



BRIEFING PAPER

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PRINCE2

PRINCE ~ **Projects in Controlled Environments** ~ was first developed in 1989 as the standard approach to IT project management for UK government. Since then the method has been enhanced by the Office of Government Commerce (www.ogc.gov.uk) to become a generic, best practice approach for all types of projects. PRINCE2 has been widely adopted and adapted by both the public and private sectors and is now the UK's de facto standard for project management. There is also a rapidly growing international interest and a very large number of Project Managers who have passed the PRINCE2 Practitioner examination which is administered by the APM Group (www.prince2.org.uk).

Components of Project Management

PRINCE2 provides best practice guidance on every component of Project Management

- **Business Case** creation and usage
- Project management team **Organisation**
- Use of **Plans** for the project, for each stage and each individual work package
- Effective decision-making through appropriate **Controls** for time, cost etc.
- Continuous Management of Risk
- How to manage and ensure appropriate **Quality in a Project Environment**
- **Configuration Management** of the valuable assets created during a project
- Managing scope and requirements through effective **Change Control**



Key PRINCE2 Concepts

» Customer and Supplier-side Interests

PRINCE2 assumes a customer/supplier environment in which there is a customer who will specify the desired outcome and probably pay for the project and a supplier who will provide the resources and skills to create that outcome. The customer and supplier may or may not be part of the same organisation

» Project Initiation Document (PID)

The PID is the focal point for all information relating to the 'what, why, whom, how, when and where' of the project so that it can be agreed by key stakeholders and then kept up-to-date and used for guidance and information for those involved in the project.

» Staged Reviews of Project Viability

It is impossible to predict the exact outcome, cost and timeframe of a project at the start, and change is inevitable so deviations from plan must be allowed. However, plans must be reviewed, updated and the continued viability of the project must be checked at pre-planned Stage points, and whenever deviations beyond agreed tolerances occur.



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The PRINCE2 Process Framework

- » **Starting Up a Project (SU)**
 - Agreeing the management team
 - Defining an overall brief and approach
- » **Initiating a Project (IP)**
 - Initial planning of the overall project
 - Refining the Business Case and risks
- » **Directing a Project (DP)**
 - Authorising continuation at each Stage
 - Authorising deviations outside tolerances
 - Authorising Project Closure
- » **Controlling a Stage (CS)**
 - Commissioning work packages
 - Keeping the project on track
- » **Managing Product Delivery (MP)**
 - Managing individual work packages
- » **Managing Stage Boundaries (MP)**
 - Planning the next Stage
 - Updating all PM documentation
- » **Closing a Project (MP)**
 - Project decommissioning
 - Project evaluation and follow-on actions
- » **Planning (MP)**
 - Frequent planning and re-planning
 - Activities, work products, risks

Specific PRINCE2 Techniques

PRINCE2 details step-by-step techniques for

- Output-driven **Product Based Planning**
- A **Change Control** process for agreeing potential changes and fixing faults
- **Quality Reviews** of project documents

PRINCE2 Roles and Responsibilities

- Project Board: consists of the Executive, Senior User(s) and Senior Supplier(s)
- Executive: ultimate project success
- Senior User(s): overall specification of requirements and final sign-off
- Senior Supplier(s): final project delivery
- Project Manager: delivery of required project products on time, within budget
- Team Manager(s): delivery of products as defined by the Project Manager
- Project Assurance: independent checking of project outputs and progress
- Project Support: specialists and admin
- Configuration Librarian: asset custody
- Project Support Office (PSO): a pool of PM consultancy and support skills

Further information

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About RADTAC

RADTAC provides Consulting, Training and Delivery Services for Agile Methods, Project Management, Systems Development and Process Improvement.

We provide unique in-depth expertise across a full range of services; including Certified Training in PRINCE2, ITIL, Scrum, DSDM / Atern, XP, Lean, and Agile Unified Process.