

Directing a Project

Project Board decision making

DP1 Authorising Initiation
 To authorise (or not) the commencement of the project (i.e. the official start) by reviewing the Project Approach, Risk Log, Project Brief, project management team structure and draft initiation Stage Plan.

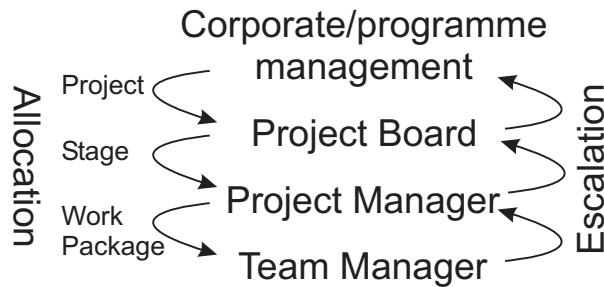
DP2 Authorising a Project
 To give the authorisation to proceed (not the official start) with the project (or not) by reviewing the Project Initiation Document (includes the Business Case, Risk Log, Project Quality Plan, Communication Plan and Project Plan), and the next Stage Plan.

DP3 Authorising a Stage or Exception Plan
 At the end of each stage the next Stage Plan (or Exception Plan), End Stage Report and Business Case is reviewed, then authorisation to continue the project is given (or not).

DP4 Giving Ad Hoc Direction
 At various points in the project the Project Manager may wish to consult or gain advice from the Project Board, e.g. when an Exception Report is created, or when a Highlight Report is presented.

DP5 Confirming Project Closure
 The end of the project is confirmed by the project closure notification. The End Project Report, Project Initiation Document, customer acceptance, Follow-on Action Recommendations, Lessons Learned Report and Post-Project Review Plan are approved.

Tolerance allocation and escalation



Project Mandate

The Project Mandate is created by corporate or programme management and triggers the pre-project preparation process Starting Up a Project.

Contents:

- Authority responsible for the project
 - Background (what the project is about)*
 - Project objectives
 - Scope
 - Constraints
 - Interfaces (e.g. other projects/stakeholders)
 - Customer quality expectations
 - Outline Business Case
 - Executive & Project Manager*
 - Project tolerances
 - Project documents or products
 - Customers, users and interested parties
- *Required

Business Case

The Business Case drives the project. It justifies the undertaking and continuing viability of the project. It is reviewed and updated at least at the end of each stage.

Contents:

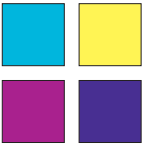
- Reasons for doing the project
- Options considered
- Benefits expected (e.g. financial, strategic, legislative)
- Risks (summary or key risks)
- Cost and timescales
- Investment appraisal

Remember:

- The Executive owns the Business Case
- PRINCE2 is concerned with the customer's Business Case, not the supplier's
- The Business Case provides the information for the Post-Project Review Plan.

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Crazy Colour project health check

At the beginning of the project

- Is there a Project Mandate?
- Is there a Project Initiation Document?
- Are project tolerances defined?
- Was Project Board approval given to commence?

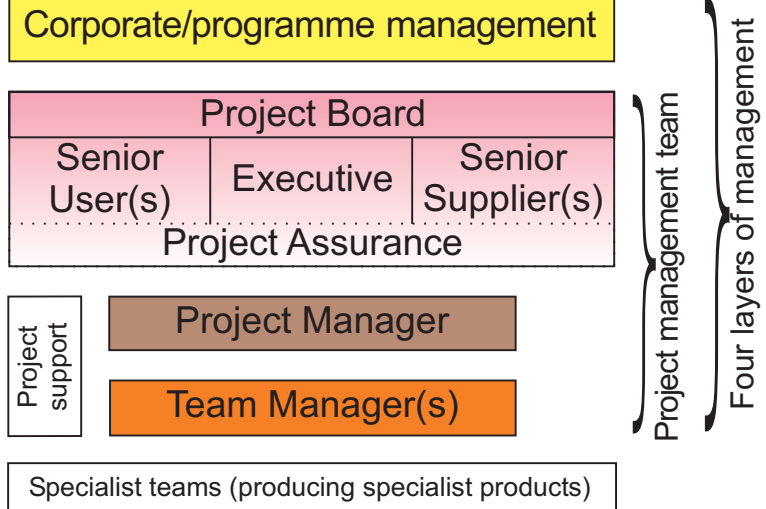
During the project

- Is the Business Case still valid?
- Are Project Assurance tasks being carried out?
- Is the project operating within allocated stage tolerances?
- Is there an up-to-date Risk Log?
- Are there Product Descriptions for all major products?
- Are Checkpoint and Highlight Reports being produced?

At the end of the project

- Have all products passed their quality review?
- Have follow-on actions/outstanding issues been identified?
- Is the post-project review planned and scheduled?
- Has the Lessons Learned Report been distributed?

Organisational structure



PRINCE2 organisational structure datasheet

Role	Description	Responsibilities	Processes Involved In
Corporate/programme management	Senior managers providing strategic direction, managing resources at a high level, not part of the PRINCE2 project management team, but appoints the Project Board and is represented on the Project Board by the Executive.	<ul style="list-style-type: none"> • Provides the Project Mandate • Allocates project tolerances 	Prior to <i>Starting Up a Project</i>
Project Board	Represents the business, user and supplier interests, provides direction, management and control, is a decision-making (not discussion) body, manages by exception, has maximum of six people, not supplier heavy.	<ul style="list-style-type: none"> • Voice to outside world • Accountable for Project Assurance • Makes key decisions • Allocates stage tolerances 	<i>Directing a Project</i> (DP1-5)
Executive	Ultimately accountable for the project. Chairs the Project Board and is its key decision maker, represents the business interests and asks <i>Should the project continue?</i>	<ul style="list-style-type: none"> • Owns the Risk Log • Ultimate decision maker • Post-project review 	<i>Starting-up a Project</i> (SU1-5) <i>Directing a Project</i> (DP1-5)
Senior Supplier	Ensures quality and checks product integrity, ensures that proposals to create the products will satisfy the Senior User and asks <i>Can we do what the Senior User is requesting?</i>	<ul style="list-style-type: none"> • Product integrity • Authority to provide supplier resources 	<i>Directing a Project</i> (DP1-5)
Senior User	Ensures outcome meets user expectations, represents the users of the project's outcome, is able to commit user resources and asks <i>Will what the Senior Supplier proposes work?</i>	<ul style="list-style-type: none"> • Represents user interests • Authority to provide user resources • Ensuring products provide user benefits 	<i>Directing a Project</i> (DP1-5)
Project Assurance	Each PBD member has Project Assurance duties that can be delegated. PAS should be independent from the Project Manager, often possesses specialist skills, may do quality assurance and answers the question <i>Are things going as well as we are being told?</i>	<ul style="list-style-type: none"> • Product Descriptions of important products • Quality reviews of important products • Verifying Highlight Reports <i>(Accountability remains with Project Board)</i>	All processes
Project Manager	Manages the project on a day-to-day basis on behalf of the Project Board. Reports directly to the Executive, but is not on the Project Board. Sets Work Package tolerances for Team Managers, and is assumed to come from the customer.	<ul style="list-style-type: none"> • Produces products to required quality • Delivering an outcome capable of achieving the Business Case • Runs project within time and cost tolerances 	<i>Starting Up a Project</i> (SU1-6) <i>Initiating a Project</i> (IP1-6) <i>Controlling a Stage</i> (CS 1-9) <i>Managing Stage Boundaries</i> (SB1-6) <i>Planning</i> (PL1-7) <i>Closing a Project</i> (CP1-3)
Team Manager	Produces products in Work Packages (WP) issued by the Project Manager. Although the activities carried out by this role are necessary assigning a separate person(s) is optional.	<ul style="list-style-type: none"> • Delivering products as specified in the WP • Work within the tolerances of the WP 	<i>Managing Product Delivery</i> (MP1-3) <i>Planning</i> (PL2-7)
Project Support (PS)	This is an optional role that provides administrative help to the Project Manager and Team Manager(s). This role must not undertake Project Assurance responsibilities.	<ul style="list-style-type: none"> • Configuration Librarian • Centre of PRINCE2 advice and change control • Scribe in Quality Reviews 	



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