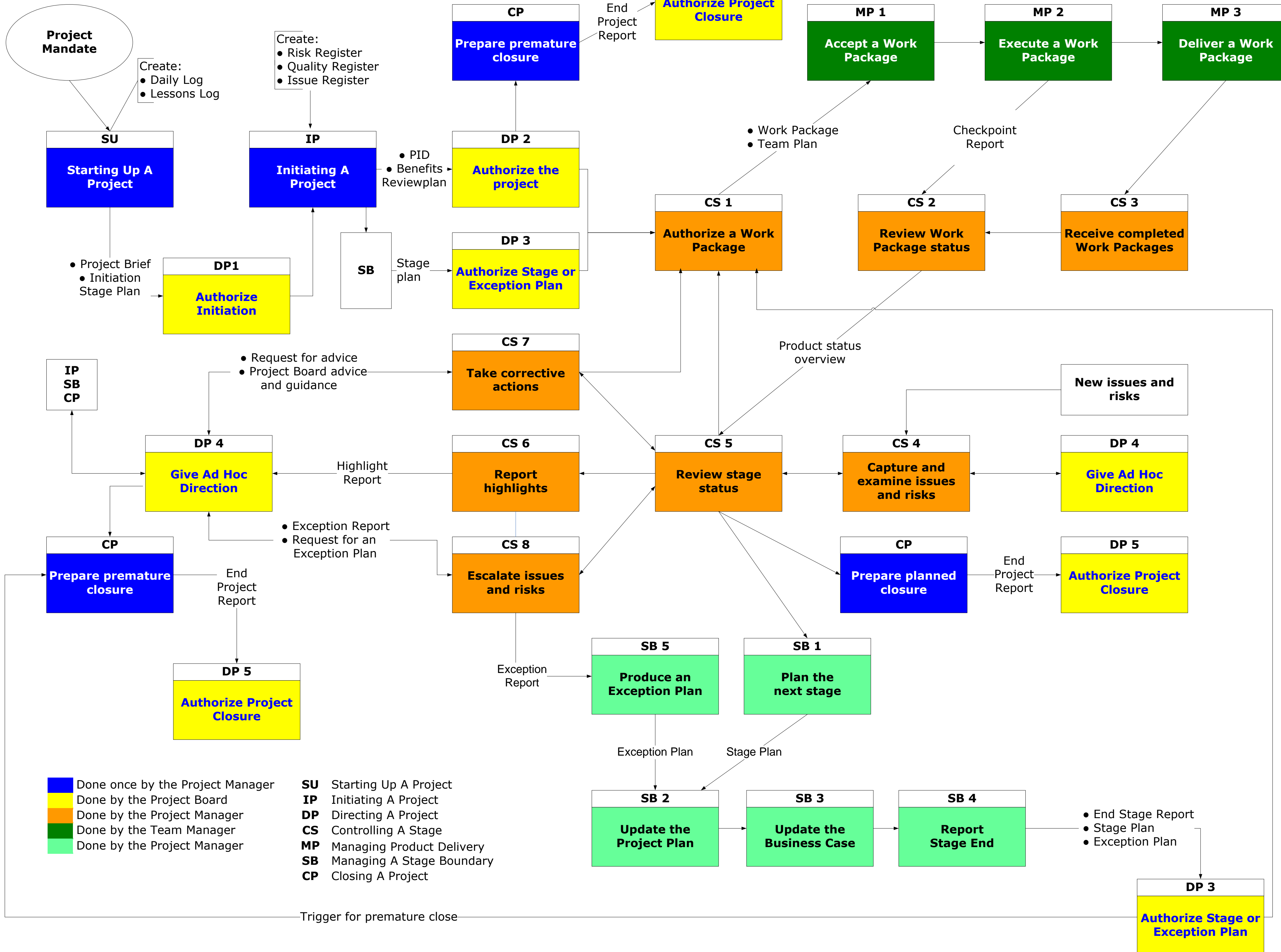


TAG-PM PRINCE2® Trigger Map



Starting Up A Project

The project starts by the Executive receiving a Project Mandate in the form of a trigger to start the project from Corporate or Programme Management in the process Starting Up a Project. It is like a request to review whether it makes sense to start the project. The first thing the Executive should do is read the Project Mandate and decide what additional information needs to be gathered to make a decision whether or not to officially start the project. The Project Mandate might mention who the Project Manager should be. If this is the case the Executive calls the Project Manager and formally assigns him or her to the project. If the Project Manager is not mentioned in the Project Mandate the Executive should go out and find a suitable Project Manager, for instance by contacting the Human Resource department.

Once the Executive and the Project Manager have been assigned they should divide the work that is to be done during the process Starting Up A Project amongst each other. Two things need to be done in parallel. First the Project Management Team structure including role descriptions should be defined and the first additional people should be assigned to the project and secondly the outline version of the Business Case stating why the project is needed from a corporate or programme perspective needs to be created. Based on these documents an initial project approach should be defined. The Project Mandate might for instance mention corporate or programme constraints that the Executive and the Project Manager need to take into account.

All the information is then bundled or summarized into the Project Brief, which is like a formal worked-out project proposal. The Project Brief together with a plan how to carry out the initiation stage needs to be approved by the Project Board, which might at this point in time only consist of the person carrying out the role of the Executive. Once these two documents have been signed by the Project Board in the activity DP1 Authorize Initiation the project will officially start and the initiation stage is then the first stage of the project. The initiation stage consists of the work that needs to be done during the process Initiating A Project and the work to create the Stage Plan for the first execution management stage by going through the Managing A Stage Boundary process.

Initiation Stage – Initiating A Project (IP) and Managing A Stage Boundary (SB)

The Project Board usually consists of people from different departments or companies. They all have their own reasons why they want to participate in the project and what they want to gain from the project. It is essential that all of them agree on a single view how to approach and manage the project. During the process Initiating A Project a number of documents are created that need to be agreed and signed by the Project Board. The process starts by defining four strategies based on corporate and programme guidelines and directives. These strategies are on how to deal with risks in the project (Risk Management Strategy), how to deal with quality (Quality Management Strategy), how to deal with configuration management and change control (Configuration Management Strategy) and based on these three strategies how to deal with communication within the project and between the project and the outside world (Communication Management Strategy). Based on the Risk Management Strategy a Risk Register is created and as a record reviewed and updated throughout the project. Based on the Quality Management Strategy a Quality Register is created and based on the Configuration Management Strategy an Issue Register is created. The Communication Management Strategy does not lead to a register. Based on the four strategies the next step is to create the Project Controls and the Project Plan, showing in high level terms what should be done in the project and where the project is to be broken down into management stages. The first management stage mentioned in the Project Plan is then defined in much more detail when creating the Stage Plan in the Managing A Stage Boundary process. The next step is to finalize the Business Case, based on the outline version of the Business Case that was created in the process Starting Up A Project as part of the Project Brief, and create the Benefits Review Plan showing where we think we can measure benefits mentioned in the Business Case during and after the project.

All information, except the Stage Plan, is now bundled into the Project Initiation Documentation and presented to the Project Board in the activity DP2 Authorizing the Project. At the same time the Stage Plan is created and finalized by going through the Managing A Stage Boundary process and presented to the Project Board in the process DP3 Authorize Stage or Exception Plan. In a small project it might be decided to merge the Starting Up A Project and Initiating A Project processes and instead of creating multiple documents that form the Project Initiation Documentation (PID) a single PID template might be used showing all the information that would go into the single documents. I can happen that the Project Board refuses to sign the PID and asks the Project Manager to prepare a premature closure of the project by going through the Closing A Project process and delivering the Project End Report to the Project Board for approval in the activity DP5 Authorize Project Closure.

Controlling A Stage (CS)

Based on the Stage Plan signed by the Project Board in the activity DP3 Authorize Stage or Exception Plan and the PID signed by the Project Board in the activity DP2 Authorize the Project the Project Manager will create packages of work (Work Packages) in the activity CS1 Authorize a Work Package so that these can be given to a Team Manager in the activity MP1 Accept a Work Package. It is a good idea for the Project Manager to involve the Team Manager while creating the Work Package.

Managing the outstanding Work Packages is the primary goal for the Project Manager thus ensuring that the products in the Stage Plan are delivered within tolerances defined by the Project Board. Where Team Manager will focus on delivering their Work Package(s) within tolerances the Project Manager should focus on optimizing the throughput of all Work Packages within tolerances. The Project Manager will in the activity CS2 Review Work Package Status receive time-driven progress reports from the Team Manager called Checkpoint Reports from the activity MP2 Execute a Work Package and use this information to create the Product Status Account. The Project Manager receives completed Work Packages from the Team Manager in the activity MP3 Receive Completed Work Packages and uses this information to update the Product Status Account.

The Project Manager will try to create an environment where he or she does not get surprised all the time. That is why issues and risks that come into the project in the activity CS4 Capture and examine Issues and Risks are captured in the Risk and Issue Register and handled with appropriately.

The main target for the Project Manager is to manage the stage progress by reviewing and updating the Stage Plan with actuals as the stage progresses. The Project Manager does this in the activity CS5 Reviewing Stage Progress based on Work Package progress information (Product Status Accounts) coming from CS2 Review Work Package status, status on issues and risks (Risk Register, Issue Register, Issue Reports) coming from the activity CS4 Capture and examine Issues and Risks and feedback coming from the Project Board (DP4 Give Ad-hoc Direction) through the activities CS7 Take Corrective Action and CS8 Escalate Issues and Risks.

If everything stays within project and/or stage tolerances the Project Manager only needs to create a Highlight Report in the activity CS6 Report Highlights, which is a normal time-driven progress rep, and send this to the Project Board in the activity DP4 Give Ad-hoc Direction. Approval by the Project Board of the Highlight Report is normally not needed. The Project Manager can always ask the Project Board for advice and guidance. If the situation is still within project or stage tolerances the Project Manager can do this by going through the activity CS7 Take Corrective Actions to the Project Board in the activity DP4 Give Ad-hoc Direction. The Project Board can ask the Project Manager for guidance and can give guidance back to the Project Manager from the activity DP4 Give Ad-hoc Direction to the activity CS7 Take Corrective Action. This could lead to the Project Manager having to take a corrective action himself in CS5 Reviewing Stage Status or by the Project Manager creating a Work Package in the activity CS1 Authorize A Work Package. If the Project Manager in CS5 Reviewing Stage Status identifies a situation where he might go outside project or stage tolerances, the Project Manager will need to escalate the issue or risk to the Project Board. The Project Manager does this by going through the activity CS8 Escalate Issues and Risks and creating an Exception Report and sending this Exception Report for approval to the Project Board in the activity DP4 Give Ad-hoc Direction. The Exception Report should mention the reason for escalating, the consequences on the project and stage plan, options considered and a recommendation to the Project Board. The Project Board in DP4 Give Ad-hoc Direction can either decide to defer the Exception Report by for instances asking more information themselves from Corporate or Programme Management, by reject the Exception Report, by approving the Exception Report and tell the Project Manager to take the actions he has proposed (from DP4 to CS7 to either CS5 or CS1), by asking the Project Manager to prepare the premature closure of the project (DP4 to CP) or by asking the Project Manager for more detailed information before making a decision. That last step is called requesting an Exception Plan. This request goes from the activity DP4 Give Ad-hoc Direction to the Project Manager in the activity CS8 Escalate Issues and Risks to the activity SB5 Produce an Exception Plan where a draft Exception Plan is created.

Managing Product Delivery (MP)

The Team Manager receives one or more Work Packages containing Product Descriptions from the Project Manager in the activity MP1 Accept a Work Package and based on this the Team Manager divides the work in the Work Package among the people in his team. The work is generally divided into people creating the products and people quality reviewing the products. In order to keep track of outstanding work the Team Manager will most likely create a Team Plan. The Project Manager and maybe people in the role of Project Assurance might want to have a look at this Team Plan before it is executed. Every product that is created must be quality reviewed before it is handed over. The Quality Register holds a history of all the products that are to be and have been quality reviewed in the past. The Team Manager has to provide the Project Manager with information where the review will take place and for instance by who. This information is usually not found in a Product Description. The Team Manager can either make entries into the Quality Register or fill in a quality review form (the content is not defined by PRINCE2) and have Project Support make the entries into the Quality Register based on the quality review document(s). The products are created and quality reviewed in the activity MP2 Execute a Work Package and progress information is given to the Project Manager by the Team Manager in the form of a time-driven report called a Checkpoint Report in the activity CS2 Review Work Package Status. In the activity MP3 Deliver A Work Package the Team Manager does a final check on the content parts of the Work Package and 'closes the box'. The complete Work Package is then handed over to the Project Manager in the activity CS3 Receiving Completed Work Packages. It is a good idea, but not necessary, for the Team Manager to use a PRINCE2 approach to create and review products. Other methods like PMP, Agile, Scrum or Lean Six Sigma can also be applied at this level.

Managing A Stage Boundary (SB)

The process Managing A Stage Boundary is used when the management stage comes to a normal end (no more work) or when the Project Board requests the Project Manager to write an Exception Plan. The request to write an Exception Plan comes from the activity CS8 Escalate Issues and Risks. The Exception Plan should show in details the effect the escalated issue or risk will have on the project (SB2 Update the Project Plan) and on the Business Case (SB3 Update the Business Case). Subsequently a revised plan for the remaining part of the stage or project might be needed. This revised plan is then part of the Exception Plan and is ready in the activity SB4 Report Stage End, which in the case of an Exception Plan is not the end of a stage. Once approved the Exception Plan will replace the remaining part of the plan that is in Exception, which usually is the Stage Plan but can also be the Project Plan. The Exception Plan is dealt with by the Project Board in the activity DP3 Authorize Stage or Exception Plan. The Project Board basically has four options. The Project Board can defer the decision, reject the Exception Plan, tell the Project Manager to prepare the premature closure of the project (DP3 to CP) or Authorize the Exception Plan. This might lead to having to change, add or delete Work Packages for the remaining part of the stage (DP3 to CS1). Managing A Stage Boundary is also used when the management stage comes to a normal end when all the products in the Work Packages have been completed or when the Project Manager has run out of time or any of the other tolerance elements. In this case the Project Manager would trigger himself in the activity CS5 Review Stage Status to go to activity SB1 Plan the next stage. The Project Manager would now go through all the management products he has used or updated during the management stage and summarize their status in the End Stage Report. At the same time a Stage Plan for the next management stage would be created by the Project Manager. Both documents would now be presented to the Project Board in the activity SB3 Authorize Stage or Exception Plan for approval. Once approved the Project Manager would be asked to start executing the next management stage, starting in CS1 Authorize a Work Package. It is not likely that a normal end of a stage would lead to a premature closure.

Closing A Project (CP)

Closing A Project is the process where the Project Manager prepares the document to close the project. The project is actually closed when the Project Board authorizes the project close in the activity DP5 Authorize Project Closure. The Closing A Project process is used when the Project Board requests the Project Manager to premature close the project via the activity DP3 Authorize Project Closure or via the activity DP4 Give Ad-hoc Direction. The Project Manager would first clean up everything to get a good picture of what can be handed over. This is done in the activity CP1 Prepare Normal Closure and CP5 Prepare Premature Closure. In the activity CP2 Hand Over Products the Project Manager looks at what he can hand over and what additional work might need to be carried out with the products that cannot be handed over. Once this is done the Project Manager goes to the activity CP3 Evaluate The Project where the Project Manager updates the PID and Registers, creates the End Project Report basically giving a total summarized overview of everything the project has achieved, and updates the Benefits Review Plan to show what reviews still need to be carried out in time after the project has been closed.



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