NET481
PRINCE2 Overview

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What is PRINCE2?

- PRINCE (PRojects IN Controlled Environments) is a structured method for effective project management.

- It is a UK government standard for IT project management.

- Although PRINCE was originally developed for the needs of IT projects, the method has also been adopted on many non-IT projects.

Why use a project management method?

- Project failures are too common, some of the reasons for failure are:
  - Lack of co-ordination of resources and activities
  - Lack of communication with interested parties, leading to products being delivered which are not what the Customer wanted
  - Poor estimation of duration and costs, leading to projects taking more time and costing more money than expected
  - Inadequate planning of resources, activities, and scheduling
  - Lack of control over progress so that projects do not reveal their exact status until too late
  - Lack of quality control, resulting in the delivery of products that are unacceptable or unusable.

Why use a project management method?

- A good project management method will guide the project through a controlled, well-managed, visible set of activities to achieve the desired results.

- PRINCE adopts the principles of good project management to avoid the problems and so helps to achieve successful projects.

- These principles are:
  - A project is a finite process with a definite start and end
  - Projects always need to be managed in order to be successful

Key Features

- For genuine commitment to the project, all parties must be clear about <u>why the project is needed</u>, <u>what it is intended to achieve</u>, <u>how the outcome is to be achieved</u>, and <u>what their responsibilities are in that achievement.</u>

- The key features of PRINCE are:
  - Its focus on business justification
  - A defined organization structure for the project management team
  - Its emphasis on dividing the project into manageable and controllable stages

Benefits of using PRINCE

- PRINCE provides projects with:
  - A controlled and organized start, middle and end
  - Regular reviews of progress against plan
  - Automatic management control of any deviations from the plan
  - The involvement of management and stakeholders at the right time and place during the project

Benefits of using PRINCE

- Managers using PRINCE are able to:
  - Provide regular and brief management reports
  - Use a defined structure for delegation, authority and communication
  - Ensure resource commitment from management is part of any approval to proceed
  - Keep meetings with management and stakeholders to a minimum but at the vital points in the project.

- For senior management, PRINCE uses the 'management by exception' concept. They are kept fully informed of the project status without having to attend regular, time-consuming meetings.

Roles and Responsibilities

- PRINCE2 says that a project should have:

An organized and controlled **start**, ie. organize and plan things properly before leaping in;	An organized and controlled <u>middle</u>, ie. when the project has started, make sure it continues to be organized and controlled;
An organized and controlled **end**, ie. when you've got what you want and the project has finished, tidy up the loose ends.	In order to describe what a project should do when, PRINCE2 has a **series of processes which cover all the activities needed on a project** from starting up to closing down.

Roles and Responsibilities

- Project Manager
  - The one who is responsible for organizing and controlling a project.
  - Project Manager will select people to do the work on the project and will be responsible for making sure the work is done properly and on-time.
  - The Project Manager draws up the Project Plans that describe what the project team will actually be doing and when they expect to finish.

Roles and Responsibilities

- Customer, User and Supplier
  - The person who is paying for the project is called the customer or executive.
  - The person who is going to use the results or outcome of the project is called the user.
  - On some projects, the customer and user may be the same person.
  - The person who provides the expertise to do the actual work on the project (i.e. will be designing and building the outcome) is called the supplier or specialist.
  - All of these people need to be organized and co-ordinated so that the project delivers the required outcome within budget, on time and to the appropriate quality.

Roles and Responsibilities

- Project Board
  - Each PRINCE2 project will have a Project Board made up of the customer (or executive), someone who can represent the user side and someone to represent the supplier or specialist input.

  - The Project Manager reports regularly to the Project Board, keeping them informed of progress and highlighting any problems he/she can foresee.

  - The Project Board is responsible for providing the Project Manager with the necessary decisions for the project to proceed and to overcome any problems.

Roles and Responsibilities

- Project Assurance
  - Providing an independent view of how the project is progressing is the job of Project Assurance.
  - Assurance is about checking that the project remains viable in terms of costs and benefits (business assurance), checking that the users' requirements are being met (user assurance), and that the project is delivering a suitable solution (specialist or technical assurance).
  - On some projects, the assurance is done by a separate team of people called the Project Assurance Team, but the assurance job can be done by the individual members of the Project Board themselves.

Roles and Responsibilities

- Project Support
  - On most projects there is a lot of administrative work needed, keeping everyone informed, arranging meetings, keeping plans up-to-date, chasing things up, keeping files, etc.
  - Project Managers often do all this work themselves, particularly on smaller projects. But if there are a number of projects going on at the same time, a Project Support Office can be setup to help the Project Managers with this work.

Roles and Responsibilities

- ## Controlling Change

  - The method also explains how to manage risk, how to manage quality, and how to control change on the project.

  - Risk Management is about working out what could go wrong and planning what to do if it does.

  - Quality Management is about checking the quality of work done on the project, either by testing it or reviewing the work in some way.

  - PRINCE2 has a technique of controlling the way changes impact the project in order to prevent the project going off in the wrong direction.

Roles and Responsibilities

- So, PRINCE2 is a method for managing projects. It helps you work out who should be involved and what they will be responsible for.

- It gives you a set of processes to work through and explains what information you should be gathering along the way. But PRINCE2 doesn't do the work for you, it cannot guarantee that your projects will be successful.

- Good projects, which deliver quality results, on-time and within budget are dependent on the quality of people involved from Project Board down to individual team members.

PRINCE2 Processes

- PRINCE2 is a process-based approach for project management.
- Each process is defined with its key inputs and outputs together with the specific objectives to be achieved and activities to be carried out.

PRINCE2 Processes
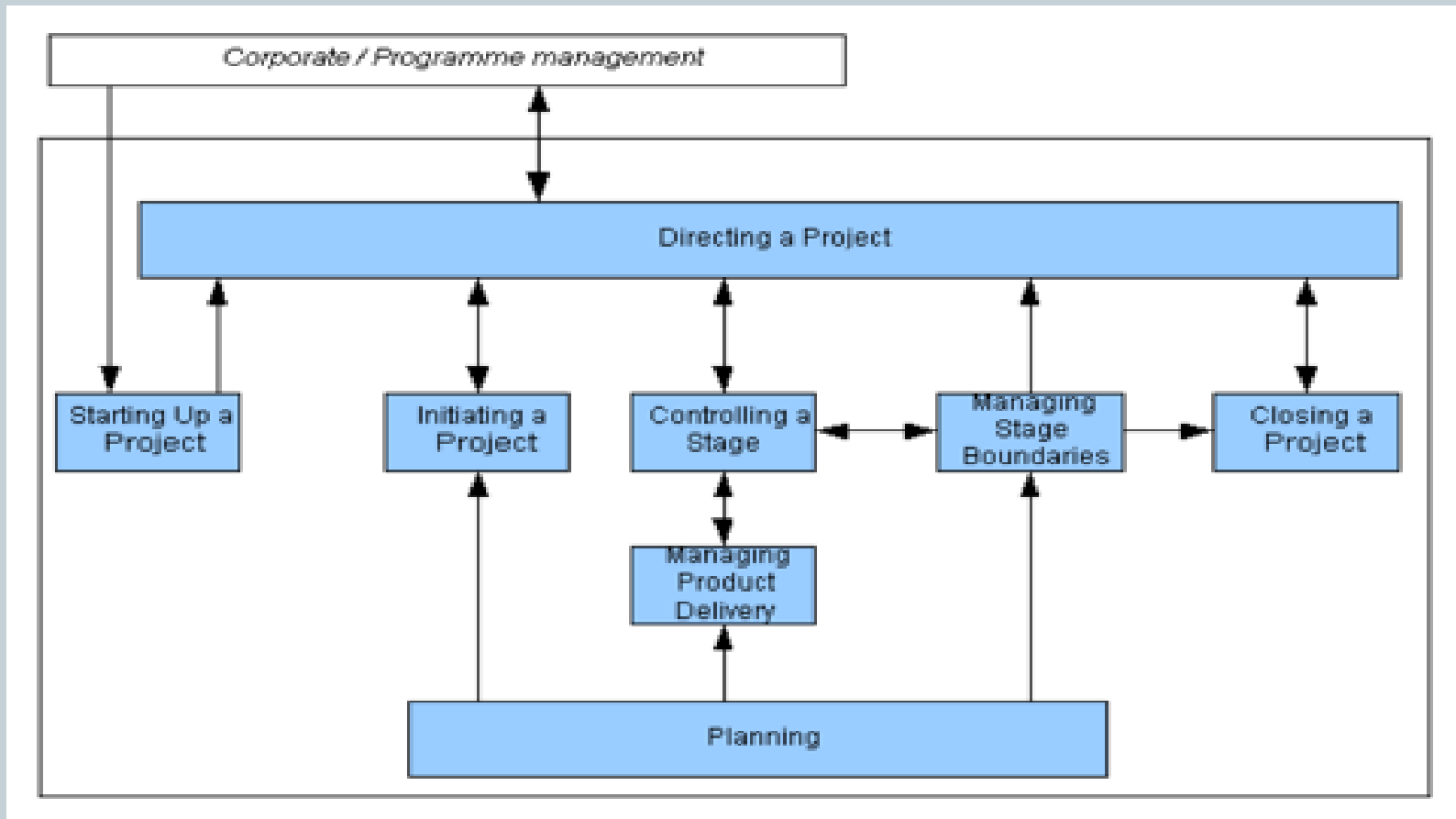
Directing a Project (DP)

- Directing a Project runs from the start-up of the project until its closure. This process is aimed at the Project Board. The Project Board manages by exception, monitors via reports and controls through a number of decision points.

- This process does not cover the day-to-day activities of the Project Manager.

Starting up a Project (SU)

- This is the first process in PRINCE. It is a pre-project process, designed to ensure that the pre-requisites for initiating the project are in place. Starting up a Project should be very short.

- The work of the process is built around the production of three elements:

  - Ensuring that the information required for the project team is available

  - Designing and appointing the Project Management Team

  - Creating the Initiation Stage Plan.

Initiating a Project (IP)

- The objectives of Initiating a Project are to:
  - Agree whether or not there is sufficient justification to proceed with the project
  - Agree to the commitment of resources for the first stage of the project
  - Enable and encourage the Project Board to take ownership of the project
  - Provide the baseline for the decision-making processes required during the project's life
  - Ensure that the investment of time and effort required by the project is made wisely, taking account of the risks to the project.

Managing Stage Boundaries (SB)

- This process provides the Project Board with key decision points on whether to continue with the project or not. The objectives of the process are to:

  - Assure the Project Board that all deliverables planned in the current Stage Plan have been completed as defined

  - Provide the Project Board with information needed to approve the current stage's completion and authorize the start of the next stage, together with its delegated tolerance level

  - Record any measurements or lessons which can help later stages of this project and /or other projects.

Controlling a Stage (CS)

- This process describes the monitoring and control activities of the Project Manager involved in ensuring that a stage stays on course and reacts to unexpected events. The process handles day-to-day management of the project. Throughout a stage there will be a cycle consisting of:
  - Authorizing work to be done
  - Gathering progress information about that work
  - Watching for changes
  - Reviewing the situation
  - Reporting
  - Taking any necessary corrective action.
- This process covers these activities, together with the on-going work of risk management and change control.

Managing Product Delivery (MP)

- The objective of this process is to ensure that planned products are created and delivered by:
  - Ensuring that the work is done
  - Assessing work progress and forecasts regularly
  - Ensuring that completed products meet quality criteria
  - Obtaining approval for the completed products.

Closing a Project (CP)

- The purpose of this process is to execute a controlled close to the project.
- The objectives of Closing a Project are to:
  - Check the extent to which the objectives have been met
  - Obtain formal acceptance of the deliverables
  - Confirm that maintenance and operation arrangements are in place (where appropriate)
  - Make any recommendations for follow-on actions
  - Capture lessons resulting from the project and complete the Lessons Learned Report
  - Prepare an End Project Report
  - Notify the host organization of the intention to disband the project organization and resources.

Planning (PL)

- Planning is a repeatable process, and plays an important role in other processes.

- PRINCE provides a product-based start to the planning activity. It also provides planning framework which can be applied to any type of project. This involves:
  - Establishing what products are needed
  - Determining the sequence in which each product should be produced
  - Defining the form and content of each product
  - Resolving what activities are necessary for their creation and delivery.