

# Flex Management Solutions

## PRINCE II METHODOLOGY MANUAL

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## 1. Introduction

### 1.1 Need for a Standard Project Management Methodology

A project creates a specific environment and structure for introducing a change into the Organisation. It is a temporary structure that exists for a specific purpose and is disbanded once that purpose has been fulfilled. The requirements for managing a project are quite different from the requirements for line or functional management in a business-as-usual (BAU) environment. A project management method provides guidance and support for a Project Manager to be able to control the process of delivering the project without having to 're-invent the wheel'. Experience has shown that the correct application of a project management method can substantially increase the chances of a successful outcome to a project.

The Project Management Method has not been invented from scratch, it is based very heavily on mature practices within Company projects, supplemented by commercially available project management methods which have well-proven track records in helping to deliver successful projects.

Any queries concerning the correct application of the method should be directed to the PA Project Office (PAPO).

### 1.2 Who Should Read This Manual

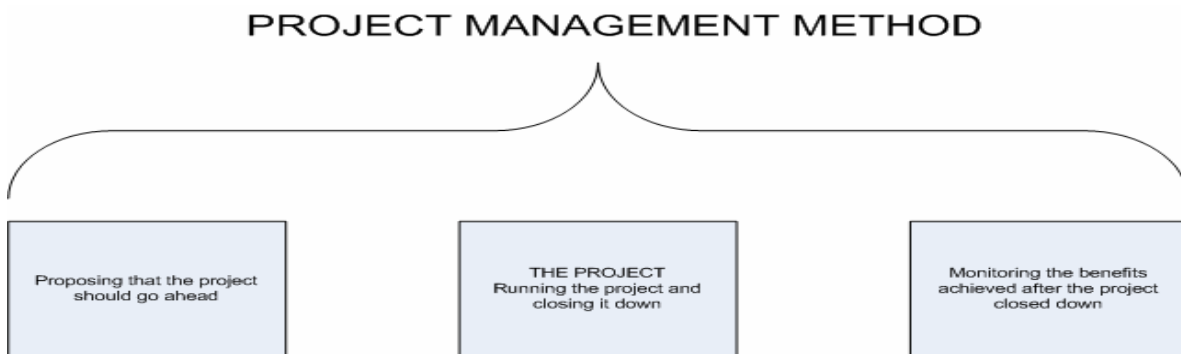
The Reference Manual is designed to be of direct benefit to Project Managers in their day-to-day control of projects. Some elements of the manual may also be of help to anyone required to participate in the project management activities of a project.

### 1.3 The Scope of the Method

The method covers only the project management aspects of a project. It does not make any assumptions about what the project has been set up to do. Project Management principles remain constant, whatever the type and size of project.

The method does not cover all the things that a Project Manager must do to manage a project effectively. It covers the activities and organisation necessary to properly plan and control the project. It does not cover 'softer' issues such as people management.

The method covers the entire lifecycle of a project, right through from the initial idea for the project to the monitoring of the benefits achieved by the project after it has closed down. This is represented in the figure below:



The method does not specifically cover programmes although many of the principles described by the method could also be applied in a programme context.

## 1.4 Some Key Concepts

The method is based on a four-step approach - described as the Project Process. All projects should follow these four steps.

As well as defining the four steps, the method also defines a number of techniques/approaches that should be followed during the execution of the four steps. Most of the approaches span more than one step.

Project planning is based on deliverables. A deliverable is anything that the project produces which can be assessed or checked for quality. A deliverable may be a document, a physical thing such as a building or an outcome of an activity such as the completion of an awareness campaign. The term 'end-deliverable' is used to distinguish whatever is delivered to the User/Customer that will continue to be used once the project has been closed down from other deliverables produced during the project, often as stepping-stones to the final ones. The Project Management Method details deliverables that are required from the Project Manager as an outcome of applying the method. These are called Project Management deliverables.

For a project to be considered successful it needs to complete its end-deliverables within the budgeted time and cost and those end-deliverables must be fit for purpose and meet the requirements of the users. However, if a Project Manager focuses only on the production of those end-deliverables, there are still factors that will cause the project to fail. There may be factors that are critical to its success that are not directly linked to the production of deliverables called Critical Success Factors. By identifying these early on in a project, and monitoring them throughout the project (via a set of related measures), the Project Manager can be sure that he/she has done everything possible to ensure the project's success.

Each project has a specific organisation. The Project Management Team consists of a Project Board, Project Manager and a number of Team Managers. Roles within the Project Management Team are taken on by one or more people depending on project circumstances. It is basic to the successful implementation of the method that anyone given a role in the Project Management Team adopts the responsibilities of that role and expects others to do the same.

The method helps to ensure that a project is always under control. This is done by planning various aspects, monitoring their progress and using the feedback to apply controlling actions on what is happening. This applies to scheduling the production of deliverables, managing risks and managing quality. The method also provides a means of retaining control of deliverables and project scope via formal issue and change management.

The term 'user' is used to cover anyone who will be using or benefiting from the end-deliverables of the project.

## 1.5 About This Manual

The Reference Manual provides a description of the essential elements of the Project Management Method for use by anyone wishing to start a project from scratch and for all Project Managers initiating, delivering and closing a project.

The manual consists of descriptions of what is required as well as providing detailed specifications and templates for all Project Management deliverables that need to be completed to satisfy the requirements of the method.

Electronic template and pro-formas for all the lineaments described in this, manual can be found on the Flex Management Solutions website: [www.flexmanagementsolutions.com](http://www.flexmanagementsolutions.com)

## 1.6 Context

This Reference Manual forms part of a 3-volume set describing the method in different ways for different purposes:

- The Overview provides a brief description of the main elements of the method for use as a general introduction to the method for anyone with a role in projects. No prior knowledge of the method is required to be able to use the Overview effectively.
- The User Guide is a more informal description of the method, describing the rationale behind the various elements and answering commonly-asked questions about the method. It does not have the detail of the procedures and deliverables but provides an overview of what is required to apply the method successfully. It is targeted at inexperienced Project Managers who have not previously employed a Project Management Method or anyone who wants to find out more about the 'why' of the method as well as some of the 'what'.
- The Reference Manual provides a more detailed description of all elements of the method in enough detail for them to be applied by Project Managers. It also provides templates for all project management deliverables. The Reference Manual is aimed at people who have had training or experience in the method (or similar methods). It is designed to be referenced when specific topics are required. It is not intended to be read from front to back.

Thus, in simplistic terms, the Overview is the 'what', the User Guide is the 'why' and the Reference Manual is the 'how'.

The Project Management Method does not provide everything that the Project Manager needs to know. To be able to deliver projects successfully, it requires experience, knowledge of a wide range of topics, an understanding of the business and skills in a number of key areas such as project planning and leadership. The PA Project Office has a library of publications that describe other aspects of Project Management and also provide a number of training courses that meet a wide variety of requirements.

## 1.7 Structure of the Reference Manual

The Reference Manual is structured in the following way:

- Chapter 2 describes the Project Process which consists of a standard four steps through which each project must progress. The Project Process describes the steps that need to be performed and lists the deliverables required by each step.
- Chapter 3 describes how the method will help to control a project, one of the main purposes of the method.
- The remaining chapters of the manual describe all the subject areas covered by the method, each chapter covering a different topic.

The topic chapters describe the activities that need to be undertaken in order to achieve what is required of each step and they provide detailed descriptions for each of the Project Management deliverables. Some topics span a number of steps from the Project Process and some steps involve several topics. Cross-references are included throughout the manual and an overall cross-reference table is provided here for all steps and topics:

	<i>Steps</i>			
<b>Topics in Alphabetical Order:</b>	Step 1: Starting up a Project	Step 2: Initiating a Project	Step 3: Delivering a Project	Step 4: Realising the Benefits
Benefits Realisation	X	X	X	X
Closing a Project			X	
Deliverable Control		X	X	
Elements of Success	X	X	X	
Issue and Change Management		X	X	
Project Organisation	X	X	X	X
Project Planning and Estimating	X	X		
Progress Monitoring and Control		X	X	
Project Start-up	X			
Quality Management		X	X	
Risk Management	X	X	X	

A Glossary and index are provided at the back of the manual for quick reference to the meanings of terms and direct entry to particular entry areas.

## 1.8 How to Get the Most Out of this Manual

This manual is designed to provide a complete reference to the Project Management Method. As such, it should be considered essential reading for all Project Managers. Anyone involved in a project will also find elements of the manual useful in explaining how the Project Management Method should be applied. However, not everyone will find it necessary to read the entire manual to meet his or her particular objectives. The following advice is given for particular groups of people who wish to find out information relevant to them without reading the entire manual. This advice also covers the Overview and User Guide.

<i>Audience</i>	<i>Where to find the relevant information</i>
<b>Anyone who wants to gain awareness only of the Project Management Method</b>	The Overview may provide you with all you need - this describes the elements of the method briefly without any of the detail.
<b>Anyone who wants to understand why we need a method for project management</b>	The User Guide is a straightforward explanation of the method. It concentrates on why each element of the method can help in delivering successful projects. It is structured around the Project Process (four steps that all projects will follow) so can be read from front to back.
<b>New Project Managers' and Project Managers unfamiliar with project management methods</b>	<p>Depending on your knowledge and experience, it is recommended that new Project Managers read the User Guide before tackling the Reference Manual. This will give an appreciation of the elements of the method without all of the detail.</p> <p>In the Reference Manual, Chapters 2 (The Project Process) and 3 (Controlling the Project) should be read first. These chapters will provide the framework and context for all subsequent chapters.</p> <p>Read Chapter 7: Project Organisation to understand your role and the roles and responsibilities of other members of the Project Management Team.</p> <p>All other chapters should be read on a 'need to know' basis. For example, all you need to know about Risk Management can be found in Chapter 9. As you work through the Project Process (in Chapter 2), you will be directed to all of the topics covered by the remaining chapters. You can also use the table on the previous page to see which chapters are relevant to you in each step of the Project Process.</p>
<b>Project Managers already familiar with project management methods such as PRINCE</b>	<p>Advice is similar to that for inexperienced Project Managers with the following exceptions;</p> <ul style="list-style-type: none"> <li>The procedure 'Background to the Method' describes the differences between the Project Management Method and its antecedents. This will give a brief explanation on how it differs from what you might be familiar with.</li> <li>The Overview may be adequate as a starting point. It describes the elements of the method briefly without too much detail.</li> </ul> <p>It is still recommended that chapters 2 and 3 of the Reference Manual are read first and the other chapters read as required.</p>

<sup>1</sup> Where the term 'Project Manager' is used, this should be seen to apply to anyone managing a project team or sub-projects.

<i>Audience</i>	<i>Where to find the relevant information</i>
<b>Members of the Project Board</b>	<p>It is recommended that members of the Project Board read the Overview and/or User Guide to gain an appreciation of essential elements of projects. Within the Reference Manual, there are two chapters of direct relevance to the Project Board:</p> <ul style="list-style-type: none"> <li>- Chapter 7: Project Organisation describes the roles and responsibilities of the Project Board</li> <li>- Chapter 8: Progress Monitoring and Control describes the way in which the Project Board monitors progress of the project and applies control.</li> </ul>
<b>Anyone involved in quality reviewing</b>	<p>If you have been asked to act as a reviewer or signatory for a project's deliverables, you will find it helpful to read:</p> <ul style="list-style-type: none"> <li>- Chapter 10: Quality Management which describes the different type of quality review and the roles of all review participants</li> <li>- Chapter 11: Deliverable Control which explains the need for version control and sign-off for project deliverables.</li> </ul>
<b>Project Planners</b>	<p>If you are involved in Project Planning, the two chapters of most relevance are:</p> <ul style="list-style-type: none"> <li>- Chapter 5: Project Planning and Estimating</li> <li>- Chapter 8: Progress Monitoring and Control.</li> </ul>
<b>Project Support/ Project Consultancy</b>	<p>For a description of roles and responsibilities of Project Support and Project Consultants, see Chapter 7: Project Organisation. Other chapters of the manual should be referenced as required.</p>

## 2. The Project Process

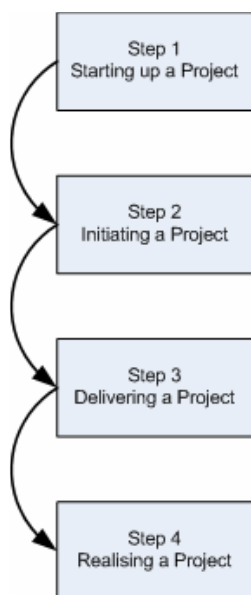
The Project Process is a generalised series of steps that any project can follow. If all projects within Company follow the four step process, the benefit to the company is a consistent view of all projects. The benefit to the Project Manager is having a consistent and well-understood authorisation process that is tried and tested.

The detail of what needs to be delivered can vary widely from project to project. A project might involve the publication of promotional literature, the opening of a new office or the commissioning of a new computer system. The Project Management Method does not attempt to describe the specialist activities that each project will need to deliver its particular requirements. Instead, it concentrates on the activities required to manage and control the project. The four steps mirror this focus and provide detail only in the areas of the project that will be the same (the start-up and close-down phases of a project). All projects need to be scoped properly, planned and set up in a controlled way. During the running of the project, progress needs to be tracked and the quality of deliverables assured. When a project has delivered its requirements, it needs to be closed down in a controlled way and the benefits reviewed some time later.

The Project Management Method provides a set of tools and techniques to help ensure that each project is properly planned and scoped at the outset and that the progress of the project is controlled. The Project Process describes the steps that each project should follow and lists the Project Management deliverables that need to be produced along the way. The later chapters of this manual describe the principles of what needs to be put in place to follow the process and provides templates and pro-formas for all the Project Management deliverables output from each step.

### 2.1 Overview of the Project Process

The four steps of the Project Management Method are shown in the figure below.



Each of the steps is described in detail in the remainder of this chapter. The description of each step is structured in the following way:

- **Purpose of the Step.** This explains why the step is required.
- **Description of that Step.** This explains what is done within the step.
- **Deliverables of the Step.** This lists the documents that are produced as part of the Project Management Method within the step.
- **Cross-references so topics.** This lists the chapters in other areas of this manual that describe what needs to be done in the step in more detail and provide templates/pro-formas for the deliverables.
- **Checklist for the Step.** This lists the principal activities and deliverables that need to be completed for the step. Once a Project Manager is familiar with the method, the checklist can be used as a quick reference to check whether everything has been covered.

## 2.2 Step 1: Starting up a Project

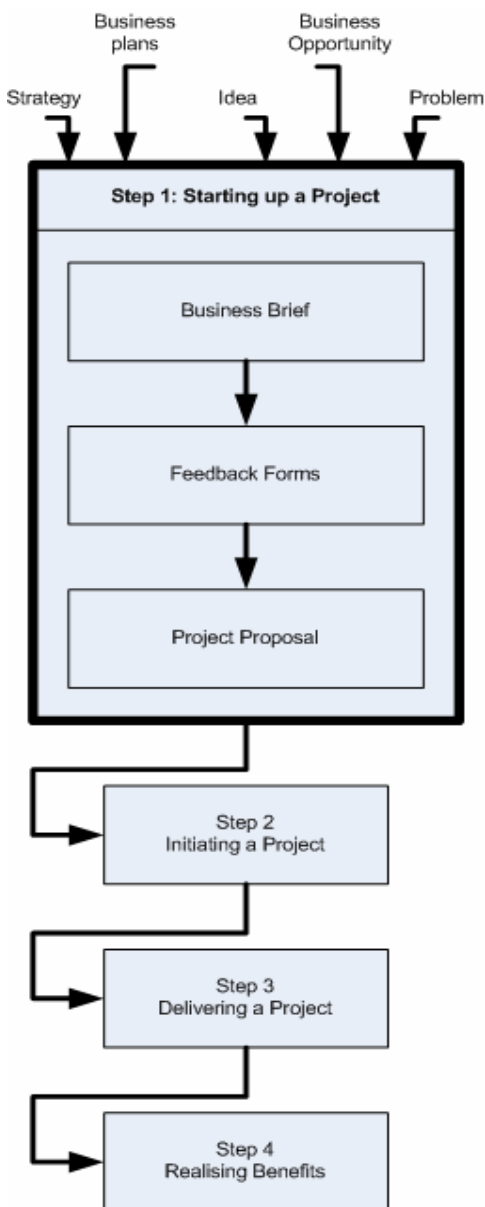
### 2.2.1 Purpose of Step 1

The objective of Step 1 is to ensure that there is clarity about the high level business objectives and benefits of a proposed project.

The purpose can be described as:

- To make sure that a project is well-founded and properly thought through before a substantial amount of resource is committed to plan out the project
- To make sure that the project is undertaken in the most efficient and effective way possible and that the scope and objectives are clearly understood and approved from the outset

### 2.2.2 Description of Step 1



Activities within the step are as follows:

- The start of this process would usually be the scheduling of the next item of work identified in the gutsy or business plans for the area. It may also be started where someone perceives a problem, business opportunity or idea that may require something new to be introduced or something that exists to change. Before a project can be authorised, the justification for a project needs to be documented. The document produced is a 1-2 page **Business Brief**.
- The Business Brief is circulated to all other Business Areas with a request for feedback. The type of feedback requested includes the level of involvement anticipated by each area (high degree of involvement, some involvement or no involvement), further ideas for the project and any risks or constraints connected with that area's involvement
- **Feedback Forms** are returned to the originating area. However, it is important that this should not be seen entirely as a paper-based exercise. It is expected that the completed Feedback Forms will generate discussion about the proposed project between the originators and responders until all parties are content that the scope and objectives are understood and agreed.
- From the feedback received the originating area develops ideas for the project and documentation in a **Project Proposal**. As well as effectively providing a 'terms of reference' for the project, the Project Proposal also nominates members of the Project Board and the Project Manager who will take responsibility for preparing plans for the project in the first step of the project — Step 2 of the method.

The completion of the Project Proposal allows Step 2: Initiating a Project to go forward.

### 2.2.3 Deliverables of Step 1

<b>Business Brief</b>	A short document providing a high level understanding of a work item from the strategy/business plans, a problem, business opportunity or an idea, any of which may turn into a project. It can also be regarded as an invitation to other areas to contribute ideas and effort to the project.
<b>Feedback Form</b>	A document that is completed by all areas that may be affected by the project (unaffected areas should also respond to confirm that there is no effect). The collated set of Feedback Forms is used as a direct input to the Project Proposal.
<b>Project Proposal</b>	A document that builds on the detail of the Business Brief and Feedback Forms, effectively forming the Terms of Reference for the project. The Project Proposal contains a Management Summary that can also be used on its own to provide an outline of the ideas for the project. The Project Proposal describes the background to the initiative, objectives, scope, Critical Success Factors, constraints, assumptions, resources and end-deliverables. It also provides some outline estimates for costs and timescales for the project and proposes a Project Management Team for the initial planning stages of the project.

### 2.2.4 Cross Reference to Topics Relevant to Step 1

The following chapters provide the detail of what needs to be done in this step:

#### **Project Start-up**

This chapter describes in more detail the tasks required in this step. It also provides templates and pro-formas for the Project Management deliverables from Step 1 (Business Brief, Feedback Form, Project Proposal document).

#### **Benefits Realisation**

Outline benefits are required in both the Business Brief and Project Proposal. This chapter describes the whole topic of planning for benefits and measuring their realisation.

#### **Project Planning and Estimating**

Initial Project Planning is required for the Business Brief, Feedback Forms and Project Proposal. Each of these documents requires an estimate of completion dates and/or effort required to complete all or pan of the project. Also, during this step, plans for Step 2 will need to be prepared. This chapter describes the principles of planning a project.

#### **Project Organisation**

The Project Management Team is proposed in the Project Proposal. This chapter describes the key roles required and descriptions of their responsibilities.

#### **Risk Management**

Major risks are described in all the documents produced during this step. This chapter explains how to identify risks and lists some common risks as a starting point.

### 2.2.5 Checklist for Step 1

<i>Activity</i>	<i>Done?</i>
Business Brief Completed	
Business Brief circulated and Feedback Forms requested from all impacted areas	
Feedback Forms received and collated	
Issues discussed and resolved with responding areas	
Critical Success Factors identified	
Project Proposal Drafted	
Project Proposal reviewed with all contributors and affected areas	
Project Proposal Management Summary completed and made available	
Plans for Step 2 completed	

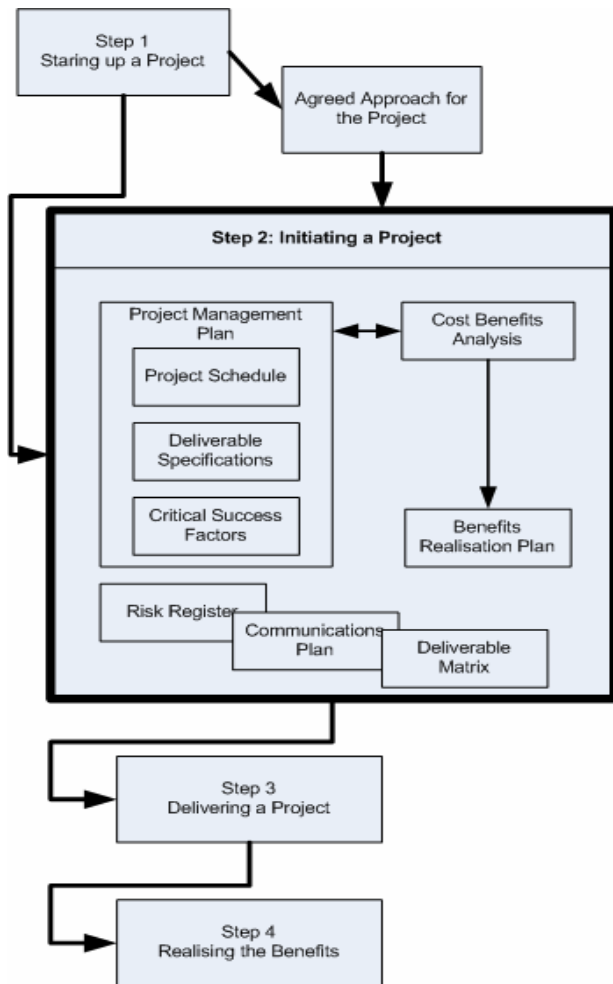
## 2.3 Initiating a Project

### 2.3.1 Purpose of Step 2

This step plans out the project in detail, checking detailed costs and benefits to make sure the project is viable. This step is important as it lays the foundation for the rest of the project. This is, effectively, where the project starts.

### 2.3.2 Description of Step 2

Following the completion of the Project Proposal a decision is made to initiate the project and the Project Management Team is appointed. However, before detailed planning for the project can start, it is necessary to decide on the best approach to undertaking the project. This is strictly outside the scope of the Project Management Method, as it requires specialist activities to be undertaken and may vary from project to project although some



general guidance is given in an associated procedure<sup>1</sup>. Once the approach for the project has been agreed, detailed planning can be done. This involves the completion of the following documents:

- **Cost Benefit Analysis<sup>2</sup> (CBA)**. This is a key document in helping to determine the project's viability. Based upon plans for the project, an estimate of costs can be derived. Costs are then balanced against anticipated business benefits that will be derived from the project.
- **Project Management Plan (PMP)**. This contains the plans for the project in sufficient detail for the Project Board to be confident that the project will be delivered successfully and will deliver the right thing. Any area contributing resources is brought into the estimating of costs and timescales. The Project Management Plan includes as outline of the approach that will be taken by the project to assure the quality of deliverables. Appendices to the Project Management Plan are the **Project Schedule** which states what is to be done by whom and by when, **Deliverable Specifications** which describe the contents, format and quality criteria for all key deliverables and **Critical Success Factors** with associated measures which describe factors that need to be managed to deliver the project successfully<sup>3</sup>.
- **Risk Register**. This outlines the risks identified at this early stage in the project together with any actions required to or reduce eliminate critical risks.

- **Benefits Realisation Plan**. This summarises the business benefits of the project taken from the Cost Benefit Analysis and describes how the benefits will be measured once the project has been completed.
- **Communications Plan**. This is a plan for communicating the project to other areas within the company to ensure that everyone who needs to know about the project is given the right information at the right time.
- **Deliverables Matrix**. This indicates who will need to be involved in creating, contributing to, reviewing and signing off the project deliverables.

<sup>1</sup>This is described in more detail in the procedure 'Agreeing tin Project Approach' which can be found at the back of the Reference Manual.

<sup>2</sup>Sometimes known as a Value Impact Analysis. For guidelines on completing a Cost Benefit Analysis and guidance on the level of analysis required for particular projects, refer to your Finance Director.

### 2.3.3 Deliverables of Step 2

#### **Project Management Plan (PMP)**

A definition and plan for the project which will form the basis for its management and the assessment of its overall success. The Project Management Plan contains descriptions of the project's deliverables, resources required, controls, quality approach, communication approach, Critical Success Factors (and appropriate measures) and the proposed organisation for the project. If the project is to be managed in stages, the Project Management Plan will contain an overview plan for the project as a whole and a detailed plan for the first stage.

#### **Project Schedule (Appendix to Project Management Plan)**

A plan identifying deliverables and activities that need to be completed, the order in which they are to be undertaken and durations. The Project Schedule is often presented graphically in the form of a Gantt Chart which can also be used to show resource allocations and resource loading profiles.

#### **Deliverable Specifications (Appendix to Project Management Plan)**

A Deliverable Specification is produced for each of the key deliverables. A Deliverable Specification outlines the purpose of a deliverable, its contents (in broad terms) and the criteria that will be used to check that the deliverable has been produced to the required level of quality.

#### **Critical Success Factors and Associated Measures (Appendix to Project Management Plan)**

Within any project there are a number of things that must go right if that project is to be a success. If these things can be identified at the outset of a project, and managed proactively through the life of the project, the chances of success are greatly improved. The Critical Success Factors for a project concentrate on what must absolutely be in place if the project is to succeed – by definition, if the Critical Success Factors are not met, the project will be considered a failure. For each Critical Success Factor, there should be one or more measures identified that can be tracked and will help to determine whether or not the Critical Success Factor are being/has been satisfied.

#### **Cost Benefit Analysis (CBA) <sup>3</sup>**

A document that details the estimated cost and anticipated benefits of the project to demonstrate that the project has a firm financial basis.

#### **Risk Register**

Risks that have been identified at this early stage should be prioritised and documented in a Risk Register. For critical risks, preventative or contingent actions should be specified.

#### **Benefits Realisation Plan**

The Benefits Realisation Plan should describe each of the benefits from the Cost Benefit Analysis. It should give an estimate of when the Benefits Realisation Review might be initiated and propose the person who will be responsible for producing the Benefits Realisation Report(s). The ways in which benefits will be proved, or measured, are also included.

#### **Communications Plan**

Planning communications in advance helps to ensure that messages are delivered in a manner that is most appropriate for the project's audience with maximum impact. The Communications Plan lists the types of communication required, the target audience, timings and criticality.

#### **Deliverable Matrix**

A Deliverables Matrix can be used as a tool to help identify who will need to be involved in each deliverable defined on the project. The two elements that are cross-referenced on the matrix are Deliverable vs. Business Area/Job title. The intersections on the matrix are used to indicate the role that a particular area or job title will play in the production of a particular deliverable. The roles that are added to the matrix are Creator, Reviewer, Signatory and Assistance.

<sup>3</sup> Sometimes known as Value Impact Analysis. For guidelines on completing a Cost Benefit and guidance on the level of analysis required for particular projects, refer to your Finance Director.

### 2.3.4 Cross Reference to Topics Relevant to Step 2

The following chapters provide the detail of what needs to be done in this step:

#### **Project Planning and Estimating**

This chapter gives detailed guidance on developing a Project Management Plan. It provides relevant templates and profanes.

#### **Elements of Success**

This chapter describes requirements for a Communications Plan and Critical Success Factors.

#### **Progress Monitoring and Control**

This chapter describes the Project Initiation Meeting involving the Project Manager and Project Board which is held at the beginning of the step.

#### **Risk Management**

This chapter describes the Risk Register and provides a template for its completion.

#### **Project Organisation**

This chapter describes the Project Management Team roles which contribute towards the organisation which is put into place and documented is part of the Project Management Plan.

#### **Quality Management**

This chapter describes the requirements for the Quality Approach section within the Project Management Plan. It also describes the Deliverables Matrix which is developed in this step.

#### **Benefits Realisation**

This chapter describes the Benefits Realisation Plan and provides a template.

#### **Deliverable Control**

This chapter describes the requirements for a Project Filing system that is set up during this step.

#### **Issue and Change Management**

Issue and Change Management are not a formal part of this step. However, during this step it is likely that the Change and Issue Logs are set up and the responsibilities assigned for cracking issues and changes.

This chapter provides relevant templates.

### 2.3.5 Checklist for Step 2

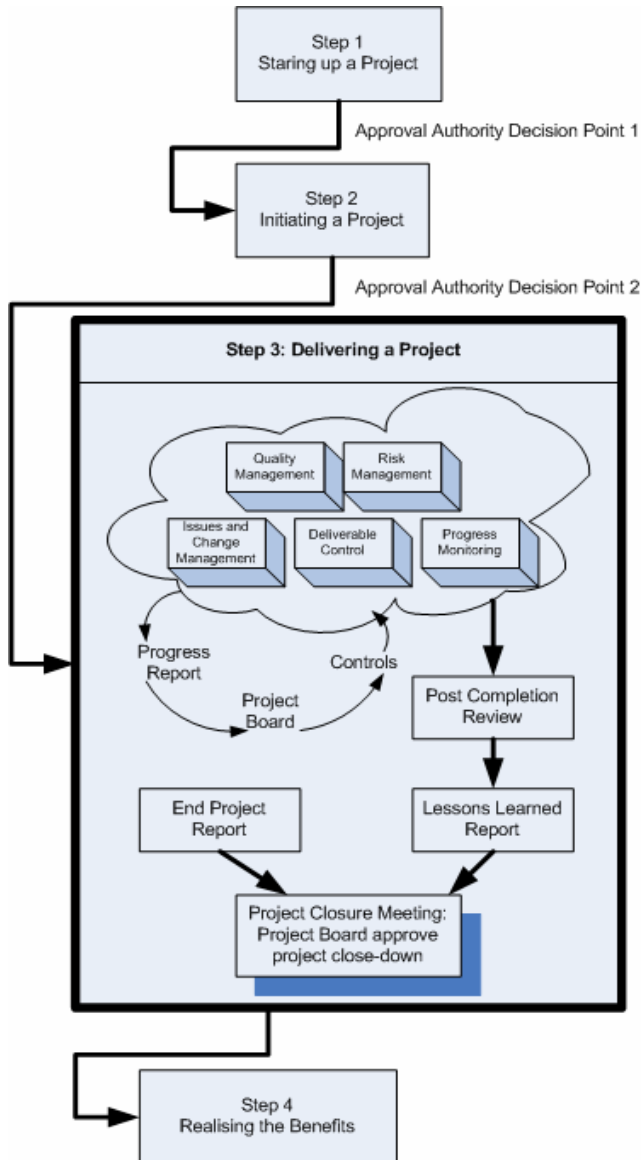
<i>Activity</i>	<i>Done?</i>
Project Initiation Meeting held	
Approach for the project agreed within Project Management Team	
Project deliverables identified	
Critical Success Factors agreed with Project Board	
Measures for Critical Success Factors identified and agreed	
Project Schedule developed	
Deliverable Specifications completed for key deliverables	
Project Management Plan completed	
Risk Register (first version) completed	
Ownership agreed for all major risks	
Project Organisation defined and participants informed of their proposed roles	
Communications requirements agreed and first draft of Communications Plan developed	
Deliverables Matrix developed	
Costs and Benefits quantified	
Project Management Plan finalised and reviewed by all areas involved with project	
Project Management Plan submitted for review by the Project Board	
Cost Benefit Analysis finalised in line with guidance from relevant Business Unit	
Benefits Realisation Plan developed	
Project Files set up	

## 2.4 Delivering a Project

### 2.4.1 Purpose of Step 3

This step aims to deliver the project according to the plans defined in Step 2. In practice, this 'step' represents the bulk of the work on the project. The Project Management Method provides guidance for managing this step of the project and does not define any of the specialist activities that will need to be undertaken to deliver a successful project, for example the design, development and testing of software components.

### 2.4.2 Description of Step 3



Despite the vast differences between the details of different projects at this point, the method for managing projects is universal. The method provides tools and techniques to help the Project Manager plan and control the project - it does not cover everything that needs to be done. This step also brings the project to a controlled end, reviewing lessons learnt and securing the project's key deliverables for use after the project has been closed.

The components of the method at this point are as follows:

- **Progress Monitoring.** Monitoring the Project Management Plan helps to find out whether the deliverables and activities will be completed when they are meant to be. This is done by means of regular progress reporting, both from the project to Project Manager and from the Project Manager to Project Board. The Project Manager usually receives information about progress via progress meetings or written records and reports to the Project Board via regular Progress Reports. The Project Schedule should be regularly updated to remain consistent with reality. This helps the Project Management Team retain control of the project.

- **Issue and Change Management.** Anyone involved with the project can raise an issue if they are concerned about any aspect of the project. Once the issue has been raised, the Project Manager decides whether some element of the project's baselined deliverables (including the Project Management deliverables) might need to be changed. If so a Request for Change is raised and the change introduced in a controlled manner. Both issues and changes are monitored on a regular basis. In this way, the Project Manager is able to control the way in which problems are dealt with during the project.

- **Quality Management.** Each deliverable is checked to make sure it is of the required standard using the procedures outlined in the Quality Approach section of the Project Management Plan against the criteria listed in the appropriate Deliverable Specification. Review meetings are recommended for the more important project deliverables. Deliverables should be checked by representatives from each group that needs to approve their content. Senior members of each group should then be asked to sign-off the completed deliverable.
- **Risk Management.** The Risk Register should be reviewed on a regular basis, for example at progress meetings. Risks that have been dealt with should be removed and new risks added. Critical risks should prompt some action to reduce the potential problems that might be caused. The Project Manager and senior members of the project team should review the risks. The Project Manager is responsible for devising actions to mitigate the risks.

- **Closing the Project. A Post Completion Review** is held to determine if there is anything that can be learnt that may be of benefit to future projects. The major benefit of this type of review will be to the participants of the project and to the Company Project Office who will use the feedback to improve the Project Management Method. The Post Completion Review takes place after the main work of the project has been completed, before the project team has been disbanded. Following the review, a 'Lessons Learned Report' is compiled which summarises the main conclusions of the review and details any outstanding issues or additional work that should be done. The Project Manager presents this, together with the End Project Report, to the Project Board at the **Project Closure Meeting**. The End Project Report summarises the actual delivery profile against what was planned. The Project Closure Meeting is a meeting of the Project Board to approve the closure of the project and accept the end-deliverable(s). They consider the reports prepared by the Project Manager following the Post Completion Review and set a date for the preparation of the Benefits Realisation Report (with reference to the Benefits Realisation Plan). If the project closure is approved, the Project Manager can release the majority of project resources, possibly setting up a small team to cope with any problems encountered by the users once the project has been delivered into the user's environment<sup>1</sup> Project Closure will also prompt the Project Manager to secure any of the project's key deliverables that are to be retained.

### **2.4.3 Deliverables of Step 3**

**Progress Report**

A report from the Project Manager to the Project Board and other interested parties within Company. Progress is reported against specific items on the Project Management Plan. Reporting should be on a regular basis, at least once a month.

**Project Issue Report**

A description of a concern about an aspect of the project from anyone involved in the project.

**Issue, Change, Quality and Risk Logs**

A summary of the key information about issues, changes, quality reviews and risks used for management information.

**Request for Change**

A description of changes to baselined deliverables (and the Project Management Plan) that may be required in response to an issue.

**Impact Analysis**

A quantitative description of the effort required implementing a change and the effect it would have if implemented or not implemented.

**Quality Review Documentation**

Documentation required recording the occurrence of a Quality Review Meeting and details of changes to deliverables required as a result of the meeting.

**Risk Register (updated)**

The documentation includes:

Quality Review Invitation

Review Comments Form

Consolidated Review Comments Form

Review Completion Form

The Risk Register initially developed during Step 2. It is subsequently reviewed and updated on a regular basis

**Post Completion Review Documentation**

The Post Completion Review may be supported by documentation to invite review participants and to record the review results

### 3. Glossary

Glossary Word A-Z	Description of Glossary Word Used
Activity	A piece of work performed by someone, almost always towards the production of a deliverable.
Agreement of Approach	The pulling together of impact assessments, evaluation of options for the way forward and deciding upon an approach to the project that will meet requirements. Enough information should be collated to enable the Cost Benefit Analysis and Project Management Plan to be developed. See Recommended Approach Report.
Approval Authority	A general term for the group of senior managers responsible for approving projects within their area of responsibility.
Assessments of Impacts	The start of the estimation of size, scale and type of involvement of each business area that will need to contribute to the project and possibly to suggest options for that involvement.
Assumption	An assumption is something that has been taken for granted in developing a document or plan. It is useful to make assumptions explicit so that these
Baseline	A snapshot: a position or situation that is recorded. Although the position may be updated later, the baseline remains unchanged and available as a reminder of the original state and as a comparison against the current position.
Baselined	Where a vision of a deliverable is added to a baseline – i.e. the version of the deliverable is preserved.
Benefit	Something that will improve some aspect of the business, either in a tangible way (e.g. increase in sales) or in an intangible way (e.g. increased staff job-satisfaction).
Benefits Realisation Plan	A plan developed during Step 2 which lists all proposed benefits from the Cost Benefit Analysis together with a description of how the benefits will be measured or proven.
Benefits Realisation Report	A report prepared as part of the Benefits Realisation Review held after the project has closed in Step 4 of the Project Management Method. The report compares actual benefits with those planned in the Cost Benefit Analysis and Benefits Realisation Plan.
Benefits Realisation Review	A review after the completion of the project, once benefits have started to be accrued. The review consists of one or more meetings of the appropriate management body at which the Project Sponsor submits a Benefits Realisation Report. This is described in Step 4 Project Management Method.
Business Brief	A short document providing a high level understanding of a work item from the strategy/business plans, a problem, business opportunity or an idea, any of which may turn into a project.
Business Case	A general term to describe the balance of costs and benefits.
CBA	See Cost Benefits Analysis
Chairperson	One of the roles at a Formal Review meeting. The role of the chairperson is to ensure that the meeting is run in a businesslike fashion, that comments are dealt with fairly, and that discussion is limited to identification and documentation of required changes. The Chairperson must also ensure that the tone of the meeting is positive, concentrating on a team effort to achieve product quality rather than on personal criticism of the product author.
Change Log	A document that summaries the key facts about each change for easy reference and management information.
Change Management	The mechanism by which changes to baselined deliverables are controlled, requiring Requests for Change to be raised and assessed

Glossary Word A-Z	Description of Glossary Word Used
	before the change is made. See Issue and Change Management.
Communications Plan	A Plan that lists all requirements for communications to groups or business areas outside of the main project structure.
Consolidated Comment List	A document that is completed by hand at a Quality Review meeting in order to collate all comments that reviewers at the meeting are agreed upon to provide a definitive set of changes to be made by the author. The consolidated Comment List also acts as a formal sign-off of the review process.
Constraint	A constraint is a restriction on the project that is not subject to change by circumstances within the project. Major constraints will include dependencies on groups/projects outside the project boundary, business rules, technical limitations, financial limits, legal requirements, physical restrictions etc.
Control	Control is one of the primary aims of applying a Project Management Method. In the context of the Project Management Method, control means that the Project Management Team understand what needs to be done, when it should be done and has mechanisms in place to monitor the situation so that action can be taken to bring the project back to where it should be if it starts to deviate. Control needs to be applied to a project to make sure that the project:
Controls	These are the mechanisms that are employed by the Project Management Team to keep the project under control.
Cost Benefit Analysis	An estimate of proposed costs and tangible benefits spread over a payback period. Document required by Finance, standards for content set by Finance. Also see Value Impact Analysis.
Critical Success Factors	Critical Success Factors are defined as the 'things' that MUST go right if the project is to be a success. Critical Success Factors are managed pro-actively and monitored regularly by the use of appropriate measures.
DBS	See Delivery Breakdown Structure
Decision Point	A point at which a decision is made whether to carry on or stop. Also known as 'Checkpoints'
Deliverable	Items to be produced by the project or results of activities that can be checked against predefined criteria. Also known as 'products'.
Deliverable Breakdown Structure	A diagram showing the hierarchical relationship between the primary deliverables and their components. It is developed during the project planning process and is a major input to the construction of the Project Schedule. Its purpose is to group deliverables logically, to enable the identification of key (milestone) intermediate deliverables, and to give a structure to the project.
Deliverable Control	A set of principles which help to ensure that the project's deliverables are secured once they have been produced.
Deliverable Flow Diagram	A diagram showing dependencies between deliverables. A Deliverable Specification outlines the purpose of a deliverable, its contents (in broad terms) and the criteria that will be used to check that the deliverable has been produced to the required quality. Deliverable Specifications are included as an appendix to the Project Management Plan.
Deliverables Matrix	Identifies, in a tabular format, all the deliverables for a project. It identifies the job roles that will develop, review sign-off or contribute to the production of the deliverables. Acts as an aid in communication to all involved parties.
Delivering a Project	Step 3 of the Project Management Method – this is where the bulk of the project's work is done and the project is closed down.

Glossary Word A-Z	Description of Glossary Word Used
Delivery Manager	See Team Manager
Dependency	Where one deliverable needs to be completed before another or a deliverable cannot be started before another is complete.
End Project Report	A report on how well the project performed in comparison to the original Project Management Plan. The report should compare the original estimates and cost/benefit comparison with the most recent baseline that the project has been working to when the project closes. This will give an idea of the accuracy of the original estimates and may help in planning future projects. Final costs compared to original estimates should be included. The Project Manager prepares the End Project Report.
End-deliverable	The final target deliverable of the project – this achieves the objectives of the project.
Feedback Form	Provides input into the idea for a proposed project. Documents concerns and potential impacts on a related or affected Business Unit. It is used to refine the ideas put forward in the Business Brief as an input to the Project Proposal.
Finance	Section within the company responsible for deciding allocation of funding.
Formal Review	The 'Best Practice' approach to reviewing deliverables. Recommended as an approach for all important deliverables on a project. A formal review involves the circulation of a deliverable to reviewers for them to examine and comment on before a review meeting where comments are collated and agreed. Formal records of the process are filed in the Quality File.
Impact Analysis	A short study authorised by the Project Manager when a Request for Change is raised
Impact Analysis Record	A form for a formally recording the impact of a proposed change on the project's deliverables, plans and costs.
Impact Assessment	An appreciation of how a proposed project will impact on a particular area based on the description in the Business Brief. Impact Assessments are collated and act as a primary input to the Project Proposal developed during Step 1.
Informal Review	An approach to reviewing deliverables. An Informal review involves the circulation of a deliverable to reviewers for them to examine and return comments without a review meeting.
Initiating a Project	Step 2 of the Project Management Method. In this step, the Options Investigation is performed and the project is planned and set up prior to starting the main project work. The Cost Benefits Analysis and the Project Management Plan is produced for approval to proceed by the appropriate approval authority.
Issue	A potential or actual problem encountered on a project that cannot be dealt with in the normal course of project work. An issue is likely to be a potential change.
Issue and Change Co-ordinator	Someone to whom the Project Manager delegates the responsibility for Issue and Change Management. The Issue and Change Co-ordinator is responsible for keeping track of issues and changes and presenting progress to the Project Management Team or Project Board at a regular meeting.
Issue Log	A document that summarises the key facts about each issue (documented in Project Issue Reports) for easy reference and management information. It provides the Project Board with a general appreciation of the number and type of issues being raised.
Lessons Learned Log	A report that pulls together the conclusions of the Post Completion Review for presentation to the Project Board at the Project Closure meeting.

Glossary Word A-Z	Description of Glossary Word Used
Management File	One of the Project Files. The Management File will contain all the information that relates to the management of the project. Most of this information will revolve around the documents produced as a result of management activities.
Measures	See Critical Success Factors
Milestone	Milestones are added to the Project Schedule. Having developed a schedule based on producing deliverables in a certain order within specified timescales, milestones are identified for reporting purposes and added to the schedule. Milestones are associated with the completion of a particular deliverable (or set of deliverables). These deliverables should be selected to be meaningful to the Project Board. Ideally, at least one milestone should be shown on the plan each month.
Objective	<p>This is what the project is hoping to achieve. The objective of the project is described in terms of:</p> <ul style="list-style-type: none"> <li>• Potential for improvement to defined parts of the business measure in terms of increased sales, increased productivity reduced operating costs etc.</li> <li>• Why the project is considered to be of value</li> <li>• Time limits associated with the business opportunity</li> <li>• Potential changes to the business required to achieve the benefit (s)</li> </ul> <p>Objectives should be specific, measurable, achievable, realistic and timely (SMART).</p>
Options Investigation	See Agreement of Approach
Options Report	See Agreement of Approach
Outlet Options	See Agreement of Approach
Overhead	Overheads are relevant to the construction of the Project Schedule. The majority of activities on the Project Schedule should be directed at producing a deliverable. However, there are a number of 'background' activities that need to happen on a regular basis without any tangible output. These activities are called 'overheads' and may include Project Board meetings, Project Management, Team Leading and administration. It may also include project support and assurance.
Planning Software Tool	It is assumed that the Project Schedule will be developed using a MS Project (Microsoft), Project Management Workbench (PMW by ABT), Suretrak or P3 (Primavera Planning Software).
PMP	See Project Management Plan
Post Completion Review	A way of capturing what participants felt about the project after the majority of activities have been completed. It usually takes form of a meeting and the objective is to understand any mistakes made for the benefit of future projects.
Presenter	One of the roles at a Formal Review meeting. This role is whoever is responsible for introducing and explaining the thinking behind areas of the deliverable that are in question or questioned. The presenter should be someone who is intimately acquainted with the deliverable. In practice this is almost invariably the (prime) author.
PRINCE2	An industry standard method for managing projects (both IT and non-IT, it does matter the type of business). The Project Management Method is based on key principles from PRINCE2 and is broadly consistent with it.
Programme	A portfolio of projects selected and planned in a co-ordinated way to achieve a set of business objectives. The Project Management Method does not specifically cover the management of programmes although the principles of the method can be used effectively for programme

Glossary Word A-Z	Description of Glossary Word Used
	Management.
Progress Meeting	The standard way of monitoring progress by the Project Manager is via weekly progress meetings with the project team. Progress meetings are an important means of communication between Project Manager and Project Team. For larger projects, it may be impractical to hold a meeting of the entire project each week. In this case, Team Managers should have weekly progress meetings and then another meeting should be held between the Project Manager and Team Managers.
Progress Report	A description of what has been achieved against what was planned from the Project Manager to the Project Board and other interested bodies (principally Finance and PA Project Office).
Project	A means of introducing something new. A temporary structure to deliver a specific end-deliverable.
Project Assurance	A group set up to monitor the performance of the project, both in terms of its conformance with the Project Management Method and its consistency with the company's overall vision and strategy.
Project Board	The group that is given the overall responsibility for the successful delivery of a project.
Project Closure Meeting	A special meeting of the Project Board convened in order to approve the closing down of the project based on the Lessons Learned Report and End Project Report from the Project Manager.
Project Closure Notification	A form completed at the Project Closure Meeting to provide a formal record of the Project Board approval to close the project. It can also be used to inform all areas that have provided support, equipment or personnel to the project about the imminent closure of the project.
Project Files	<p>The Project Files are:</p> <ul style="list-style-type: none"> <li>• A central store of information that can be accessed by anyone who has the need and authority to do so.</li> <li>• A permanent record of the entire project, which can be archived and stored for later retrieval in the event of, disputes, litigation etc.</li> <li>• A sound basis for beginning an audit and for judging the health of the project.</li> <li>• A source of metrics information</li> </ul> <p>The filing system can either be a manual or computer based one. The Project File is the mechanism for controlling the project documentation as well as storing it. The structure of the Project File will be the same for any project. It is organised into three groupings:</p> <ul style="list-style-type: none"> <li>• Management File</li> <li>• Specialist File</li> <li>• Quality File</li> </ul>
Project Filing System	See Project Files
Project Issue Report	A form for use by anyone connected with a project to document a concern. The forms are used to give visibility of concerns to Project Manager and to provide control over the resolution of potential and actual problems. The Project Issue Report helps to scope possible changes to baselined deliverables.
Project Management Deliverable	The Project Management Method details deliverables that are required from the Project Manager as an outcome of applying the method. These are called Project Management deliverables.
Project Management Plan (PMP)	A plan which describes how, when and by whom a specific target is to be achieved. A Project Management Plan contains a description of the project, restrictions, controls, the project organisation and resource plans. A Project Schedule and Deliverable Specifications are included as appendices to the Project Management Plan report. It is initially developed during step 2 and is used (along with the CBA) by the

Glossary Word A-Z	Description of Glossary Word Used
	Project Board as a basis to decide whether the project should proceed. The PMP is updated throughout the project, particularly at the beginning of each new stage.
Project Management Team	A term used to describe the Project Board, Project Manager and Team Manager (s), the group that have responsibility for managing the project.
Project Manager	The person who has authority to run the project on a day-to-day basis. This is a key role and it is important to appoint someone with the right skills and experience to perform the role effectively.
Project Office	See PA Project Office
Project Organisation	<p>Establishing an effective organisational structure for a project is crucial to its success. A project needs a specific organisation (as opposed to the normal line management structure). The standard project organisation contains the following roles:</p> <ul style="list-style-type: none"> <li>• Project Board (Senior User, Project Sponsor and Senior Supplier)</li> <li>• Project Manager</li> <li>• Team Manager</li> <li>• Project Consultant</li> <li>• Project Assurance</li> <li>• Project Support / Administration</li> </ul>
Project Process	A key element of the Project Management Method. The project Process consists of a standard four steps through which each project must progress. It describes the steps that need to be performed and lists the deliverables required by each step.
Project Proposal	A document that builds on the detail of the Business Brief and Feedback Forms. It should contain high-level options, timescales, benefits and costs. It should also contain a detailed plan for the next step (Step 2: Initiation a Project). Its main purpose is to outline a way forward to provide the appropriate approval authority with enough information to make a go/on go decision for the next step.
Project Schedule	A component of the Project Management Plan (included as an Appendix) which identifies deliverables and activities that need to be completed, the order in which they are to be undertaken and durations. The Project Schedule is often presented graphically in the form of a Gantt Chart or similar.
Project Sponsor	Whoever has overall responsibility for the business case for the project. This person will provide a focal point for the project and will be a key member of the Project Board. He/she will also be responsible for tracking the delivery of benefits after the project has closed.
Project Support and Administration	Whoever is responsible for providing hands-on assistance with Project Management activities.
PA Project Office (PAPO)	The group within the company are given the responsibility for tracking all project milestones and providing Project Assurance.
Quality	A property of each deliverable, which is a measure of whether, it is fit for its stated purpose. A deliverable which has been completed in minimum cost and time and is adequate to meet its needs is of acceptable quality. A product which has been over-engineered past the requirements of the business, incurring unnecessary expenditure has gone beyond the standards of acceptable quality. This in the project context, quality does not mean 'the best possible', it means 'good enough'.
Quality Approach	<p>Forms part of the Project Management Plan and describes how quality will be managed on the project. It contains the following:</p> <ul style="list-style-type: none"> <li>• Standards to be followed by the project</li> <li>• What methods will be used</li> </ul>

Glossary Word A-Z	Description of Glossary Word Used
	<ul style="list-style-type: none"> <li>Quality reviewing approach</li> </ul>
Quality File	One of the Project Files. The objective of the Quality File is to permit an audit at any time of the quality of the work being done and adherence to quality standards.
Quality Log	A document that summaries the key facts about each quality check for easy reference and management information. It can be used to act As an index to quality review documentation and will provide an input to the Lessons Learned and End Project Reports.
Quality Plan	See Quality Approach
Quality Review	<p>A method of checking deliverables for quality. There are three main types of quality review:</p> <ul style="list-style-type: none"> <li>Informal Review</li> <li>Walkthrough</li> <li>Formal Review</li> </ul>
Quality Review Invitation	A document which informs reviewers of a scheduled review meeting and asks them to attend. The invitation should provide reviewers with adequate information so that they understand what the review is expected to achieve and their role in the review.
Quality Review Result	<p>A document which records the outcome of a Formal Review. The Chairperson completes it at the meeting. The possible outcomes recorded are:</p> <ul style="list-style-type: none"> <li>No defects</li> <li>Follow-up</li> <li>Re-review</li> </ul>
Realising the Benefits	Step 4 of the Project Management Method – involves the preparation of Benefits Realisation Report (s) describing whether the benefits achieved by the project have matched the benefits promised in the original Cost Benefit and Benefits Realisation Plan. The report is used as input to the appropriate business plans.
Recommended Approach Report	<p>Pulls together the Impact Assessments received in response to a Statement of Requirements and present the findings for agreement by the Project Board. Enables the Project Board to:</p> <ul style="list-style-type: none"> <li>Decide whether to accept the recommendations provided</li> <li>Have confidence that the selected option meets the requirements</li> <li>Agree that the selected option justifies the proposed work</li> </ul>
Request for Change	A form used to document a change identified through a Project Issue before it is incorporated into any of the project's deliverables or plans. The Request for Change allows a change to be tracked through to completion.
Requirements Investigation	Identifies the key requirements for the project to help in the scoping of what needs to be done to meet the requirements.
Resource	Someone or something required to complete an activity or produce a deliverable.
Resource Plan	Part of the Project Management Plan. This should summarise all the resources required by the project, the time period over which they will be committed to the project and their estimated costs to the project.
Review Comment List	A form circulated to reviewers as part of a Quality Review. The form is used to record comments on the deliverables. The forms are returned to the deliverable's author and may be discussed at a review meeting, depending on whether the review is formal or informal.
Review Co-ordinator	Someone given the responsibility of organising and administrating quality reviews. Tasks include circulating a review with a review invitation, co-ordinating Attendee's diaries, booking a room, generating appropriate review forms, filing the review documentation, keeping the Quality Log up-to-date, chasing authors during follow-up and helping to

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	ensure that the reviewed deliverables are secured correctly in the project filing system.
Reviewer	One of the roles involved in quality review. Reviewers are selected with regard to the nature of the product being reviewed, and the technical / business competencies necessary.
Risk	A Potential problem that would have an adverse impact on the progress of the project if it were to happen.
Risk Co-ordinator	A role that may be taken on by Project support / administration. The responsibility is to maintain the Risk Register and present risks for regular review.
Risk Log	A document that summarises the key facts about each risk in the Risk Register for easy reference and management information.
Risk Owner	For each risk on the Risk Register, an individual is nominated to 'own' the risk (that is, to monitor the probability of it occurring and the planned action).
Risk Register	Documentation of each risk, its probable impact and its likelihood of happening. Each risk should be assigned an owner responsible for dealing with it. Mitigating and contingent actions should be defined for the high criticality risks.
Scope	The scope of a project defines what it will cover and what its area of responsibility are. The scope will describe the major organisational areas and business functions included and excluded from the project, which will be investigated further, and potentially refined or redefined as necessary, through the project.
Scribe	One of the roles involved in a quality review meeting. The scribe is tasked with ensuring that a list of agreed actions is completed at the meeting. This is a key role, since this list forms both the audit trail of the meeting and the major input into the revision of the project.
Senior Supplier	A role within the Project Board. The person who represents the interests of those designing, developing, facilitating, procuring, implementing, operating and maintaining the project's deliverables. If the project is internal to the company, this will be a senior member of the department within which the major development effort resides. If developed by an external supplier, it will be a manager from the supplier organisation.
Senior User	A role within the Project Board. A senior representative of whoever will be the prime user or beneficiary of the project's end-deliverable (there will quite often need to be more than one person in this role).
Sign-Off	A deliverable is signed off by people with the correct authority to indicate it has been checked and is considered fit for purpose. Once a deliverable is signed off, it can be amended through Change Management.
SMART	See Objective
Specialist File	One of the Project Files. This contains all the specialist products of the project. Only completed (signed-off) versions of documents need to be held on the file. This helps to identify which are the 'official' versions of documents. Sections of the file should relate to different stages or development phases of the project.
Stage	A project can be broken down into manageable stages if it is too large to plan and control as a single stage. The introduction of stages allows the project to be tackled in chunks, each of which is managed like a mini-project in its own right. If a decision is made to introduce stages, the initial Project Management Plan need only contain a detailed schedule for the first stage and an overview schedule for the remainder of the project. As the Project Board are asked to approve the completion of one stage, they can be asked to approve plans for the next stage plus any changes to the overview schedule.

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Starting up a Project	Step 1 of the Project Management Method. This step helps to ensure that there is clarity about the high level business objectives and benefits of a proposed project. The Project proposal is the main output from this step.
Statement of Requirements	Document that prioritises the key business requirements for the project. Acts as the basis for completing Impact Assessments and helps to identify and select from options for the way forward for the project.
Steering Committee	See Project Board
Step	A group of logically related project management activities with a clear start band end point. Four steps are defined by the Management Method: Step 1 – Starting up a Project Step 2 – Initiating a Project Step 3 – Delivering a Project Step 4 – Realising the Benefits
Team Manager	A standard role within the project organisation. The Project Manager may wish to delegate authority and responsibility to one or more Team Managers fro several reasons – large projects may need to be split into teams or groups of specialists may need specialist Team Managers. If the project is split across locations, there may be a need to be a Team Manager at each location.
Technical File	See Specialist File
Version Control	A way of controlling deliverables that is good practice and a prerequisite if Change Management is to be used. All versions of project deliverables circulated for review or information must carry version numbers. The standards applied to the format of version numbers and where they are placed on/in the deliverables will vary according to the deliverable being controlled and the constraints of the infrastructure used.
Value Impact Analysis	See Cost Benefit Analysis
Walkthrough	An approach to reviewing deliverables. A Walkthrough involves the meeting of reviewers without the need for them to examine the deliverable prior to the meeting.