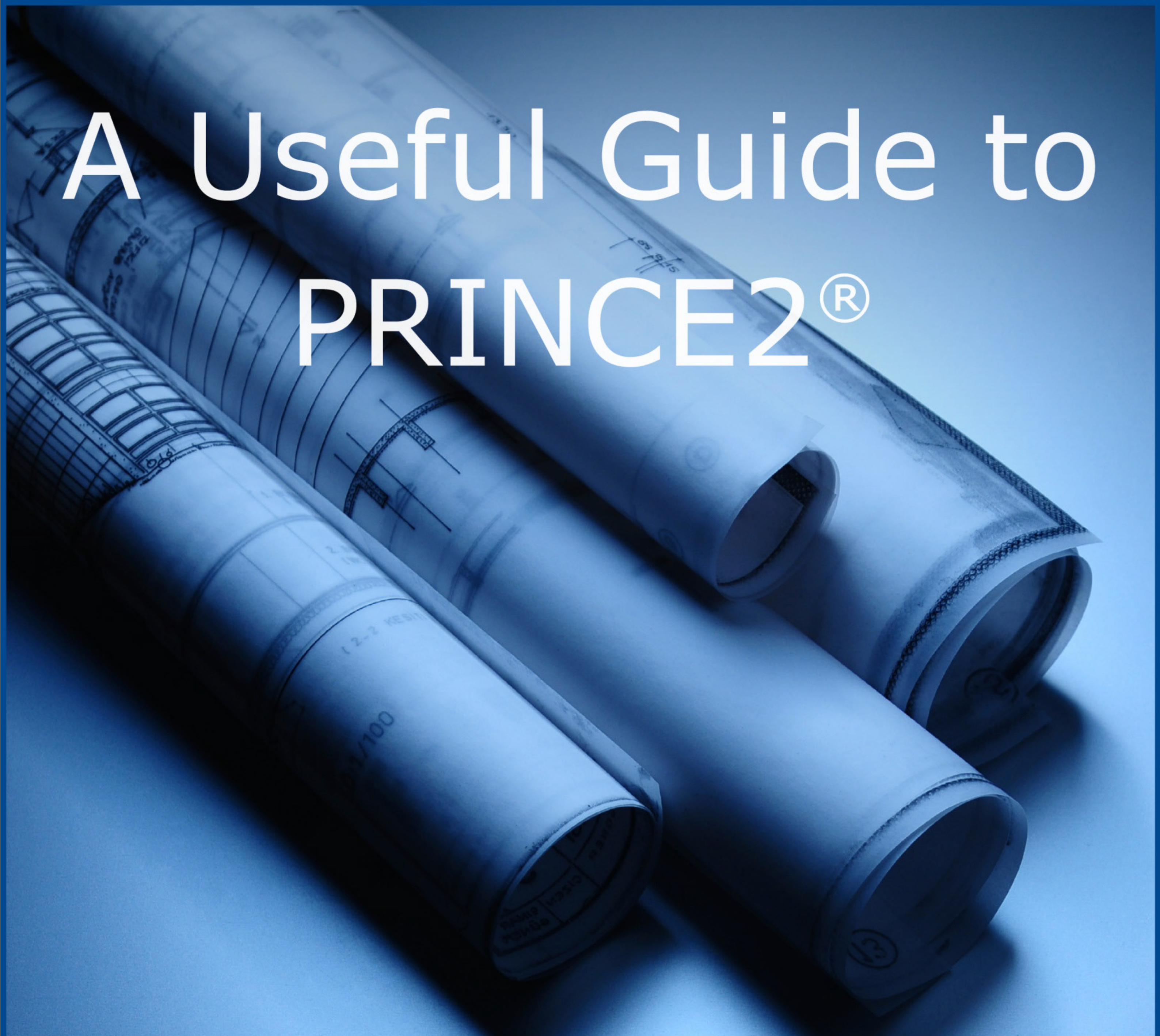
A Useful Guide to PRINCE2®



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A Useful Guide to PRINCE2®

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1. Introduction

1.1 Purpose of this Useful Guide

This Useful Guide is based on the Managing Successful Projects with PRINCE2 best practice guidance but has been summarised in an easy to follow format. It should be used by practising Project Managers to help them manage their project or anyone with an interest in project management.

The focus of the guide is to help Project Managers manage their project and not to prepare them for the PRINCE2 Foundation or Practitioner exams where guidance can be found elsewhere. Some PRINCE2 language has been changed to terms/phrases that project managers will be more familiar with.

Being successful in project management requires more than just knowledge of PRINCE2 but the method does provide an excellent foundation upon which the Project Manager can develop other necessary skills. Signposts are given throughout where appropriate on the major skills required.

1.2 Name Changes

In my experience a limited number of the generic PRINCE2 names/terms causes confusion and/or the given name does not indicate the intended purpose of the document referred to. This section identifies the PRINCE2 name/term and the alternate used throughout this Useful Guide ...

- **Configuration Management** – Document Control
- **Quality Register** – Test Register
- **Project Approach** – Delivery Strategy
- **Strategies** (for Risk, Quality, Configuration Management, and Communication) – Internal Management Policies
- **Tolerance** (Time & Cost) – Contingency

1.3 Further Information

If you have any queries about this Useful Guide do please contact us by either calling +44 (0)845 260 2820 or emailing us at enquiries@pansophix.com. We look forward to hearing from you.

We recognise that this Useful Guide does not cover all the skills required to be a great project manager and suggest you visit Pansophix Online where you will find more Useful Guides covering the soft skills you need to be effective.

2. Processes

2.1 Starting up a Project

Before the Project Manager can plan the project he needs to understand what the project has to create. This process enables the Project Manager to understand as clearly as possible the project's product and who will be involved in the project management team.

The following are the main tasks and outputs suggested for the process ...

- **Project Definition** – Describes what needs to be created together with important resources and other constraints.
- **Project Product Description** – Used to define the final deliverable including what will make it fit for purpose. Also used at the end of the project to get customer acceptance and for product handover.
- **Outline Business Case** – There needs to be a good business justification for doing the project and an early view of benefits that might be generated. It is too early to write a full business case at this point.
- **Delivery Strategy** – Identifies: The type of resource involved in product creation i.e. internal/external or combination (helps with creation of project management team); How the project's product is to be developed i.e. purchased and used as is or all component elements purchased then manufactured/assembled/built, or combination.
- **Project Management Team** – Identify who should be in the team and appoint them where appropriate. (See Organisation Theme)

The project's Logs are created at this point ...

Lessons – At this point to capture lessons from previous projects that will help this project and then for lessons that this project has learnt.
Daily – Or Project Manager's note book to record useful information about the project.

The Project Manager meets with key stakeholders to obtain the information that enables these outputs to be created. The documents are collated into a Project Brief and presented to the Project Board for agreement to proceed at their first official meeting.

- **Initiation Stage Plan** – Is developed to cover the creation of the Project Initiation Documentation

Skills required …

Interviewing and organising.

To improve these skills work through …

- A Useful Guide to Interviewing
- Interviewing Essentials
- A Useful Guide to Managing Projects
- A Useful Guide to Time Management

2.2 Initiating a Project

This is the main part of what is primarily a planning stage during which the Project Initiation Documentation (PID) is created. When created it becomes the contract between the Project Manager and Project Board.

The following are the main tasks and outputs suggested for the process …

Project Initiation Documentation

- **The Project's Management Policies** – Describes how the project will be managed in respect to: Quality, Documentation Control, Change, Risk, and Communication
- **Project Plan** – Shows major products/activities of the project divided in to delivery stages with required resources i.e. time, cost, people etc. Product Descriptions may be written at this level – see 2.5 for a suggested template
- **Business Case** – Shows how viable the project is
- **Project Controls** – Summarises project level controls such as contingency, monitoring, and reporting
- **Project Definition** - originally part of the Project Brief (updated as necessary)
- **Delivery Strategy** - originally part of the Project Brief (updated as necessary)
- **Project Management Team** - originally part of the Project Brief (updated as necessary)

Registers

The Project's Registers are also created and populated as necessary …

- **Test** – Records testing results throughout the project
- **Risk** – Summarises risks identified throughout the project, planned actions, and status
- **Issue** – Summarised issues identified throughout the project, planned actions, and status.

Benefits Management

- **Benefits Review Plan** – Describes who is responsible for benefits capture, how the benefits will be tracked and measured.

First Delivery Stage

The first **Delivery Stage Plan** is also developed in parallel with the PID as part of the Managing a Stage Boundary process.

The project will benefit at this point if as many relevant stakeholders as possible are involved in a Project Kick Off type event chaired by the Project Manager.

Skills required:

Stakeholder management, facilitating, planning, influencing and negotiating.

To improve these skills work through ...

- A Useful Guide to Assertiveness
- A Useful Guide to Being Influential
- A Useful Guide to Managing Projects

2.3 Controlling a Stage

When the Project Board have authorised a delivery stage the Project Manager is responsible for: Coordinating the work with Team Managers if used; Monitoring progress; Deploying the pre-planned controls if required; Delivering the authorised products on time, within budget, and to the level of quality specified.

The following are the main tasks and outputs suggested for the process, broken down into 3 groups of activities ...

Getting the work done

- **Handing work out to Team Managers** via a Work Package
- **Monitoring progress** through the receipt of Checkpoint Reports generated by the Team Manager then updating the Stage Plan to reflect the current status of the stage
- **Checking all relevant documentation** after the products developed by the Team Manager have been tested and approved then updating the Stage Plan to reflect the current status of the stage.

Managing the stage

- Making day to day decisions
- Writing/managing the daily "to do" list
- Time to authorise the next Work Package
- Time to start planning the next stage
- Time to start closing the project
- Take corrective action in response to an issue/risk or to escalate to the Project Board
- Status reporting – produce the Highlight Report for the Project Board at the agreed frequency.
- Updating project documentation as necessary, reviewing risks and issues.

Managing Issues

Capture new issues ...

- Informally by making a note in the Daily Log
- Formally by writing an Issue Report and creating a new entry in the Issue/Risk Register
- Examine the issue/risk (see relevant theme for the procedure to follow)
- Escalate to the Project Board if stage contingency will be exceeded of if a decision needs to be made at Project Board level by generating an Exception Report.

Skills required:

People management, stakeholder management, problem solving, communication, conflict management and resource management.

To improve these skills work through ...

- A Useful Guide to Assertiveness
- A Useful Guide to Being Influential
- A Useful Guide to Dealing with Difficult Behaviour
- A Useful Guide to Delegating
- A Useful Guide to Managing Meetings
- A Useful Guide to Managing People
- A Useful Guide to Managing Projects
- A Useful Guide to Problem Solving
- Problem Solving Essentials
- A Useful Guide to Resolving Conflict

2.4 Managing Product Delivery

In this process the Team Manager gets the work done or develops the specialist products.

The following are the main tasks and outputs suggested for the process …

- **Accept the Work Package** – The Team Manager meets with the Project Manager, agrees the work that needs to be done and writes a Team Plan to show that it can be done with the agreed resources.
- **Does the work** – Manages the team as necessary, report the status of the work to the Project Manager via a Checkpoint Report, raises risks and issues as appropriate, ensures the testing of the created products occurs, seeks approval for the products when successfully tested from the authorised person
- **Returns the completed Work Package** and any other relevant documentation to the Project Manager

Skills required:

Specialist knowledge, people management, stakeholder management, problem solving, communication, conflict management and resource management.

To improve these skills work through …

- A Useful Guide to Assertiveness
- A Useful Guide to Being Influential
- A Useful Guide to Dealing with Difficult Behaviour
- A Useful Guide to Delegating
- A Useful Guide to Managing Meetings
- A Useful Guide to Managing People
- A Useful Guide to Managing Projects
- A Useful Guide to Problem Solving
- Problem Solving Essentials
- A Useful Guide to Resolving Conflict

2.5 Managing a Stage Boundary

If there are one or more delivery stages remaining in the project then the next stage plan (and relevant Product Descriptions) will be developed in this process. The Project Manager might hold another planning workshop with stakeholders that have an interest in the stage. The Project Board will require an updated PID to help them make their decision and so all relevant project level documents will be updated at this point. The Project Manager will also evaluate the performance of the current stage and revisit forecasts for the rest of the project.

The Project Board may have instructed that the stage be re-planned following evaluation of an earlier Risk or Issue. The situation is treated like a premature Stage Boundary and this process is used.

The following are the main tasks and outputs suggested for the process ...

- Write the next Stage Plan
- Write the End Stage Report
- Update relevant project level documents.

Skills required:

Planning, stakeholder management, people management, influencing and negotiating.

To improve these skills work through ...

- A Useful Guide to Assertiveness
- A Useful Guide to Being Influential
- A Useful Guide to Dealing with Difficult Behaviour
- A Useful Guide to Delegating
- A Useful Guide to Managing Meetings
- A Useful Guide to Managing People
- A Useful Guide to Managing Projects
- A Useful Guide to Resolving Conflict

2.6 Closing a Project

This process in used in one of two situations ...

- The project has reached the final delivery stage and a normal close is undertaken
- The Project Board has authorised a premature close to the project. There may be a partial or no handover at all.

The Project Manager will now hand over the Project Product to the organisation in the manner described in the Project Product Description, obtain the Acceptance Record, update and close all open project documents (and archive them), and evaluate the success of the project. In the event of a premature close he may also prepare additional work estimates for unfinished work should the organisation wish to revive the project in the future.

Skills required:

Attention to detail, stakeholder management, people management, influencing and negotiating.

To improve these skills work through ...

- A Useful Guide to Assertiveness
- A Useful Guide to Being Influential
- A Useful Guide to Dealing with Difficult Behaviour
- A Useful Guide to Delegating
- A Useful Guide to Managing Meetings
- A Useful Guide to Managing People
- A Useful Guide to Managing Projects
- A Useful Guide to Resolving Conflict

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2.7 Directing a Project

This process is used by the Project Board primarily to make decisions. In the context of traffic lights there are three possible decisions they can make ...

- **Green** – The project is (still) viable and may progress to the next stage
- **Amber** – For some reason the Project Board is unable to make a decision at this point. The Project Manager may be asked to undertake some extra planning or other work before a decision can be made
- **Red** – The project is not/no longer viable and work should stop at this point. The Project Manager initiates the Closing a Project process if relevant.

There are five Project Board activities with four specific decision points. These may take the form of a face to face meeting or some other format but they are pre-planned ...

- **Authorise Initiation** – The Project Manager presents the Project Brief and Initiation Stage Plan
- **Authorise the Project** – The Project Manager presents the PID, first delivery Stage Plan, and Benefits Review Plan
- **Authorise a Stage** – The Project Manager presents the (rewritten) Stage Plan, End Stage Report, updated PID, and updated Benefits Review Plan
- **Authorising Project Closure** – The Project Manager presents the End Project Report, updated Business Case/Benefits Review Plan, and Lessons Report/Follow on Action Recommendations as necessary
- **Give ad hoc Direction** – This activity covers all other contacts between the Project Board and Project Manager throughout the project. It is used formally when matters need to be escalated to the Project Board via an Exception Report (when they might ask the Project Manager to rewrite the Stage Plan) and informally to exchange information or to seek/give advice and guidance.

Project Board responsibilities:

To make decisions; to provide the Project Manager with the necessary resources as required; to manage by exception i.e. to delegate responsibility to, and then let the Project Manager manage the stage.

Project Manager skills:

Presentation, influencing, negotiating and stakeholder management.

To improve these skills work through ...

- A Useful Guide to Assertiveness
- A Useful Guide to Being Influential
- A Useful Guide to Managing Meetings
- A Useful Guide to Managing Projects
- A Useful Guide to Public Speaking

3. Themes

3.1 Business Case

Overview

- The Business Case establishes that the project is viable and can start/carry on or is not viable and should not start or stop
- The Executive is responsible for the Business Case and uses it to confirm that the project is in line with the organisation's strategic objectives and that the project is offering a cost effective way of delivering the benefits identified
- The Senior User is responsible for specifying benefits and for capturing them
- The link between the project and benefits is that the project produces an output which when it is used achieves the desired outcome which enables the benefits to be captured.

The Business Case Lifecycle

- The Outline Business Case is verified before the Project Board Authorise Initiation i.e. the reasons for undertaking the project should be independently audited and validated
- The full Business Case is verified and validated before the Project Board Authorises the Project i.e. there should be an independent audit that the benefits identified are realistic
- At the end of a delivery stage any benefits captured should be confirmed and the updated Business Case should be verified
- At the end of the final delivery stage any benefits captured during the project should be confirmed
- Post project at a time identified in the Benefits Review Plan benefits captured should be confirmed.

3.2 Organisation

Overview

The project management team is created to manage the project and should represent business, user and supplier stakeholder interests

PRINCE2 gives roles, not jobs. Roles are not necessarily allocated on a one to one basis

The Project Management Team

The roles and core responsibilities are listed in this section

Corporate or Programme	Provides funding for the project and have the authority in the organisation to commit the project. Appoints the Executive.

Managerial Roles

Project Board	
Executive	Chairs the Project Board and makes project decisions supported by the other two roles. Represents the Business interests – "Should the project be done?"
Senior User	Owns the User interests – "Will it work?" Specifies the Project Product and responsible for it in operational use. Responsible for specifying benefits for the Business Case and for capturing them.
Senior Supplier	Owns the Supplier interests – "Can we do it?" Responsible for delivering the Project Product to the quality standards specified.

Project Manager	Manages the project on a day to day basis and responsible for delivering on time, within budget, and to the quality standard specified.

Team Manager/s	If required, responsible for getting the work done.

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Non Managerial Roles

Business Project Assurance	Owned by the Executive Role but responsibilities may be delegated to people independent of the Project Manager. Verifies documentation from a business interests perspective
User Project Assurance	Owned by the Senior User Role but responsibilities may be delegated to people independent of the Project Manager. Verifies documentation from a user interests perspective
Supplier Project Assurance	Owned by the Senior Supplier Role but responsibilities may be delegated to people independent of the Project Manager. Verifies documentation from a supplier interests perspective

Project Support	Assists the Project Manager by providing administrative support or by supplying specialist skills i.e. planning, risk management etc.

Change Authority	If used, sits in place of the Project Board for decision making purposes within the limits of their delegated authority.

Stakeholder Engagement

- Stakeholders are people who have an interest in the project which includes all project management team members
- Other stakeholders need to be identified during the early part of the project i.e. during a Kick Off type event
- Identify each stakeholder's level of interest and influence and plot them in a matrix. If an individual is high overall they need to be kept close to the project with a high level of interaction. If an individual is low overall the project should not spend much time if any with them.
- The Communications Management Policy can be used to record the desired relationship with the stakeholder.

3.3 Quality

Overview

- Products that the project produces should be fit for purpose i.e. they meet business expectations as specified in the PID and enable benefits as specified in the Business Case to be achieved.
- The project should comply with the Organisation's Quality Management System
- Quality Assurance is an external (to the project) body that may be asked to audit the project for some project or business reason

Quality Management Procedure

Project Product Description	Specifies what needs to be created and contains Customer Quality Expectations and Acceptance Criteria
Quality Management Policy	Specifies how the project will be managed so that the Project Product is fit for purpose
Product Descriptions	Written in conjunction with Project/Stage Plans and contain Quality Criteria and tolerances, information on how the product will be tested, and lists responsibilities of those who will be involved in the testing
Test Register	Used to record planned tests and the results of tests
Approval records	Signifies that products who have passed their tests have been approved by the responsible person i.e. Senior User
Acceptance records	Signifies that the responsible person i.e. Senior User has agreed that the Project Product has met business expectations and can go into operational life.

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3.4 Plans

Overview

Plans are mandatory and show: What is required; How it will be achieved; What events will happen; Whether the plan's targets are achievable.

Three levels of plan are suggested …

- **Project** – Covers the whole project and identifies the delivery stages. It provides the cost and time information for the Business Case and helps the Project Board monitor the progress of the project
- **Stage** – A stage plan is required for each stage identified in the Project Plan and it will show a greater level of detail. It is used as a control by the Project Manager
- **Team** – If used, it is written by and covers the work performed by the Team Manager.

Suggested Planning Process

This process applies to any level of plan. A facilitated planning workshop involving key stakeholders may help the Project Manager to produce an acceptable plan more quickly …

- **Identify the outputs/deliverables** – Focussing on what needs to be created earlier in the process is normally more effective and the results can be displayed in a product breakdown/flow diagram structure to help with stakeholder communication/understanding
- **Identify the activities** – break down each deliverable into the activities needed to create it
- **Estimate** – The resources required for each activity i.e. time, cost, people, and equipment
- **Schedule** – Create a Gantt chart or similar
- **Identify risks** (a risk can be an opportunity or a threat) – Plan countermeasures as appropriate and incorporate them into the plan
- **Assemble the plan for authorisation by the appropriate body** – Add explanatory notes to help the decision maker make their decision.

When deliverables have been identified, write Product Descriptions clarifying what needs to be created to maximise control and minimise any potential misunderstandings.

3.5 Risk

Overview

A risk is an uncertain event that if it were to occur would have an effect on the project's objectives. It can be an opportunity or a threat

The project's approach to risk should mirror that of the organisation

The Risk Management Policy will describe how the project will manage this activity

Risk Management Procedure

- **Identify Risks** – Via a workshop or some similar event involving stakeholders if possible. Describe the risk in the context of its:
  - **Cause** – The source of the risk (start the sentence with "if")
  - **Event** – Describes the uncertainty in terms of the opportunity or threat (start the sentence with "then")
  - **Effect** – The impact in one or more of: time, cost, quality, scope, (other) risks, benefits.
- **Assess**
  - **Probability** – The likelihood of the risk occurring. Rate L/M/H or some other scale
  - **Impact** – Summarising the level of impact identified in Effect above. Rate L/M/H or some other scale
  - **Proximity** – Identify when the risk might occur. Rate: Imminent, the stage, the project, post project
  - **Risk lifecycle** – estimate how the risk might change during the remainder of the project
- **Plan countermeasures**
  - **Threats** – Avoid, reduce, fallback, transfer, share, accept
  - **Opportunities** – Exploit, enhance, share, reject
- **Implement**
  - The Project Manager is now responsible for monitoring and controlling the risks and planned countermeasures unless other named individuals have been given these responsibilities.

- **Communicate** –This activity occurs at each step of the Procedure via the reports identified elsewhere as directed in the Communications Management Policy.

3.6 Change

Document Control

Overview

- In this section the word "document" can be applied more broadly to anything within the project that is subject to version control
- The two procedures in this section are closely related because Document Control establishes a baseline from which any changes to the project are made from a known starting point.

Document Control Procedure

- **Planning** – Identifies how document control will work in the project as summarised in the Document Control Policy
- **Identification** – An identification scheme should be used that enables control at the required level and could include: Name of project, name of document/product, version, date created
- **Control** – A system is set up so that when documents/products are authorised (or some other key moment) they are filed/stored securely. The system should be able to identify the status of any individual item and who has copies
- **Status accounting** – A report identifying the status of one or more documents/products during or at the end of a stage or at the end of the project
- **Verification and audit** - A review/audit to confirm the status identified in the Status Report is accurate.

Change Control

Overview

- An Issue is an event that has occurred was not planned and requires action. As a result the project may change
- There are three types of Issue:
  - **Request for change** – A stakeholder requests a change to the project
  - **Off specification** – A product either has or will fail its test

- **Problem / concern** – Any other Issue which could be the notification of a new risk.

Issue and Change Control Procedure

- **Capture** – The Project Manager sets the level for Issue Management and decides whether it is just actioned or whether it needs to be officially captured by the project:
  - Informally – A note in the Daily Log
  - Formally – Creation of an Issue Report and an entry in the Issue Register. See end of section for appropriate scales
- **Examine** – Undertake an Impact Analysis for the stage/project identifying impact on: Time, cost, quality, scope, risks, and benefits
- **Propose** – Actions to manage the Issue (which should be cost effective)
- **Decide** – The Project Manager will identify who has the authority to make the decision. If not the Project Manager, the Issue Report should be escalated to the Project Board via an Exception Report
- **Implement**
  - Project Manager – Takes corrective action and authorises the Team Manager to undertake the work by updating or creating a new Work Package
  - Project Board – If they agree to the proposed actions they ask the Project Manager to re-write the stage plan and submit it for approval.

3.7 Progress

Overview

Progress controls in a project are important. A plan may feel complete when it is written and authorised but events occur in a project and if the Project Manager doesn't manage them correctly the project may fail. The following is a list of the types of controls that are available to the Project Manager …

- **Baselines for progress control** – Project Plan, Stage Plan, Work Package
- **Reviewing progress** – Daily Log, Issue Register, Product Status Report, Test Register, Risk Register
- **Capturing and reporting lessons** – Lessons Log, Lessons Report
- **Reporting progress** – Checkpoint Report, Highlight Report, End Stage Report, End Project Report
- **Raising exceptions if contingency levels are threatened** …
    - **Work Package** – The Team Manager raises an Issue to the Project Manager
    - **Stage** – The Project Manager escalates and Exception Report to the Project Board
    - **Project** – The Executive refers the matter to the Corporate or Programme level of management.

3.8 Tailoring

In a PRINCE2 project every process and theme will always be used. Depending on the size, complexity, risk and other criteria, the level of formality and the extent to which the process/theme is used will vary. Some suggestions for small/simple or large/complex projects follow …

Processes

- **Small/simple project**
  - Starting up a Project and Initiating a Project may be combined with only one decision point
  - There may be only one delivery stage which uses part of Managing Product Delivery and incorporates Closing a Project.
- **Large/complex project**
  - The controls suggested in Controlling a Stage might be used in the Initiation Stage.

Theme	Small/simple project	Large/complex project
Business Case	Some form of justification, maybe a simple list of reasons and benefits	A full Business Case
Organisation	The Executive and Project Manager roles cannot be delegated or shared. Project Board members undertake their own Project Assurance One person could be the Executive and Senior User. One person could be the Project Manager, Team Manager and Project Support	The Executive and Project Manager roles cannot be delegated or shared. There could be multiple Senior Users and Senior Suppliers Project Assurance roles are delegated to independent individuals There could be multiple Team Managers

Quality	A simple Project Product Description may suffice	In addition to the Project Product Description, multiple Product Descriptions may also be written.
Plans	A simple Project Plan of one stage may suffice	There will be one Project Plan and multiple Stage/Team Plans
Risk	The full risk management procedure should be used but risks may be entered into the Daily Log	The full risk management procedure should be used with a separate Risk Register
Change	The full issue and change control procedure should be used but risks may be entered into the Daily Log	The full issue and change control procedure should be used with Issue Reports and the Issue Register
Progress	The Daily Log may be used to replace most controls	The full set of progress controls should be used

Feedback

As we are always trying to improve our Useful Guides we would appreciate any feedback you can give us on **A Useful Guide to PRINCE2®**. Please click on the link below to access our online feedback form …

http://www.pansophix.com/useful-guide-feedback.html

If we use your feedback to improve **A Useful Guide to PRINCE2®** we will email you a copy of the updated version.

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About the Author

Phil has used his experience from 25 years in Retail Banking to set up his consulting business specialising in project and program management training, coaching and consulting. He's gained qualifications in PRINCE2, Managing Successful Programmes and from the Association for Project Management (APM) for whom he is now a Fellow.

As an accredited PRINCE2 trainer, Phil has trained many thousands of project managers successfully for the Foundation and Practitioner exams over the last 10 years or so. He is now working for a major international company in Germany helping to improve its portfolio, programme and project management.

When he's not writing or with clients Phil has been instrumental in setting up a local branch of the APM in his home town and, now he is abroad, is an active member of the Project Management Office Specific Interest Group otherwise he can be found cycling around the countryside on either his mountain or road bike.

Appendix A

Suggested Document Templates

*The **Benefits Review Plan** helps the organisation focus on the benefits and their subsequent capture as a project can only be deemed fully successful when all the identified benefits are captured.*

For Read Out Loud Readers: This, and the following 19 pages, each has a document template which is represented as a table. Your Read Out Loud reader may not read these tables logically. Each table has the same layout. The left hand column has one cell with the title of the document. The second column has a number of cells listing the headings to be used in the document. The third column has the same number of cells as the second column and indicates what should be written under each of the document headings.

Benefits Review Plan	Scope	Identifies the benefits that will be tracked
	Responsibilities	Identifies who is accountable for benefit capture
	Measurement criteria	Identifies how the benefits will be measured and when
	Resources	Identifies the resources required for measurement activities
	Benefit baselines	Identifies the baselines from which improvements will be calculated
	Operational performance	Identifies how the performance of the project’s product will be reviewed

*The **Business Case** confirms how viable the project is and enables the organisation to choose winning projects or those that will give the biggest payback.*

Business Case	Reasons	From the Outline Business Case
	Business options	Describes options considered for delivering the change including the do nothing option
	Benefits	Describes the expected benefits, both quantitative and qualitative
	Disbenefits	Known negative consequences
	Timescale	For the project and for the period in which benefits will be realised
	Costs	For the project and for ongoing operations and maintenance costs. Should also indicate funding for these costs prior to the project product breaking even
	Investment appraisal	Defines the value of the project to the organisation
	Major risks	Summary of major risks and their potential impacts

*The **Delivery Strategy** gives an early look at how the project is to be resourced and how the projects products are to be created.*

Delivery Strategy	Resourcing	Internal/external/combination - explanation
	Development	Purchased and used as is; Developed from scratch; Existing product modified; combination - explanation

*The **End Project Report** enables the Project Manager to evaluate the project and identify if the project's objectives were achieved and helps bring formal closure to the project.*

End Project Report	Project Manager's report	Summarising project performance
	Review of Business Case	Is it still viable, have any benefits been captured yet?
	Review of Project objectives	How did the project perform against its original objectives?
	Review of team performance	Has the team performed to expectations and does it need to change?
	Other review	Testing, issues, risks, products handed over, unfinished business, guidance for the organisation post project
	Lessons	See Lessons Report template

*The **End Stage Report** enables the Project Manager to evaluate the stage the is just finishing and identify if the stage's objectives were achieved but it also identifies what if anything has changed about the remaining part of the project.*

End Stage Report	Project Manager's report	Summarising stage performance
	Review of Business Case	Is it still viable, have any benefits been captured yet?
	Review of Project /stage objectives	How has the project/stage performed to date against it's original objective?
	Review of team performance	Has the team performed to expectations and does it need to change?
	Other review	Testing, issues, risks, products handed over, unfinished business, guidance for the organisation post project
	Lessons	If necessary
	Forecast	For the remainder of the project against: time, cost, quality, scope, risk, and benefits

*The **Exception Report** alerts the Project Board about any problems facing the project with regards to contingency where they will be required to make a decision and so ensures that if the project needs to change it is managed properly.*

Exception Report	Name	Of the exception
	Cause	What has caused the deviation from the plan
	Consequences	For the project and organisation if necessary
	Options	To address the deviation
	Recommendation	What the Project Manager believes should be done and why
	Lessons	If necessary

*The **Highlight/Checkpoint Report** is a brief status report from the Project Manager to the Project Board/Team Manager to Project Manager which gives the higher level of management confidence that the work is on course to deliver within contingency.*

Highlight/ Checkpoint Report	Date	
	Period	Reporting period
	Status summary	An overview of the status of the stage at this time
	This period	A summary of work done/products completed and any problems
	Next period	A summary of work/products to be undertaken/completed
	Contingency status	Has any contingency been used
	Issues/Risks	A summary of any issues/risks raised and their status
	Lessons	If relevant

*The **Issue Register** is a spreadsheet that enables all issues captured formally to be summarised with a record of their status. The project then has an audit trail about problems that arose and how they were dealt with.*

Issue Register	Issue identifier	Unique reference
	Issue type	One of: Request for change; off specification; problem/concern
	Date registered	The date the issue was identified
	Issue description	Describes the issue in the context of cause impact
	Priority	See Change Theme for scales
	Severity	See Change Theme for scales
	Status	Either open or closed
	Closure date	The date the issue was closed

*The **Issue Report** officially summarises an individual issue that was formally captured and contains an impact assessment on both the stage in which the issue was captured and the project as a whole. The decision maker will sign the report to confirm the agreed action to deal with the issue.*

Issue Report	Identifier	
	Type	Request for Change/Off Specification/Problem-concern
	Date	
	Raised by	
	Author	Person who created the Report
	Issue description	Includes cause and impact
	Impact analysis	A detailed analysis if required
	Recommendation	What the Project Manager believes should be done and why
	Priority	See Change Theme for scale
	Severity	See Change Theme for scale
	Decision	Accept, reject, defer, grant concession
	Approved by	The authorised decision maker
	Decision date	
	Closure date	The Issue may remain open until all relevant actions have been taken

*The **Lessons Log** summarises all lessons the project has captured.*

Lessons Log	Lesson Type	Could be for the project or for the organisation generally
	Lesson Detail	Explain the event, the effect on the project, the cause/trigger, whether there were any early warnings, recommendations, and whether it had previously been a risk
	Date Logged	
	Logged By	The name of the person who raised the lesson
	Priority	In terms of the project's chosen scale

*The **Lessons Report** is created when a lesson is deemed important enough for the organisation to learn and is distributed to the relevant person in the organisation by the Project Board.*

Lessons Report	Project review	What went well, badly, and any recommendations
	Review of measurements	To provide metrics for the Project Management Office or similar body
	Significant lessons	Could include: event, effect, causes/trigger, early warnings, recommendations, relationship to risks

*The **Management Policies** enables the project manager to implement appropriate controls to help the project finish successfully. A project may not use all areas covered.*

Management Policies	Introduction	Describes the purpose and objectives of the policy
	Procedure	Describes the procedure to be followed (see relevant Theme for details)
	Tools & techniques	Tools – i.e. a software tool Techniques – i.e. a stakeholder workshop
	Records	Describes what is required & where they will be stored
	Reporting	Describes the reports required – what, who, when
	Timing	Event driven or specific times
	Roles & responsibilities	For both project team and external individuals

*The **Outline Business Case** (OBC) justifies why the project needs to be done without which the Business Case can't be viable so a negative OBC will save the project a lot of wasted work.*

Outline Business Case	Reasons	Justifies why the product is needed by the organisation

*The **Product Description** enables the project to accurately describe the product that needs to be created so that there is no ambiguity and problems when the product is due to be handed over.*

Product Description	Identifier	Unique reference
	Name	Name of the product
	Purpose	Defines the purpose of the product and who will use it
	Composition	Lists the elements that make up the product
	Derivation	Identifies any documentation or other relevant data that will need to be referred to or obtained before the product can be created
	Format and presentation	Describes the look/feel/layout of the produt
	Development skills required	To create the product
	Quality criteria	Describes the criteria the product must satisfy to be acceptable to the customer
	Quality tolerance	Describes any acceptable variables within the quality criteria
	Testing method	Describes how the product is to be tested
	Testing skills	Describes skills required of the testers
	Testing roles and responsibilities	Defines who will be involved in the testing and who will be responsible for giving approval after testing

*The **Project Definition** gives an early look at the project's objectives and it enables the Project Board to secure budget for the project and to confirm required delivery times. A key input to the project plan.*

Project Definition	Background	Historical information, sets the scene for the project
	Objectives	Describes what needs to be created (SMART)
	Budgets	Financial and time i.e. required delivery date
	Desired Outcome	Describes the project's product successfully in use
	Benefits	If known at this point (financial & measureable preferred)
	Scope/exclusions	Describes the major features/elements to be created by the project and those features/elements that the project will not create
	Constraints	Describes circumstances that may prevent the project delivering on time, within budget, to the level of quality required – an early look at risks
	Assumptions	If assumptions are not stable then risks are introduced into the project
	Contingency	What additional allowances are to be given to support the budgets (if any)
	Stakeholders	Includes users and any other known interested parties
	Interfaces	Describes other bodies the project will need to keep in touch with during the project i.e. other projects, regulators etc.

*The **Project Plan** identifies what is to be created together with the resources required to do the work and the project is then able to track what has happened against what should have happened.*

Project Plan	Plan description	A brief description of what the plan covers
	Plan prerequisites	Elements that must be and remain in place for the plan to succeed
	External dependencies	Elements that will be provided by a source outside the project team during the plan timescales without which the plan will fail
	Planning assumptions	If not tested and/or are unstable, the plan may fail
	Monitoring and control	Describes how the plan will be monitored and who is responsible
	Budgets	For time and costs and if relevant for risks and changes
	Contingency	For time and cost
	Scope tolerances	Lists prioritised scope with products that may be eliminated/added depending on circumstances
	Product descriptions	For products within the scope of the plan
	Schedule	May include: breakdown structures; flow diagrams; Gantt charts; critical path network; etc

*The **Project Product Description** is a specialist product description that defines the final deliverable and the eventual handover process. If it is properly written at the start of the project it avoids problems occurring at handover.*

Project Product Description	Title	Name of Project
	Purpose	Defines the purpose the project's product will fulfil and who will use it
	Composition	A description of the major products to be delivered
	Derivation	Reference to any documentation or existing products required to help with planning
	Development skills	Could be the skills or disciplines required
	Customer quality expectations	Broader criteria that describe what will make the project product fit for purpose
	Acceptance Criteria	A prioritised list of criteria that the project product must meet before it is accepted/handed over
	Acceptance method	How will the project product be handed over
	Acceptance responsibilities	Who has the authority to give acceptance

*The **Risk Register** enables the project to track risks that were identified and provides an audit trail of how they were subsequently managed.*

Risk Register	Risk identifier	Unique reference
	Risk author	The person who raised the risk
	Date registered	The date the risk was identified
	Risk description	Describes the risk in the context of cause, event, effect
	Probability/impact	Using the scale adopted by the project i.e. L/M/H
	Proximity	An estimate of when the risk might occur
	Response category	See description in Risk Theme
	Risk response	Actions taken to manage the risk
	Risk status	Either open or closed

*The **Test Register** enables the project to track the various tests that happen throughout the project and enables the organisation to audit the project if there is a subsequent problem with the project's product where for instance some element of it fails in operational life.*

Test Register	Test event identifier	Unique reference for the event
	Product identifier	Unique reference name/number for the product
	Product name	
	Test method	Describes how the product is to be tested
	Roles & responsibilities	Describes who will be involved in the test event
	Dates	Planned and actual for the test event
	Result	Pass or fail
	Test records	Reference to any related records including rework actions in the event of a fail result

*The **Work Package** is a comprehensive briefing for the Team Manager covering all aspects of the work required to develop one or more products.*

Work Package	Date	Date of agreement between Project and Team Manager
	Team Manager	Name of Team Manager
	Description	Description of work to be done
	Techniques, processes, procedures	Brief the Team Manager on any of these as required i.e. if he is external, the organisation's procedures
	Development interfaces	People, projects, departments, organisations the Team Manager needs to keep in touch with throughout the work
	Operations & maintenance interface	Paint the picture of how these products fit into the operational environment as this will help the Team Manager do the work
	Document control	Brief the Team Manager on systems to be used to keep any documentation safe and secure
	Timescales/costs	Confirm dates/budgets
	Contingency	Confirm any allowances
	Constraints	Confirm any other criteria the Team Manager will need to comply with in order to do their work and any aspects that could prevent delivery on time that need to be managed carefully
	Reporting	Frequency & content of Checkpoint Reports
	Problems	Procedure for raising issues and risks
	Copies	Stage plan, product descriptions as relevant
	Approval method	Describes who has authority to approve the complete product and how the Project Manager is to be advised

For Read Out loud Readers: The table has finished. This was the last document template.