Project Assurance and Project Board		
A.13 Issue Report	The description, impact assessment and recommendations for an RFC, off-specification or a problem/concern. Created for issues that need formal handling. Created when capturing issues, and updated after issue is examined or proposals are identified for issue resolution. It is updated to record what option was decided, and after implementation when issue is closed.	<ul style="list-style-type: none"> <li>• Format and composition defined in Configuration Management Strategy</li> <li>• Highlight-, Checkpoint- Report(s) and End Stage Report(s)</li> <li>• Stage Plan, with actual values and events</li> <li>• Users and supplier teams</li> <li>• Application of quality controls</li> <li>• Observation and experience of the processes</li> <li>• Quality Register, Risk Register and Lessons Log</li> <li>• Completed Work Packages.</li> </ul>	Created during CS	Produced by PM, Reviewed by Project Assurance, Approved by Project Board		
A.15 Lessons Report	Used to pass lessons to other projects. Provoke that positive lessons are embedded in organization's way of working, avoid negative lessons in future projects. Report at any time in a project,. included in End Stage and End Project Report. Specific Reports to particular parts of the organization.Data in report used for quality management system, change and improve standards. Statistics can help improve future estimating.	<ul style="list-style-type: none"> <li>• Project Initiation Documentation (for the baseline position)</li> <li>• Lessons Log (for identification of lessons)</li> <li>• Quality Register, Issue Register and Risk Register (for statistical analysis)</li> <li>• Quality records (for statistical analysis)</li> <li>• Communication Management Strategy (for the distribution list).</li> </ul>	SUP, MSB and CP	During project: Produced by PM, Reviewed by Project Assurance, Senior User and Senior Supplier, Approved by Executive		End project: Produced by PM, Reviewed by Project Assurance, Approved by Project Board

Management Product	Purpose	Derivation	Created during	Responsible for creating	Updated in	Responsible for updating
<b>Records</b>	Dynamic management products that maintain information regarding project progress.					
A.5 Configuration Item Records	Record of history, status, version and variant of configuration items, and inter relationships. Configuration Item Records are referred to as a configuration library.	<ul style="list-style-type: none"> <li>• Configuration Management Strategy</li> <li>• Product breakdown structure</li> <li>• Stage Plan and Work Package</li> <li>• Quality Register, Issue Register and Risk Register.</li> </ul>	Initiating a project. Initial record created together with Configuration Management Strategy. Records populated after making Product Breakdown Structure	Created and populated by Project Support, Reviewed by Project Assurance and Team Manager, Approved by Project Manager	During CS (when reviewing Stage Status and when taking corrective action)	Updated by PM and Project Support, Reviewed by Team Manager and Project Support
A.7 Daily Log	Project manager's project diary used to record informal issues, required actions or significant events not caught by other PRINCE2 registers or logs.. A repository for issues and risks during SU. Team Managers may also have one for Work Packages	Entries are made when the Project Manager or Team Manager feels it is appropriate to log some event. Often entries are based on thoughts, conversations and observations.	Starting Up a Project (Appoint PM and Executive)	Producer is PM,	All PRINCE2 Processes	Updated by PM
A.12 Issue Register	To capture and maintain information on all issues. Issue Register is monitored by Project Manager on regular basis.	<ul style="list-style-type: none"> <li>• The format and composition of the Issue Register will be defined in the Configuration Management Strategy</li> <li>• Entries are initially made on the Issue Register once a new issue has been raised</li> <li>• The Issue Register is updated as the issue is progressed. Once the issue has been resolved, the entry in the Issue Register is closed.</li> </ul>	Initiating a project. Initial record created together with Configuration Management Strategy. Records populated during project	Created and populated by Project Support, Reviewed by Project Assurance, Approved and Updated by Project Manager	During CS Reviewing Stage Status) and during CP	Updated by PM, reviewed by Project Assurance
A.14 Lessons Log	Project repository for lessons that apply to this, or future projects. Lessons can be from other projects or from within the project and are put in the Lessons Log for project strategies and plans. New experience (both good and bad) is passed on via a Lessons Report.	<ul style="list-style-type: none"> <li>• Lessons Reports from other projects</li> <li>• Project mandate or Project Brief</li> <li>• Daily Log, Issue-, Quality- and Risk Register</li> <li>• Checkpoint- and Highlight Reports</li> <li>• Completed Work Packages</li> <li>• Stage Plans with actuals</li> <li>• Observation and experience of project's processes.</li> </ul>	Starting Up a Project (Capture Previous Lessons)	Producer is PM, Reviewers are the project board and Project Assurance.	During IP, CS and MS	Updated by PM
A.23 Quality Register	Used to summarize quality management activities planned or taken place. Provides information for End Stage Report and End Project Report. Purpose is: <ul style="list-style-type: none"> <li>• Unique reference for each quality activity</li> <li>• Pointer to quality records for product</li> <li>• Summary of number and type of quality activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Format and composition of Quality Register defined in Quality Management Strategy</li> <li>• Entries made when quality activity is entered on Stage Plan. Updated when Team Plan is created</li> <li>• Remaining information from actual performance of quality activity Sign-off date when corrective actions are signed off.</li> </ul>	Initiating a Project together with Quality Management Strategy	Created and populated by Project Support, Reviewed by Project Assurance and Team Manager, Reviewed and Approved by Project Manager	During Managing Product Delivery by TM or during MSB by PM.	Updated by TM, Reviewed by PM and Project Support or Updated by Project Support and reviewed by PM and Project Assurance
A.25 Risk Register.	Provides a record of identified risks, including status and history. Used to capture and maintain information on all identified threats and opportunities.	<ul style="list-style-type: none"> <li>• Composition, format and presentation derived from Risk Management Strategy</li> <li>• Entries made once new risk is identified</li> <li>• One or more risks inherent in project mandate</li> <li>• New risks from creating Project Brief, designing &amp; appointing PMT, establishing controls, developing plans, issuing Work Packages, reviewing Work Package status, reviewing stage status</li> <li>• Daily Log/Issue Register</li> </ul>	Initiating a Project together with Risk Management Strategy	Created and populated by Project Support, Reviewed by Project Assurance, Reviewed and Approved by Project Manager	During IP, CS, MSB	Raised by PM and TM. Updated by PM



Project Board	Accountable to corporate or programme management for success of project, authority to direct project as documented in the project mandate. Responsible for communications between PMT and external stakeholders . Project Board members may delegate some Project Assurance tasks to separate individuals. The Project Board may also delegate decisions regarding changes to a Change Authority.		
	<b>Executive</b>	<b>Senior User</b>	<b>Senior Supplier</b>
	Ultimately responsible for project, supported by Senior User and Senior Supplier. He is to ensure that project is focused on achieving its objectives and delivering a product that will achieve the forecast benefits. The Executive ensures that project gives value for money, and a cost-conscious approach to balancing demands of business, user and supplier. Executive is responsible for the Business Case. Executive is ultimate decision maker supported by the Senior User and Senior Supplier.	Responsible for specifying user needs, user liaison with PMT, monitors that solution meets needs and constraints of Business Case (quality, functionality and ease of use.) Represents interests of all users, including operations and maintenance, all who achieve an objective or who will deliver benefits. Commits user resources and monitors products against requirements. May require more than one person to cover all user interests but the role should not be split between too many people. Specifies benefits and demonstrates that benefits have been realized. Committed beyond the end of the life of the project.	Represents interests of those designing, developing, facilitating, procuring and implementing project's products. Accountable for quality of products and responsible for technical integrity of project. More than one person represent the suppliers. In customer/supplier environment, customer may appoint independent person or group to carry out assurance on supplier products .
Project Manager	<p>Has authority to run project on day-to-day basis on behalf of Project Board within constraints laid down by them. Prime responsibility is ensure that project produces required products within specified tolerances of time, cost, quality, scope, risk and benefits. Also responsible for project producing result capable of achieving benefits defined in Business Case.</p> <ul style="list-style-type: none"> <li>■ Liaise with corporate or programme management and external suppliers or account managers</li> <li>■ Lead and motivate the PMT, Ensure behavioral expectations for team members</li> <li>■ Manage information flows between directing and delivering levels of project, Manage production of required products, initiating corrective action where necessary</li> <li>■ Implement Project procedures – risk, issue, change control, configuration and communication, Manage project controls – monitoring and reporting</li> <li>■ Advise Project Board on deviations</li> <li>■ Depending on size of project, Perform Team Manager role and Project Support role</li> <li>■ Implement Configuration Management Strategy and ensure compliance, Schedule configuration audits</li> </ul>		
Team Manager	To ensure production of products defined by Project Manager to appropriate quality, timescale and cost . Team Manager reports to, and takes direction from, Project Manager.		
Project Assurance	<p>Project Assurance covers the primary stakeholder interests (business, user and supplier). Project Assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance activities to the Project Manager. The implementation of the assurance responsibilities needs to answer the question: what is to be assured? business, user and supplier stakeholder interests would include ensuring that:</p> <ul style="list-style-type: none"> <li>■ Liaison is maintained between business, user and supplier</li> <li>■ Risks are controlled</li> <li>■ The right people are involved in writing Product Descriptions And in quality inspection at the correct points in the products' development</li> <li>■ Staff properly trained in quality Methods and they are correctly followed</li> <li>■ Quality control follow-up actions are dealt with correctly</li> <li>■ An acceptable solution is being developed</li> <li>■ The scope of the project is not changing unnoticed</li> <li>■ Internal and external communications are working</li> <li>■ Applicable standards are being used</li> <li>■ The needs of specialist interests (for example, security) are being observed.</li> </ul>		
	<b>Business Insurance Responsibilities</b>	<b>User assurance responsibilities</b>	<b>Supplier assurance responsibilities</b>
	<ul style="list-style-type: none"> <li>■ Assist Project Manager with BC and Benefits Review Plan</li> <li>■ Advise on selection of PMT members</li> <li>■ Advise on Risk Management Strategy</li> <li>■ Review Business Case against corporate/programme standards, external events, project progress</li> <li>■ Check Business Case is adhered to</li> <li>■ Check project alignment to corporate or programme strategy</li> <li>■ Review project finance on behalf of the customer</li> <li>■ Verify that solution continues to provide value for money</li> <li>■ Periodically check that project remains viable</li> <li>■ Assess if aggregated risk exposure is within project tolerance</li> <li>■ Check authorization of supplier and contractor payments</li> <li>■ Review issues and risks and impact on Business Case</li> <li>■ Constrain user and supplier excesses</li> <li>■ Inform PMT of changes caused at programme level</li> <li>■ Monitor stage and project progress against agreed tolerances.</li> </ul>	<ul style="list-style-type: none"> <li>■ Advise on stakeholder engagement</li> <li>■ Advise on the Communication Management Strategy</li> <li>■ Ensure that the specification of the user's needs is accurate, complete and unambiguous</li> <li>■ Assess whether the solution will meet the user's needs and is progressing towards that target</li> <li>■ Advise on the impact of potential changes from the user's point of view</li> <li>■ Monitor risks to the user</li> <li>■ Ensure that the quality activities relating to products at all stages has appropriate user representation</li> <li>■ Ensure that quality control procedures are used correctly to ensure that products meet user requirements</li> <li>■ Ensure that user liaison is functioning effectively.</li> </ul>	<ul style="list-style-type: none"> <li>■ Review the Product Descriptions</li> <li>■ Advise on the Quality Management Strategy and Configuration Management Strategy</li> <li>■ Advise on the selection of the development strategy, design and methods</li> <li>■ Ensure that any supplier and operating standards defined for the project are met and used to good effect</li> <li>■ Advise on potential changes and their impact on the correctness, completeness and integrity of products against their Product Description from a supplier perspective</li> <li>■ Monitor any risks in the production aspects of the project</li> <li>■ Assess whether quality control procedures are used correctly, so that products adhere to requirements.</li> </ul>
Change Authority	<p>The Project Board may delegate authority for approving responses to requests for change or offspecifications to a separate individual or group, called a Change Authority. The Project Manager could be assigned as the Change Authority for some aspects of the project (e.g. changing baselined Work Packages if it does not affect stage tolerances).</p> <ul style="list-style-type: none"> <li>■ Review/approve/reject RFC's and off-specifications within limits of authority and change budget set by the Project Board</li> <li>■ Refer to the Project Board if any limits are forecast to be exceeded.</li> </ul>		
Project Support	<p>Provision of Project Support on formal basis is optional. If not delegated to separate person or function it will be done by Project Manager. Configuration Management to be considered if Project Manager cannot cope without support. Project Support can be provided by a project office. Refer to P3O (Portfolio,Programme and Project Support Offices).</p> <ul style="list-style-type: none"> <li>■ Maintain Quality Register</li> <li>■ Maintain Configuration Item Records</li> <li>■ Maintain registers/logs as delegated by Project Manager</li> <li>■ Administer configuration management procedure</li> <li>■ Administer the receipt, identification, versions, storage and issue of all products</li> <li>■ Provide information on status of all products (Product Status Accounts)</li> <li>■ Archive superseded product copies</li> <li>■ Ensure security and preservation of master copies of all project products</li> <li>■ Maintain record of all copies issued</li> <li>■ Notify holders of any changes to their copies</li> <li>■ Number, record, store and distribute Issue Reports</li> <li>■ Conduct configuration audits.</li> </ul>		

	Start-up	Initiation	Controlling a stage	Managing Product Delivery	Managing Stage Boundaries	Closing a project
Project Board	<ul style="list-style-type: none"><li>■ Confirm project tolerances with corporate or programme management</li><li>■ Approve Project Brief</li><li>■ Approve Stage Plan for initiation stage</li><li>■ Authorize project initiation</li><li>■ Decide on Change Authority and level of delegated authority</li><li>■ Set scale for severity ratings for issues</li><li>■ Set scale for priority ratings for RFC's and off-specifications</li><li>■ Approve supplier contract if supplier is a commercial</li><li>■ Approve PID (and its components)</li><li>■ Authorize start of project.</li></ul>		<ul style="list-style-type: none"><li>■ Set tolerances for stage and approve Stage Plans</li><li>■ Authorize management stage and approve Product Descriptions</li><li>■ Approve Exception Plans when stage-level tolerances are forecast to be exceeded</li><li>■ Communicate with stakeholders as defined in the Communication Management Strategy</li><li>■ Provide guidance and direction to project, ensuring it is viable and within specified constraints</li><li>■ Respond to requests for advice from the Project Manager</li><li>■ Ensure risks are tracked and managed</li><li>■ Approve changes (unless delegated to Change Authority)</li><li>■ Make decisions on escalated issues</li><li>■ Approve completed products.</li></ul>			<ul style="list-style-type: none"><li>■ Provide assurance on delivery of products</li><li>■ Provide assurance on meeting acceptance criteria</li><li>■ Confirm acceptance of the project product</li><li>■ Approve End Project Report, ensure issues and risks are handed over</li><li>■ Authorize distribution of follow-on action recommendations &amp; Lessons Reports to corporate or programme management</li><li>■ Transfer Benefits Review Plan to corporate or programme management</li><li>■ Authorize project closure and send notification to corporate or programme management.</li></ul>
Executive	<ul style="list-style-type: none"><li>■ Design and appoint project management team (in particular the Project Manager)</li><li>■ Oversee development of Project Brief and outline Business Case, ensuring that project is aligned with corporate strategies (presenting outline Business Case to corporate or programme management for approval )</li></ul>	<ul style="list-style-type: none"><li>■ Oversee development of detailed Business Case</li><li>■ Secure the funding for the project</li><li>■ Approve additional supplier contracts (if relationship between user and supplier is commercial)</li></ul>	<ul style="list-style-type: none"><li>■ Check Senior Supplier on quality and integrity of specialist approach and products</li><li>■ Check Senior User on realizing benefits defined in Business Case,</li><li>■ Ensure benefits reviews to see if Business Case benefits are achieved</li><li>■ Monitor and control progress at a strategic level,</li><li>■ Escalate issues/risks to corporate or programme management when project tolerance will be exceeded</li><li>■ Ensure risks with Business Case are identified, assessed and controlled</li><li>■ Make decisions on escalated issues, with focus on continued business justification</li><li>■ Organize and chair Project Board reviews</li><li>■ Ensure business assurance of the project – on target to deliver products that achieve business benefits within agreed tolerances.</li></ul>			<ul style="list-style-type: none"><li>■ Transfer responsibility for post-project benefits reviews to corporate or programme management</li></ul>
Senior User	<ul style="list-style-type: none"><li>■ Provide customer's quality expectations and acceptance criteria</li><li>■ Project Assurance from user perspective or delegate user Project Assurance activities</li></ul>	<ul style="list-style-type: none"><li>■ Ensure that desired outcome of the project is specified</li></ul>	<ul style="list-style-type: none"><li>■ Ensure that products will deliver desired outcomes, and meet user requirements</li><li>■ Resolve user requirements and priority conflicts</li><li>■ Ensure that user resources required for quality activities are available</li><li>■ Decide on escalated issues safeguarding the expected benefits</li></ul>	<ul style="list-style-type: none"><li>■ Ensure that benefits (derived from outcomes) are realized</li><li>■ State actual versus forecast benefits at benefits reviews</li><li>■ Advise user management on matters concerning project</li></ul>		<ul style="list-style-type: none"><li>■ Maintain business stability during transition from project to business as usual</li><li>■ Provide user view on follow-on action recommendations</li></ul>
Senior Supplier	<ul style="list-style-type: none"><li>■ Assess and confirm viability of the project approach</li><li>■ Supplier assurance or delegate supplier Project Assurance activities</li></ul>	<ul style="list-style-type: none"><li>■ Ensure that proposals for the products are realistic</li><li>■ Advise on selection of design, development and acceptance methods</li></ul>	<ul style="list-style-type: none"><li>■ Ensure that the supplier resources required for the project are made available</li></ul>	<ul style="list-style-type: none"><li>■ Ensure that proposals for the products are realistic</li><li>■ Advise on selection of design, development and acceptance methods</li></ul>		
Project Manager	<ul style="list-style-type: none"><li>■ Prepare Project Brief incl. Project Product Description</li><li>■ Prepare Initiation Stage Plan</li><li>■ Create Daily Log</li><li>■ Create Lessons Log</li></ul>	<ul style="list-style-type: none"><li>■ Prepare PID and its components</li><li>■ Prepare Benefits Review Plan</li><li>■ Prepare stage/exception plan and its product descriptions</li><li>■ Create Issue Register</li><li>■ Create Risk Register</li></ul>	<ul style="list-style-type: none"><li>■ Create/authorize Work Packages</li><li>■ Create Highlight Reports</li><li>■ Create Exception Report</li><li>■ Create/update Issue Reports</li><li>■ Create Exception Reports</li><li>■ Update Issue Register</li><li>■ Update Risk register</li><li>■ Update Lessons Log</li><li>■ Update Stage Plan</li><li>■ Update Configuration Item Records</li><li>■ Update Daily Log</li></ul>	<ul style="list-style-type: none"><li>■ Create Stage/Exception Plan and Product Descriptions</li><li>■ Update PID (Business Case and Project Plan)</li><li>■ Update Benefits Review Plan</li><li>■ Create/update Configuration Item Records</li><li>■ Update Risk register</li><li>■ Update Issue Register</li><li>■ Create End Stage Report</li><li>■ Create Lessons Report</li><li>■ Create Follow-on Action Recommendations</li><li>■ Update Daily Log</li></ul>	<ul style="list-style-type: none"><li>■ Update the PID (Business Case and Project Plan)</li><li>■ Update Benefits Review Plan</li><li>■ Obtain Acceptance Records</li><li>■ Create Product Status Account</li><li>■ Create additional work estimates (premature closure)</li><li>■ Create Follow-on Action Recommendation</li><li>■ Create End Project report Update/close Issue Register</li><li>■ Update/close Risk register</li><li>■ Update/close Quality Register</li><li>■ Update/Close Daily log</li><li>■ Update/close Lessons Log</li><li>■ Update/close Configuration Item Records</li><li>■ Create Lessons Report</li><li>■ Prepare Draft Project Closure Notification</li></ul>	
Team Manager			<ul style="list-style-type: none"><li>■ Prepare Team Plan, agree with Project Manager</li><li>■ Produce Checkpoint Reports</li><li>■ Plan, monitor and manage the team's work</li><li>■ Manage team work, use resources, initiate corrective action within constraints</li><li>■ Identify Work Package Issues and Risks, advise Project Manager</li><li>■ Advise Project Manager of deviations, recommend corrective action,</li></ul>	<ul style="list-style-type: none"><li>■ help prepare Exception Plans</li></ul>		