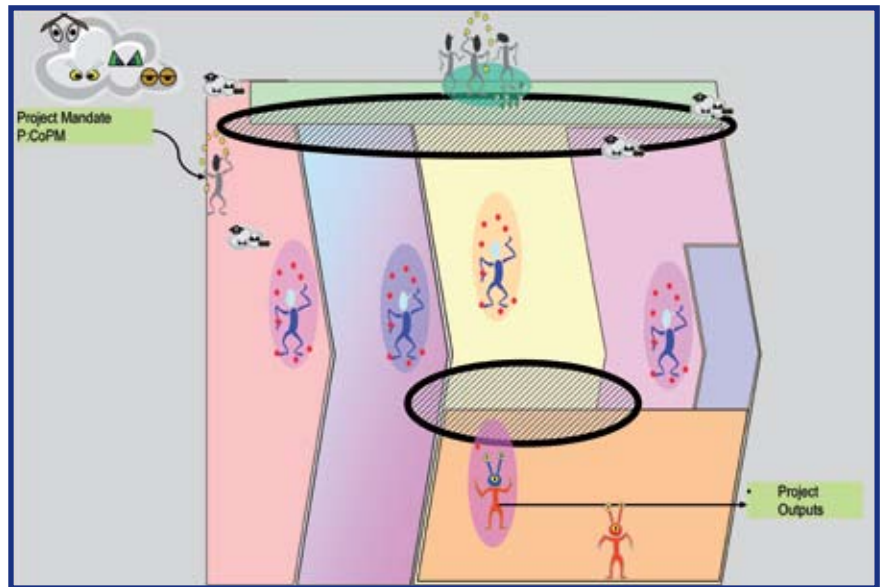


Simon Harris on aspects of PM . . .

The PRINCE2 processes in 666 Words

These next 666 words cover the entire process model in the 327 pages of the 2009 PRINCE2 manual. Of course brevity is at the price of a little lack in detail.

As the picture shows: PRINCE2 has some structure, some sequence, some players and some output triggered by arrival of the 'project mandate'. Perhaps less obviously from the picture is that the mandate is from the organisation's corporate or programme Management.



Start-up

PRINCE2 is a means to exercise control over projects. A PRINCE2 project starts with the arrival of a project mandate: a trigger for a project in any form you like. The mandate triggers the guidance in Starting up a Project (SU). If we are a project in a programme, then Programme Management, otherwise Corporate Management, appoint the project's Executive and project manager who then consider historic 'lessons learned', select a team, define the project's end point and plan the proper planning of the project (yes, 'plan the planning!'). The results of SU are passed across the primary control interface: from project manager to project board. If the project board like what they receive then they authorise the first stage - the Initiation Stage.

Initiation

For Initiation what should have happen by its end is:

- 1 Control strategies are designed that match SU's ground-work defining the project's end-point and development approach.
2. The project management team extend the definition of the project's goal into a full business case by taking costs and timescales from a fully developed but high level project plan.
3. The newly created project plan describes the timings and resourcing of work to create the products needed. The project plan reflects a solid understanding of the strategies (quality, risk, change, and communications) and controls needed to safely run this project.
4. The team working on Initiation then assemble all the information relevant to describing the project into a Project Initiation Document. They also create the next stage's detailed plan of day to day activity (called a Stage Plan). The whole package is passed to the project board. If the board like what they see then the first delivery stage is approved by them.

The project moves into technical activities.

The Delivery or Specialist Stages

Delivery stages have three core themes:

- 1 The project manager hands-out work-packages to the specialist technicians,
- 2 Everyone reports progress and concerns upwards,
- 3 Everyone participates in the handling of concerns about off-plan situations.

The bulk of the work in a delivery stage comes from the technical specialists building the products the customer wants. The small addition to 'the bulk of work' is the overhead caused by the management of the project. The work-packages that are the 'small addition' are described by PRINCE2 as activities within processes like Starting up a Project (SU). If the 'small addition' does not add more value than cost then you are doing it wrong.

The approach of stage end is signalled as a delivery stage exhausts the supply of work defined in the detailed stage plan. As stage end approaches, the project manager prepares for 'what next?'

End of Stage and End of Project (Start of Benefits)

'What next' is either another delivery stage during which specialists continue production of the products required to deliver the project's benefits, or 'what next' is end of project.

In the case of 'another delivery stage', guidance from Managing a Stage Boundary (SB) is followed to refresh the business case, risk summary, high-level project plan, project controls and replace the day-to-day stage-plan for new activities.

When 'what next' is 'project end', then 'what-next?' is really 'start of benefits realisation'. In this case the project manager checks the acceptance of the products and their handover into use, summarises the project's performance in an End Project Report and passes a Benefits Review Plan to Corporate or Programme Management to measure benefits at some future time.

That's the overview complete. Obviously 327 pages adds just a little more detail and I omitted any discussion of how to handle concerns about off-plan situations.

So, that's PRINCE2 2009 in just 666 words.

Activities in Levels & Processes					
CoPM	12.4.1 Appoint the Executive and the Project Manager				
Project Board		13.4.1 Authorize initiation	13.4.2 Authorize the project	13.4.4 Give ad hoc direction	
		13.4.3 Authorize a Stage or Exception Plan		13.4.5 Authorize project closure	
Project Manager	12.4.2 Capture previous lessons	14.4.1 Prepare the Risk Management Strategy	15.4.7 Escalate issues & risks	17.4.1 Plan the next stage	18.4.1 Prepare planned closure
	12.4.3 Design and appoint the project management team	14.4.2 Prepare the Configuration Management Strategy	15.4.6 Capture and examine issues and risks	17.4.2 Update the Project Plan	18.4.2 Prepare premature closure
		14.4.3 Prepare the Quality Management Strategy	15.4.5 Report highlights		18.4.3 Hand over Products
	12.4.4 Prepare the outline Business Case	14.4.4 Prepare the Communication Management Strategy	15.4.8 Take corrective action	17.4.3 Update the Business Case	18.4.4 Evaluate the Project
	12.4.5 Select the project approach and assemble the Project Brief	14.4.5 Set up the project controls	15.4.4 Review stage status	17.4.4 Report Stage End	18.4.5 Recommend project closure
		14.4.6 Create the Project Plan	15.4.1 Authorize a Work Package		
12.4.6 Plan the initiation stage	14.4.7 Refine the Business Case	15.4.2 Review Work Package status	17.4.5 Produce an Exception Plan		
	14.4.8 Assemble the Project Initiation Documentation	15.4.3 Receive completed Work Packages			
Team Manager	17.4.1-4 Manage Stage Boundaries		16.4.1 Accept a Work Package	16.4.3 Deliver a Work Package	
Team Member	16.4.2 Execute a Work Package				



About the Author

Simon Harris, PMP, CGEIT is a trainer, speaker and consultant on governance of change via project planning, tracking and control competencies. Simon's approach is to de-mystify project management. PM's place is as a normal part of any manager's abilities (like driving a car). Simon provides the PM specialists with industrial strength tools and insights into 'common sense' approaches to project management. See more at www.Logicalmodel.net. Simon can be contacted via 0845 2 57 57 07 or Simon@LogicalModel.Net

IPMA and The APM Group support agreement

Late last year, The International Project Management Association (IPMA) and The APM Group signed a Memorandum of Understanding in Vienna which will allow the two organizations to support and recognise each other.

The agreement is designed to:

- publicise the mapping between ICB.3 and PRINCE2 as developed by GAPPS and verified by IPMA and APM Group.
- encourage IPMA members and PRINCE2 qualified people to research and write articles comparing and contrasting the ICB.3 and PRINCE2.
- recognize that PRINCE2 provides knowledge and understanding of a number of the concepts included in the ICB.3 and in due course IPMA will develop supplementary exams to enable PRINCE2 Practitioners to achieve appropriate IPMA qualifications, ie, at levels C & D.
- raise awareness of the IPMA member association's individual membership schemes among the APM Group's examination candidates.
- bring the IPMA member associations' corporate membership schemes to the attention of the APM Group's Accredited Organizations.

Brigitte Schaden, President of IPMA says, 'This is IPMA's first alliance with another international certification organization; showing how their certifications fit, one with the other.'

'We believe it will bring benefits to both organizations and more importantly to our Member Associations and their members. We look forward to greater recognition of IPMA and its work, both centrally and through its Member Associations and their members, and to the continuing growth of memberships worldwide.'

Commenting on the agreement, Alan Harpham, chairman, The APM Group, said at the signing ceremony that they were 'delighted to create

an alliance with IPMA to further professionalism in the fields of project and programme management.

'We thoroughly look forward to working with them more closely in the future for the benefit of those working in project oriented environments.'

We think this alliance will be of great benefit to those with PRINCE2 qualification seeking a wider knowledge of the art & science of project management.'



IPMA represents over 50 national project management associations internationally.

The IPMA four level certification program is competence based and provides standards by which project management performance can be measured. The IPMA competence baseline (ICB3) is the basis for IPMA Level A (Certified Projects Director); IPMA Level B (Certified Senior Project Manager); IPMA Level C (Certified Project Manager) and IPMA Level D (Certified Project Management Associate).

The APM Group is the only organisation offering professional qualifications in programme and project management with third party independent accreditation through the United Kingdom Accreditation Service (UKAS). The Group work closely with the UK Office of Government Commerce (OGC) and TSO (The Stationery Office Ltd) in running schemes in PRINCE2, MSP (Managing Successful Programmes), M_o_R (Management Of Risk), P3O and ITIL (IT Infrastructure Library).

For further details about IPMA membership and certification visit: www.ipma.ch or email to info@ipma.ch