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# **7 STEPS To YOUR PRINCE2 Foundation**

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**David Geoffrey Litten**

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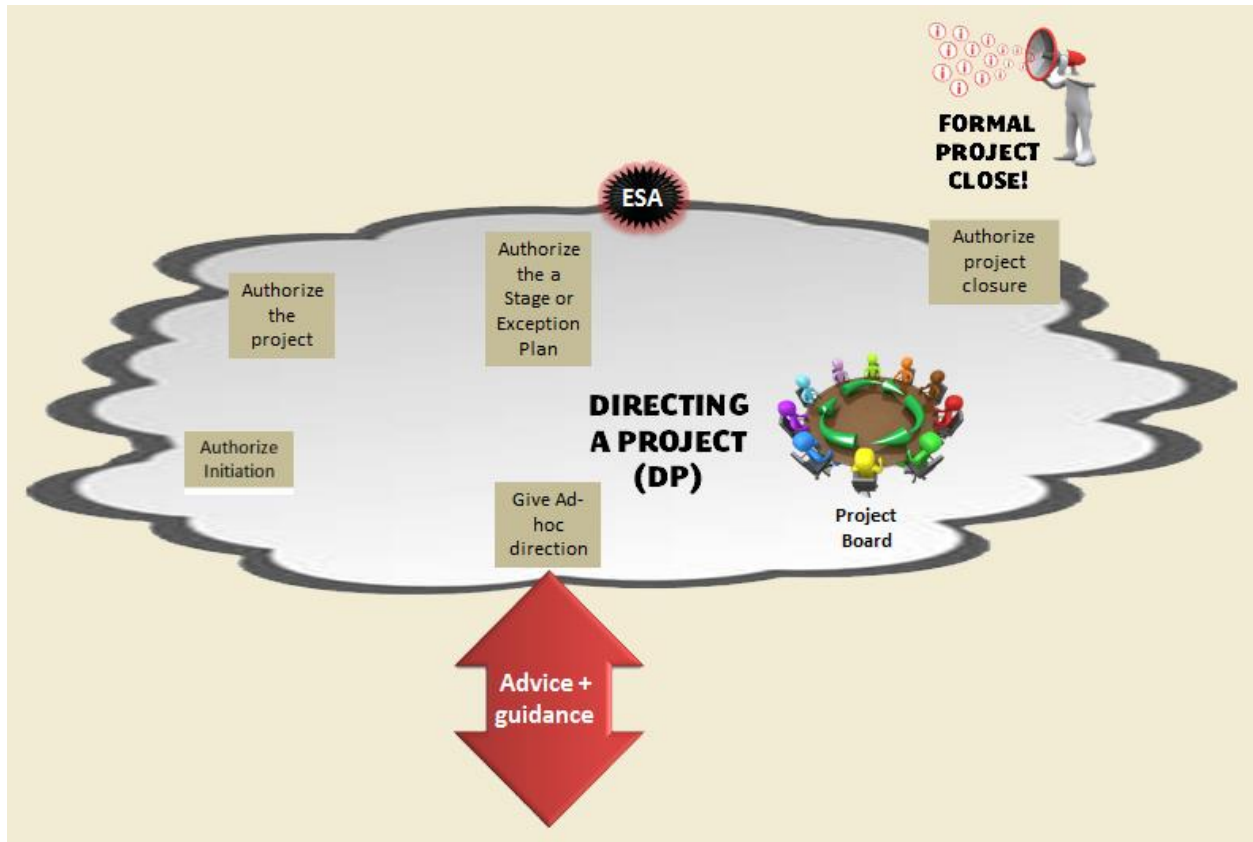


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# Directing a Project (DP)

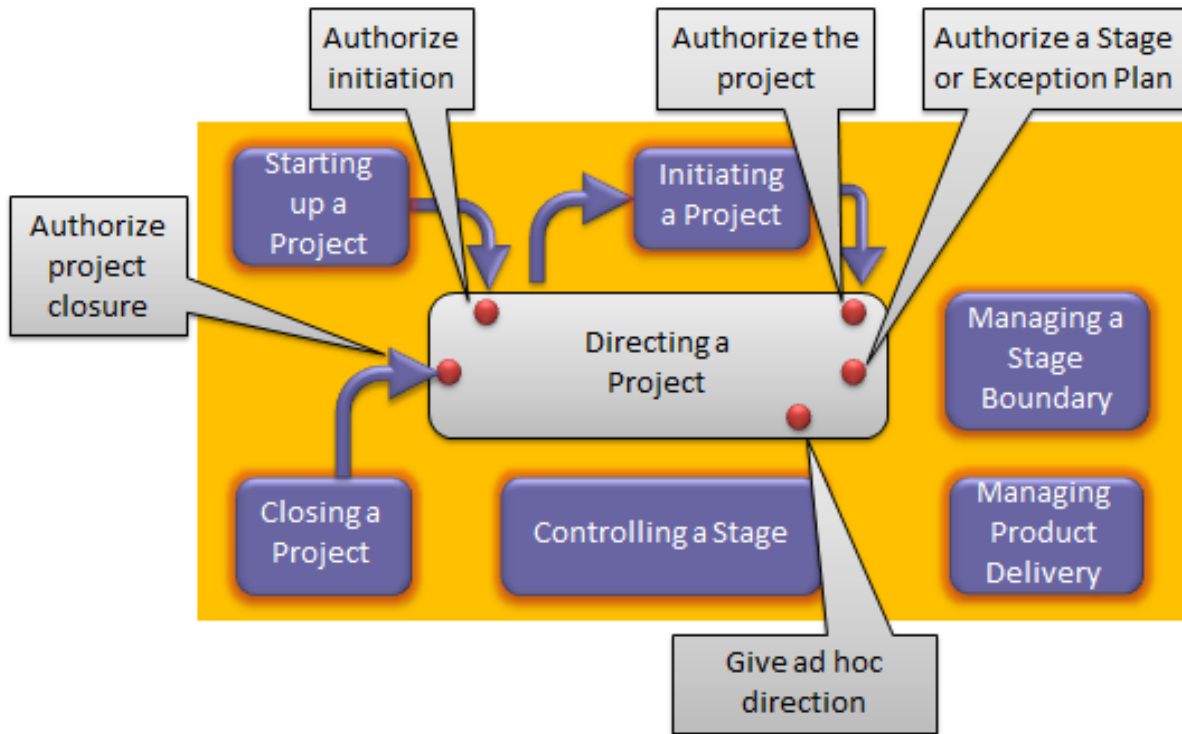


This process is used by the Project Board whose roles represent the business, users and suppliers.

The purpose of the Directing a Project process is to enable the Project Board to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the Project Manager.

One main objective is that management direction and control are provided throughout the project's life, and that the project remains viable.

Directing a Project starts on completion of the Starting Up a Project process and is triggered by the request to initiate a project. The Project Board should provide unified direction and guidance to the Project Manager.



The process has five trigger activities:

- Authorize initiation.** When the Project Manager has created the management products within the **Starting Up a Project** process, they will issue a request to initiate the project, and this activity will allow the Project Board to make a decision whether or not to proceed to the Initiation stage.

One of the outputs from this activity is to notify corporate or programme management plus other interested parties, that the project has been authorized.

- Authorize the project.** When the Project Manager has created the management products within the **Initiating a Project** process, they will issue a request for authorization to deliver the project, and this activity will allow the Project Board to make a decision whether or not to proceed with the rest of the project.
- Authorize a Stage or Exception Plan.** This activity serves two purposes both coming from the Managing a Stage Boundary process, and hence it may be triggered from either one of those. They are, a request from the Project Manager to approve the Next Stage Plan, or, a request from the Project Manager to approve an Exception Plan.
- Give ad hoc direction.** This serves as an open communication channel both to and from the Project Board. It is the destination used for the Highlight, Exception or Issue Reports, or advice request from the Project Manager and to and from corporate/programme management.

- **Authorize project closure.** This is the last activity undertaken by the Project Board prior to its own disbandment. It is also used to advise corporate/programme management.
- Consider how the Directing a Project supports the seven PRINCE2 Principles:
- **Continued business justification.** The Executive is responsible for the Business Case, and at each of the five processes (apart from Give ad hoc direction), the Business Case is reviewed and assured that it remains viable
- **Learn from experience.** At each of the five processes (apart from Give ad hoc direction), the Lessons Log is used as an input so that lessons are learned throughout the project. AT the end of the project (although it could be generated at each stage end as well), the Lessons Report is authorized and distributed.
- **Defined roles and responsibilities.** The Project Board roles and who should fill them along with their responsibilities are agreed and appointed in the starting Up a Project process, and tailored as required throughout the project.
- **Manage by stages.** The Project Plan shows the stages in terms of timing within the Project Plan and the Project Board both contribute to this as well as authorizing it.

In addition the Project Board authorizes the project one stage at a time to the Project Manager. Each successive stage does not start until the Project Board has approved its Next Stage Plan.

- **Manage by exception.** Tolerances are set for each stage by the Project Board, and the Executive is accountable to corporate/programme management for ensuring the project falls within their project tolerance. The activity Authorize a Stage or Exception Plan is used when managing exceptions.
- **Focus on products.** Management products within the PID are created and the PRINCE2 product-based planning technique is used for Project Plan and Stage Plan creation. All of these are approved by the Project Board.
- **Tailor to suit the project environment.** The Project Approach was designed taking into consideration the entire project environment, and this will be used here as a key input to all management products which are approved by the Project Board. The Project Board is tailored in terms of how their roles are filled or shared.

This process is aimed at the Project Board. The Project Board manages and monitors via reports and controls through a number of decision points.

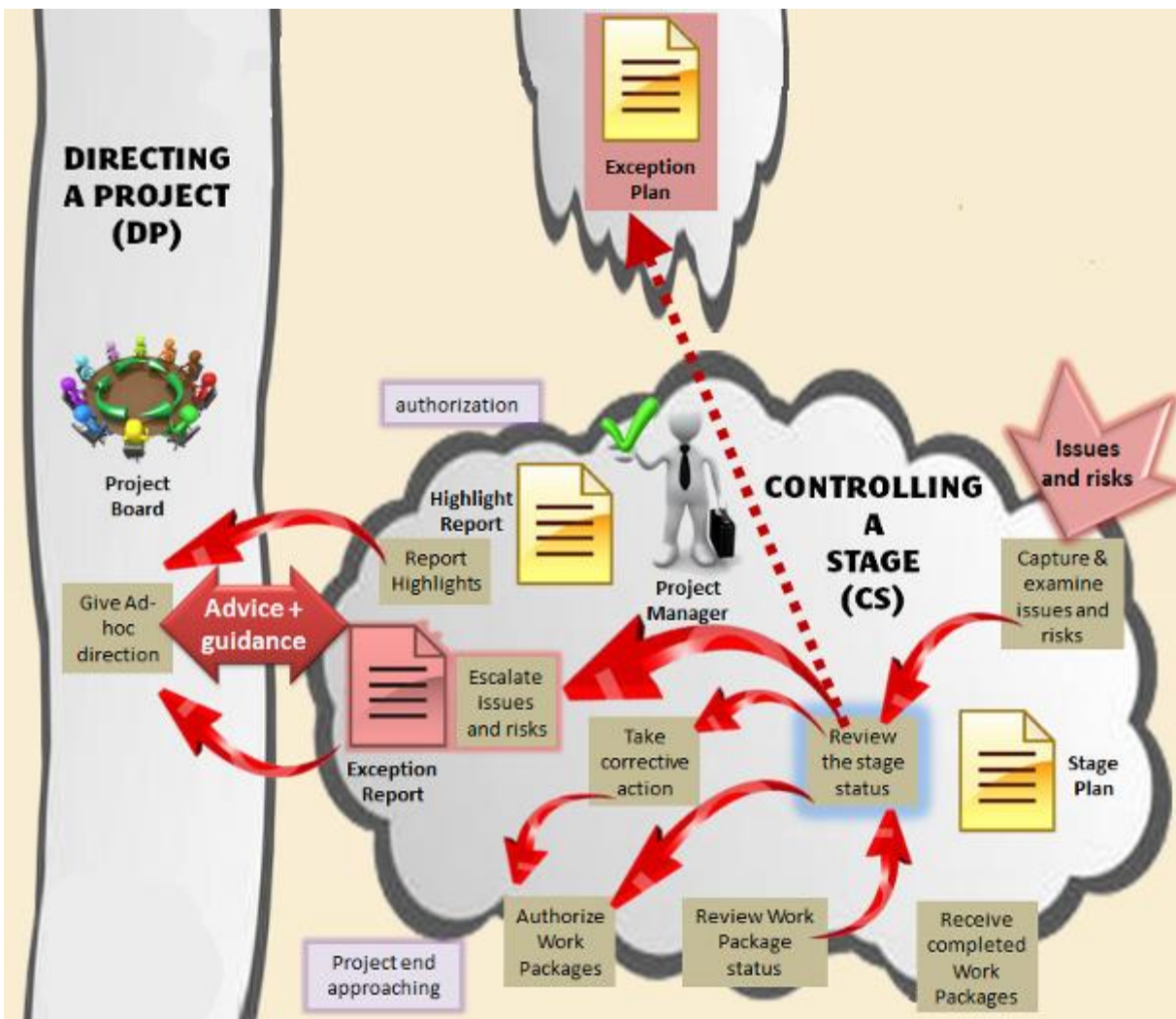
This process does not cover the day-to-day activities of the Project Manager.

The Project Board is accountable for the project's success by making all the key decisions, and must have the authority to exercise overall control and commit resources during the project life cycle.

The Project Board manages by exception, monitors via reports, and controls through a number of decision points.

The Directing a Project process runs from the start-up of the project until its closure.

### Controlling a Stage (CS)



The Project Manager is given responsibility for day-to-day management of the project, one stage at a time.

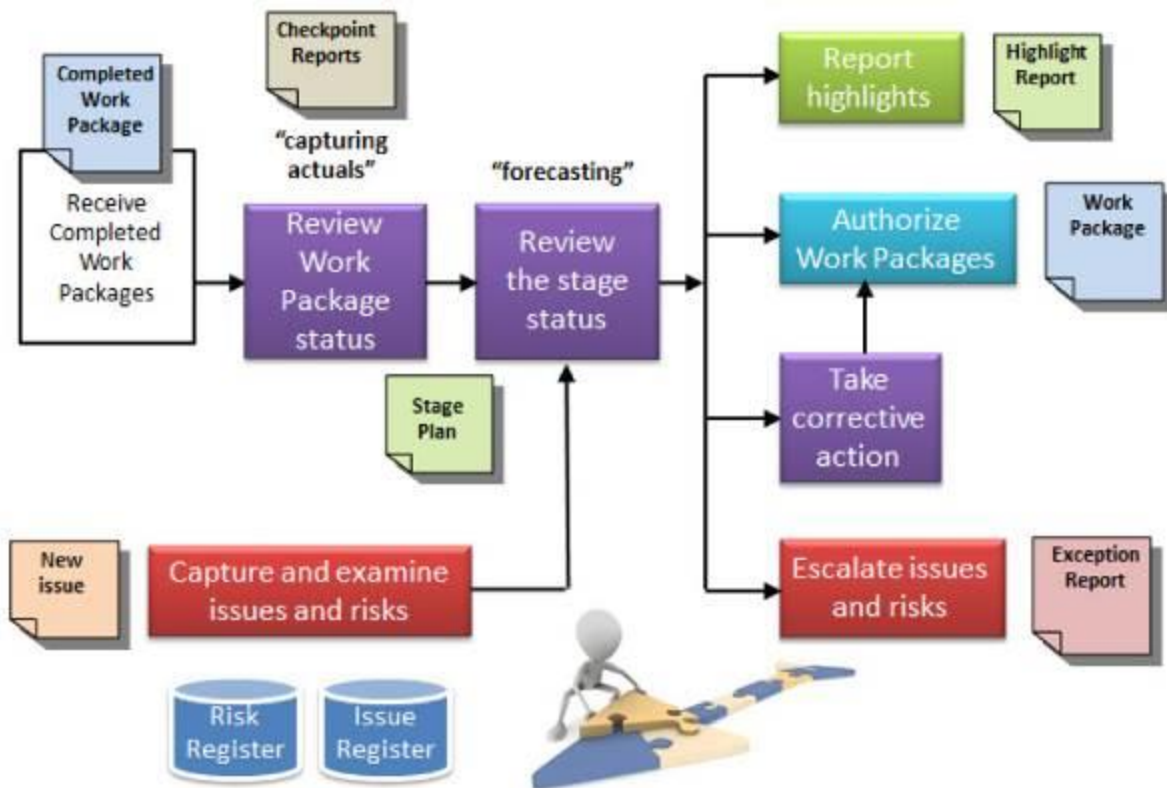
The purpose of the Controlling a Stage process is to assign work to be done, monitor such work, deal with issues, report progress to the Project Board, and take corrective action to ensure that the stage remains within tolerance.

As part of an End Stage Assessment (or an Exception Assessment), the Project Board will approve the Next Stage Plan (or Exception Plan), ask for a new draft, or possibly prematurely close the project.

They will also advise the Project Manager how often they want to receive Highlight Reports in the next stage, and they will set Stage Tolerance so that “Management By Exception” can operate.

Controlling a Stage is triggered when:

- A new stage is authorized by the Project Board
- An Exception Plan is approved
- When the Project Board gives advice during a stage
- If a new issue is raised
- When the Team Manager issues a Checkpoint Report
- When a Work Package is completed





The Controlling a Stage process is focused on delivery of the stage's products to stated standards, keep risks under control, the Business Case under review, deliver within the stage cost, work effort and duration, and within the agreed tolerances.

The Controlling a Stage process will issue and receive Work Packages (which define and control the work to be done), with the Managing Product delivery process.

Once a decision has been taken to proceed with work and resources have been committed, the project management team must be focused on delivery within the tolerance laid down.

The Project Manager has the authority, providing the stage is forecast to fall within Tolerance, to take the appropriate corrective actions that they believe necessary.

Note that the Project Board Executive is responsible for the Business Case but regular management and updating of that document may be delegated to the Project Manager.

Controlling a Stage consists of the following key activities:

- Authorizing work packages and ensuring that they are accepted by the Team Manager or specialist team
- Receiving regular feedback on the Work Package status, and assessing the bigger picture of actual stage progress
- Receiving advice of completed Work Packages and ensuring that they are complete and all arrangements have been carried out in a satisfactory manner
- Create regular Highlight Reports to keep the Project Board informed of stage progress – both in terms of actual progress and future forecast. The Highlight Report will also contain information such as budget, schedule, issue, risk, and tolerance situations.
- Reviewing the remainder of the stage and ensuring that it can be completed within tolerance, and taking corrective action if needed, when the stage is forecast to complete within tolerance
- Capture and examine project issues or risks including an impact analysis on each
- Escalate project issues or risks to the Project Board if tolerance is forecast to be exceeded, via an Exception Report

The process forms the core of the Project Manager's effort on the project, being the process which handles day-to-day management of the project.

## Here is how the Controlling a Stage process supports the seven PRINCE2 Principles:

- **Continued business justification.** The Project Manager checks the Risk Register to assess their impact on the Business Case and if necessary escalates this to the Project Board. In addition the regular Highlight Reports provide the Project Board with the stage status and the Tolerance situation.
- **Learn from experience.** As part of the Review the stage status activity, the Project Manager updates the Lessons Log.
- **Defined roles and responsibilities.** When issuing a Work Package, part of its content agrees responsibilities for both managing and creating the products within it, and the roles required to carry out quality checking of the products.
- **Manage by stages.** The Controlling a Stage process, as its name suggests, ensures management and control of the stages products. The process ensures that each stage is completed successfully, and that effective and timely corrective action is taken whenever required.
- **Manage by exception.** Tolerances are set for each stage by the Project Board, and the Project Manager is responsible for managing the stage within tolerance bounds.
- **Focus on products.** Each Work Package includes a Product Description and its associated quality criteria to ensure the products are fit for purpose.
- **Tailor to suit the project environment.** The Controlling a Stage process is tailored via its Stage Plan to ensure a formality balance is struck to ensure it remains in control.

The stage tolerance is set in consideration of the products to be developed and the stage environment. The Work Packages are also tailored to suit the nature and environment of the products to be created.

## The importance of the PID as an input to Controlling a Stage

The Project Initiation Documentation is used throughout the Controlling a Stage process and as an input to the CS activities:

- **Authorize a Work Package.** The PID will give information regarding the project controls, the quality standards, and how the products are to be handed over (via the Configuration Management Strategy).
- **Review the stage status.** Check the **Issue Register** to see if any issues will impact the **Business Case, Stage Plan** or **Project Plan**.
- **Report Highlights.** This summary information about the stage will be contained in the Communication Management Strategy.

- **Communication Management Strategy** is to check the procedures and external parties that need to be informed. Report the status of risks as per the Risk Management Strategy document.
- **Escalate issues and risks.** For both of these, the Project Plan, Stage Plan and Business Case should be examined to check for tolerance deviations and options.

The Foundation exam insists that you know how to use the following management products in the Controlling a Stage process:

**How to use The Issue Report.** During the **Review the stage status** activity, the Issue Register is checked and the **Issue Report** updated if needed. Also in the **Capture and examine issues and risks** activity, the **Issue Report** is updated based on modified or new issues or risks.

**How to use The Issue Register.** This is updated when the **Authorize a Work Package** activity is used.

**How to use The Risk Register.** This is updated when the **Authorize a Work Package**, **Review Work Package status**, **Capture and examine issues and risks**, **Take corrective action**, and **Review the Stage status** activities are used.

**How to use The Quality Register.** This is updated when the **Authorize a Work Package**, **Review Work Package status**, **Review completed Work Packages**, **Report Highlights**, and **Review the Stage status** activities are used.

**How to use The Checkpoint Reports.** These are used as an input to the **Review Work Package status** activity, **Review the stage status** activity, and the **Report Highlights** activity.

**How to use The Plans.** The **Stage Plan** is used as an input and a modified output to the **Authorize a Work Package** activity, the **Review Work Package status** activity, the **Receive completed Work Package** activity, the **Review the stage status** activity, and the **Report Highlights** activity.

The **Project Plan** is used as an input to the **Review the stage status** activity, the **Capture and examine issues and risks** activity, and the **Escalate issues and risks** activity,

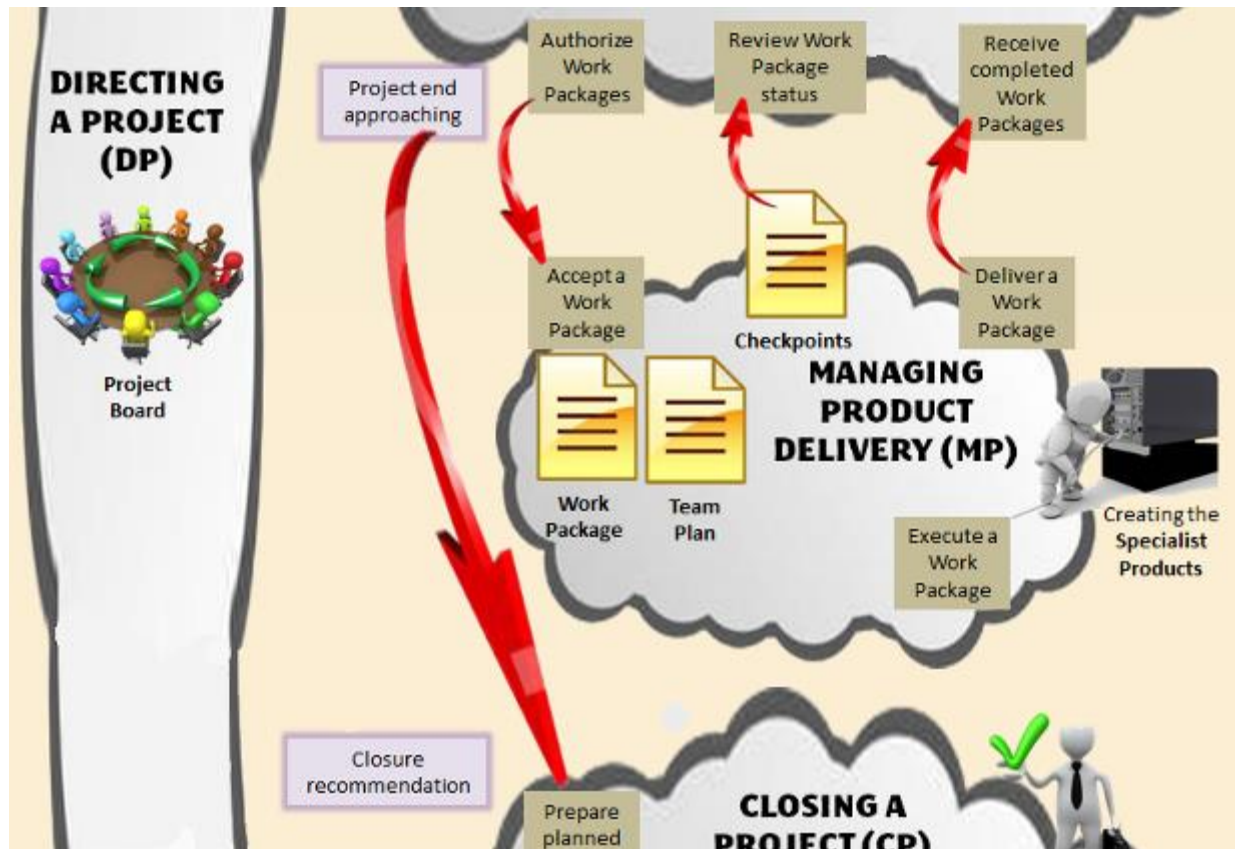
**How to use The Product Description.** This is obtained to include in the Work Package for the **Authorize a Work Package** activity.

**How to use The Configuration Item Record.** These are updated in the **Authorize a Work Package** and **Review Work Package status** activities. In addition they are used as an input and updated during the **Take corrective action** activity. Since these records show the status of each product, it makes sense that the above activities should involve them.

**How to use The Product Status Account.** These are requested during the **Review the Stage status** and **Report Highlights** activities to check for any variations between planned, reported and actual status.

**How to use The Lessons Log.** These are updated during the **Review the Stage Status** activity, and it is used as an input for the **Report Highlights** activity

## Managing Product Delivery (MP)



The purpose of the Managing Product Delivery process is to control the link between the Project Manager and the Team Manager(s) by placing formal requirements on accepting, executing and delivering project work.

The role of the Team Manager(s) is to coordinate an area of work that will deliver one or more of the project's products.

PRINCE2 takes the view that the job of the Project Manager is to manage the team, not to do the work of product creation.

MP allows a controlled break between the Project Manager and product creation/provision by third party or internal suppliers.

Managing Product Delivery ensures that allocated work for the team is authorized and agreed so that all are clear what is to be produced and on what work effort, cost and timescales. In addition to ensure that the products meet expectations and are delivered within tolerance.

It is important that accurate and timely progress information is given to the Project Manager at a frequency as agreed within each Work Package.

If the Managing Product Delivery process uses external suppliers and they are not using PRINCE2, this Process can provide a statement of the required interface between the Team Manager and the PRINCE2 method.

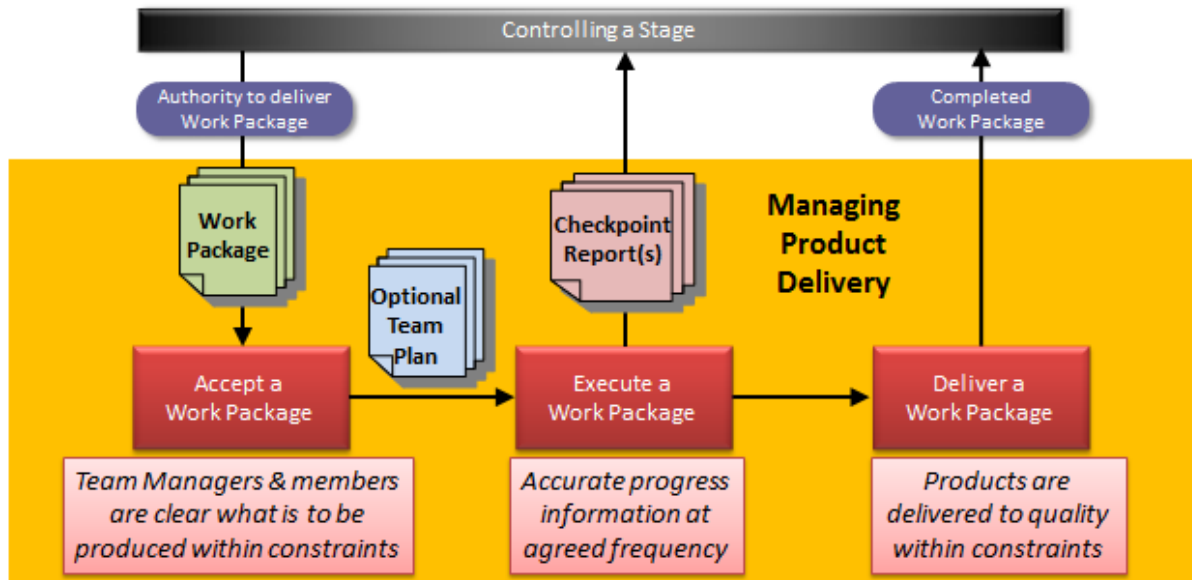
The objective of this process is to ensure that planned products are created and delivered by:

- Making certain that work on products allocated to the team is authorized and agreed
- Accepting and checking Work Packages
- Ensuring that work conforms to the requirements of interfaces identified in the Work Package
- 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.

The Stage Plan is split into Work Packages (each containing at least one Product Description); these are authorized by the project manager, and then given to the specialist team who needs to agree that they will carry out the Work Package.

Optionally, a Team Plan can be created as part of agreeing the Work Package.

Each Work Package includes a Product Description for each product to be created, and this includes how the quality for each product is to be checked and approved.



Once the Work Package has been agreed then work will start in creating the products within the work package, and carrying out quality checks such that the products meet the quality criteria contained within each Product Description. Tolerances for the Work Package must be first agreed.

The Quality Register is updated if needed as part of the Accept a Work Package activity, and is again updated as quality checks occur in the Execute a Work Package activity.

As each product is approved, arrangements must be made so that the product is protected from change or damage. If the product type allows, the product will often be returned to the Configuration Librarian.

The specialist team or the Team Manager must keep the Project Manager informed of the Work Package progress, by sending regular Checkpoint Reports (or meetings) to the project manager, and keeping the Quality Register updated.

The Quality Register contains planned, and eventually, actual dates of all specialist product quality checks.

Once all products have been approved and authorized, then the work package is complete.

As each Work Package is finished, the Project Manager must agree that the work and product creation is satisfactory. This may trigger a new Work Package, or preparation for an End Stage Assessment.

## How the Managing Product Delivery process supports the seven PRINCE2 Principles:

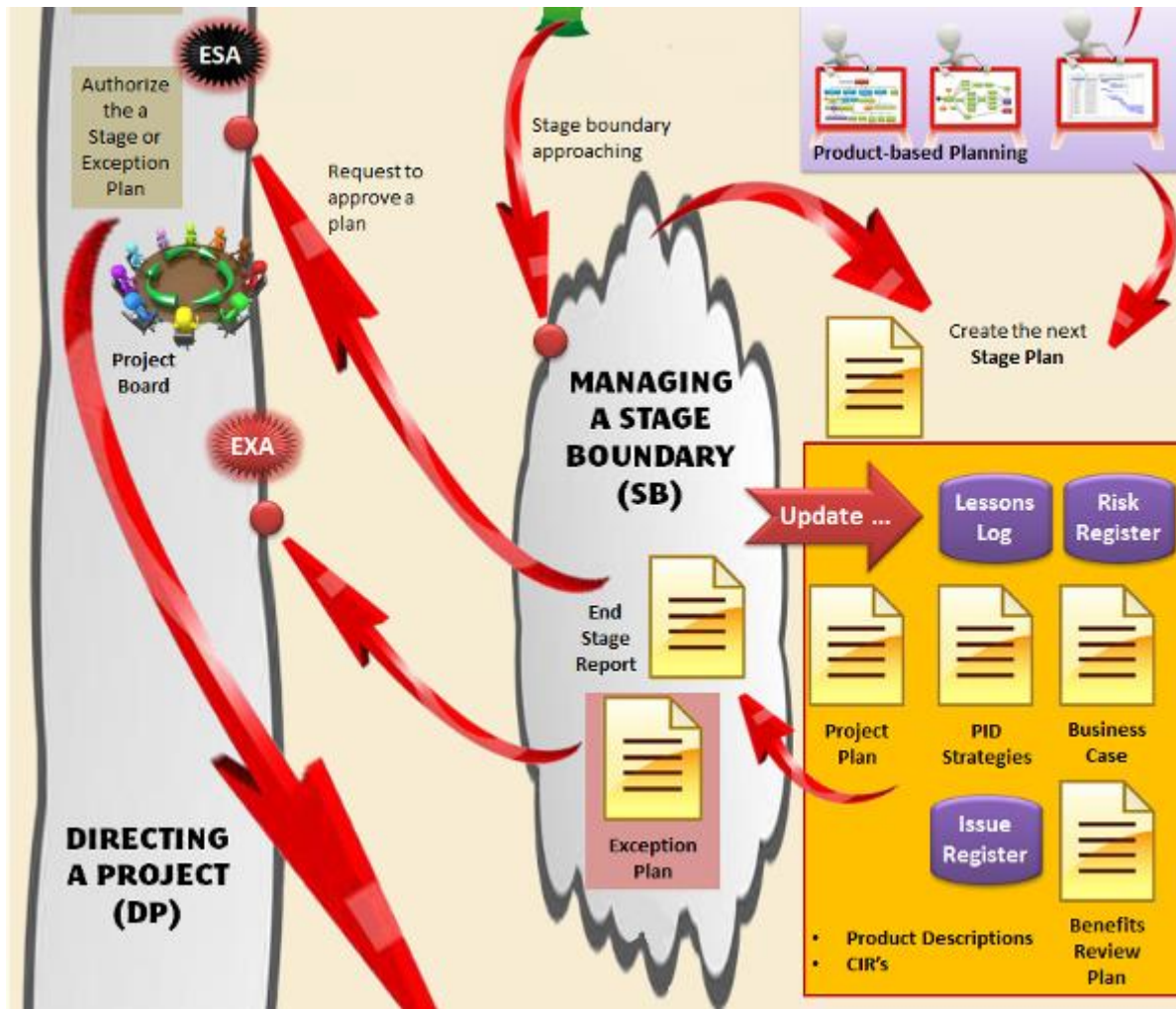
- **Continued business justification.** This process does not directly involve the project Business Case (indeed, the suppliers may have their own business case). However, Managing Product Delivery supports continued business justification because of the formal link between this and the Controlling a Stage process.
- The team can only start work (and hence consume cost and time) with the agreement and consent of the Project Manager.
- **Learn from experience.** The Checkpoint Reports notify the Project Manager of the Work Package status and includes and lessons from the team as part of the Work Package execution.
- **Defined roles and responsibilities.** The Work Package names who is authorized to manage the work, who should be providing or receiving information, who will carry out the quality checks, and who will approve each product.
- **Manage by stages.** This is not directly met within the Managing Product Delivery process, however, the process is only used within a given management stage.

If future work is needed in a further stage by the team or organization, this will always form a separate Work Package in that future stage.

- **Manage by exception.** Tolerances are optionally set for each Work Package (at the discretion of the Project Manager)
- **Focus on products.** Each Work Package includes a Product Description and its associated quality criteria to ensure the products are fit for purpose.
- **Tailor to suit the project environment.** The Managing Product Delivery process is tailored in its level of formality, such as the level of detail contained within the Work Package, Checkpoint Reports and Team Plan, and whether one or more can be stated verbally rather than written down.



## Managing a Stage Boundary (SB)



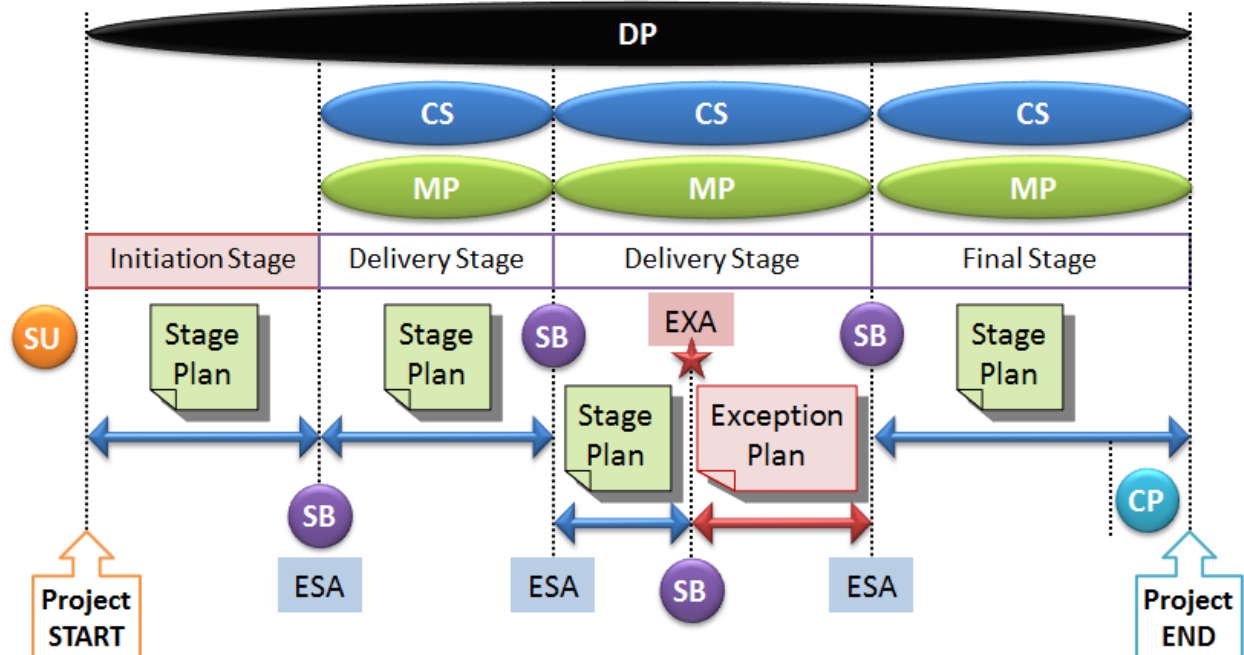
This process is only used for one of two purposes:

- The preparation for an End Stage Assessment leading to approval or otherwise of the Next Stage Plan, or...
- The preparation for an Exception Assessment - leading to approval or otherwise, of an Exception Plan.

However, its complete purpose is to enable the Project Board to be provided with sufficient information by the Project Manager so that it can review the success of the current stage, approve the next Stage Plan (or an Exception Plan), review the updated Project Plan, and confirm continued business justification and acceptability of the risks.



It's important to understand, that IF the current Stage Plan is forecast to exceed tolerance bounds, and an Exception Plan is requested, then at an Exception Assessment (EXA), if that plan is approved, then, in effect, it replaces the remainder of the original Stage Plan and provides a plan for completing that stage:



I have also shown where **Managing a Stage Boundary** (SB) occurs, and that the final Stage Plan also includes those activities and cost to shut the project down in a controlled manner using the **Closing a Project** (CP) process.

This process provides the Project Board with key decision points on whether to continue with the project or not.

The objective of the Managing a Stage Boundary process is to:

- Assure the Project Board that all products in the current stage have been completed and approved.
- Prepare the next Stage Plan
- Review and update if needed, the Project Initiation Documentation.
- Provide information to assess the project continued viability including the aggregated risk exposure
- Provide and lesson to help this project in later stages or other projects
- Request authorization to start the next stage

For Exceptions:

- Prepare an Exception Plan
- Seek approval to replace Project Plan (for when Project Tolerance is to be exceeded), or the Stage Plan for the current stage with the Exception Plan.

The Project Manager will do most of the preparation work, assisted by Project Assurance, Project Support, and often, the specialist team in terms of the Team and Stage Plan.

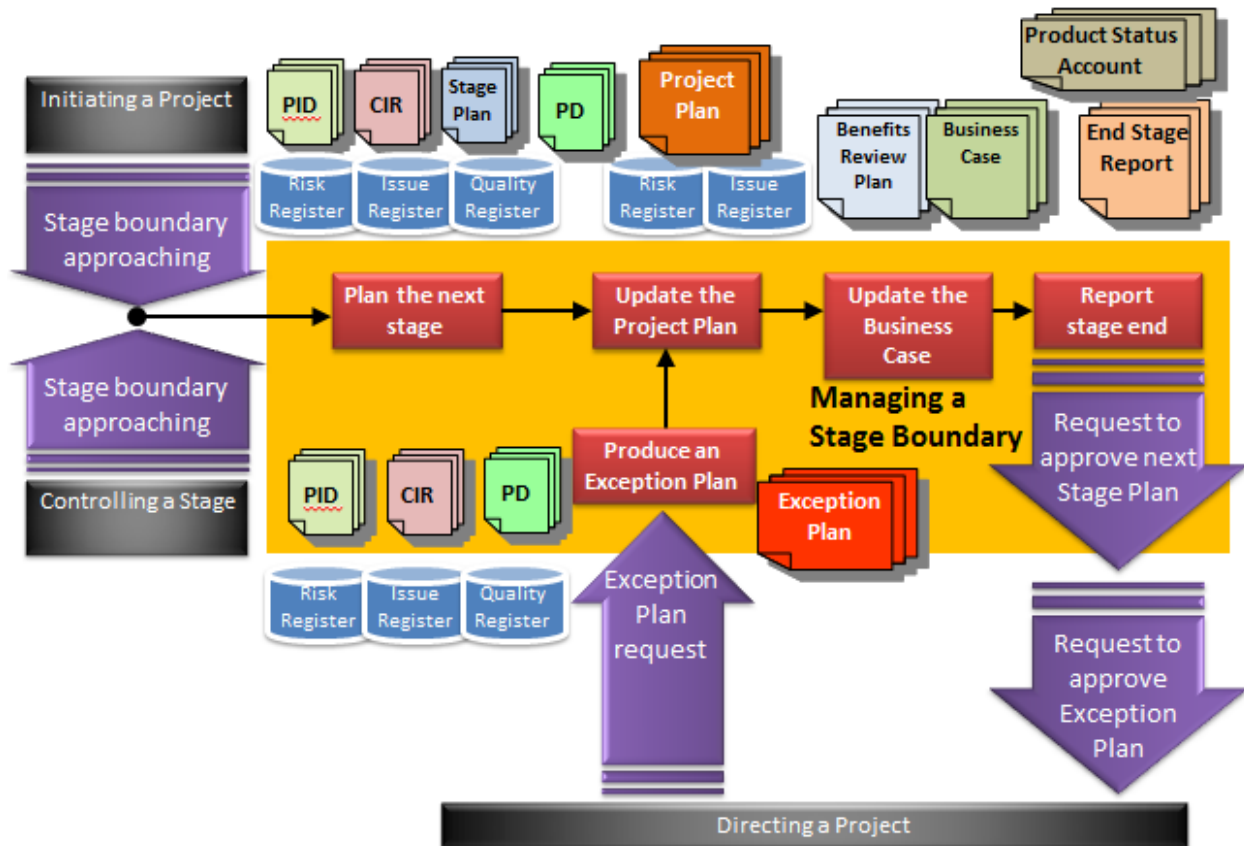
SB is used at the end of each stage apart from the last – when the Closing a Project process is used to review the last stage progress.

In summary, SB is used to create and update all relevant project information so that the Project Board can make an informed choice about whether or not to proceed with the project.

### **How the Managing a Stage Boundary process supports the seven PRINCE2 Principles:**

- **Continued business justification.** The Project Plan is updated and the Business Case based on progress thus far and the remainder of the project. The Business Case is used as part of the information to decide whether to proceed or not.
- **Learn from experience.** The Lessons Log is used create the next Stage Plan, and to create the Lessons Report for or other projects.
- **Defined roles and responsibilities.** as
  - review at the End Stage Assessment/Exception Assessment and used for future stages in this project
- **Manage by stages.** Managing a Stage Boundary supports this by ensuring that at the end of each stage, the current stage must complete successfully, the next stage plan and associated documents must be updated and approved, before the project can transition into the next stage.
- **Manage by exception.** Managing a Stage Boundary supports this by creating an Exception Plan when requested by the Project Board, along with associated documentation ready for approval or otherwise by the Project Board.
- **Focus on products.** The next Stage Plan uses product based planning, and the current stage products must be approved before transition to the next stage is even considered.
- **Tailor to suit the project environment.** Each Stage Plan and the related Work Packages are tailored as needed to suit the project environment.

SB provides sufficient information to the Project Board to review the current stage, approve the next stage plan, review the updated Project Plan and Business Case to ensure continued viability, and that the aggregated risks and countermeasures are acceptable.



The above diagram looks complicated, but it is really straight forward - starting top left:

As the stage boundary of the current stage approaches, the Project Manager creates the **Next Stage Plan**, and as a consequence this includes new or modified products, and their **Product Descriptions** (PD) and activities.

Notice that when in the **Initiating a Project** process, the Next Stage Plan will be triggered from that process rather than from **Controlling a Stage**. The quality checking activities for the new Product Descriptions are entered on the **Quality Log**.

**Configuration Item Records** are created for the products, and the **PID** is updated. As a result of planning, the **Risk Register** is updated with new risks and any issues captured on the **Issue Register**.

Now the Project Manager needs to 'harmonize' the **Project Plan** as a result of the new Stage Plan plus to capture the latest end of stage actuals and new forecast, and again any new risks or issues from the Project Plan are entered in their Registers.

Next we need to update the **Business Case**. The Executive is responsible for this, so the Project Manager consults with that role to review and update it.

The **Benefits Review Plan** may need to be updated with the results from any benefit reviews and to acknowledge any Products that have gone into operational status during the stage.

The results of the stage (via the **End Stage Report**) should be reported back to the Project Board so that progress is clearly visible to the project management team.

The Project Manager will want to request a **Product Status Account** from project support to confirm the true status of all the stage products.

**Configuration Item Records** are amended or created, and the **Benefits Review Plan** updated. Also, the End Stage Report is generated to summarize the stage and project status, and a Lessons Report is created if required.

This then triggers the Project Manager to request to approve the next Stage Plan at an **End Stage Assessment**.

So what if instead of reaching the stage end, the exception process has been triggered? Again, referring to the above diagram, the Project Board using the Directing a Project process, requests the Project Manager to create an Exception Plan.

As you can see, it is a very similar set of products that are created or updated.

Once the Exception Plan is created, the following activities are the same as for a next Stage Plan, resulting in an End Stage Report, but this time requesting the approval of the Exception Plan which will be reviewed at an **Exception Assessment**.

Here is a summary of the various management products used as inputs into the **Managing a Stage Boundary** process:

You will need to know how the following **key documents inputs** are used in the **Managing a Stage Boundary** process:

**Project Initiation Documentation.** This includes the Quality, Risk, Configuration and Communication Strategies in particular. Used as an input in its entirety when creating any one of the types of plan, since all of the strategy documents will be used as well as the Business Case, and so on. Those activities are, **Plan the next stage, Update the Project Plan, and Produce an Exception Plan.**

**Business Case.** This is used as an input to the **End Stage Report** in the **Report Stage end** activity.

**Communication Management Strategy.** This is used as an input to the End Stage Report to check who should receive it.

**Next Stage Plan.** This is used to update the Project Plan.

**Exception Report.** This is used as an input to the **Produce an Exception Plan** activity.

**Configuration Item Records.** These are used as an input to **Plan the Next Stage** and **Produce an Exception Plan** as there will be new or modified products.

**Product Status Account.** This is used to inform the **End Stage Report** of the latest product status as in input to the **Report Stage end** activity.

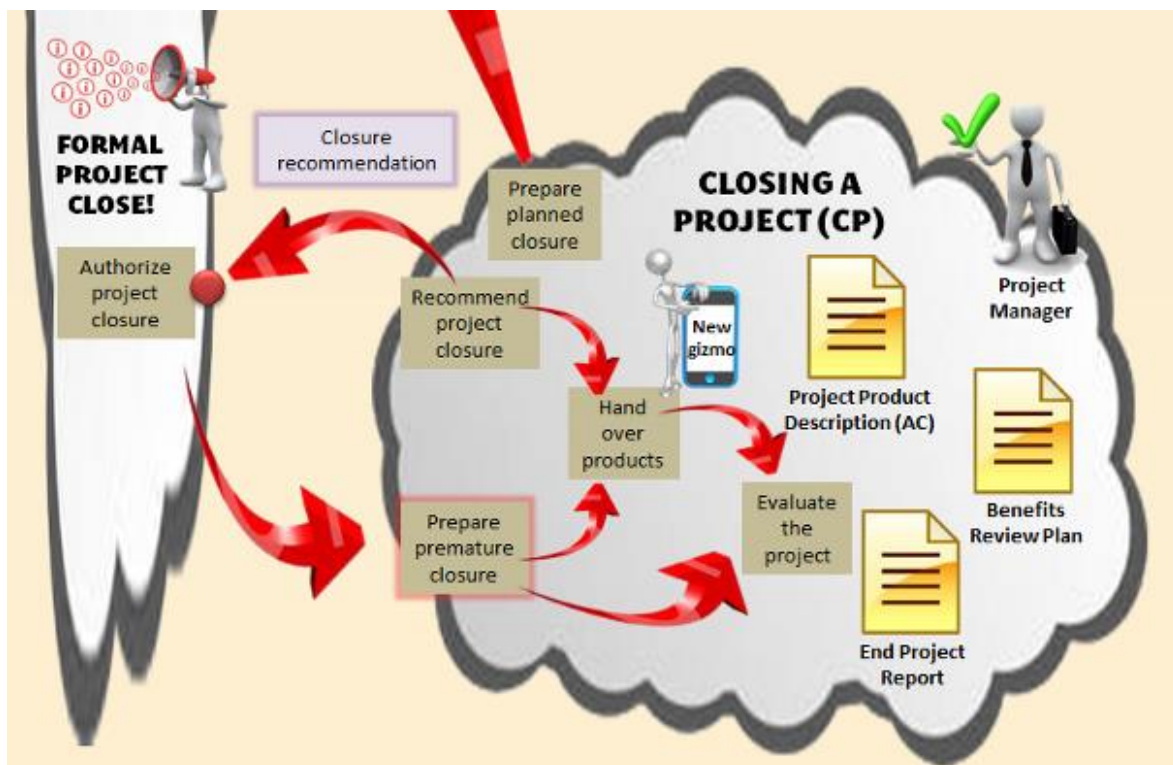
**The Benefits Review Plan.** This is used as an input and updated with latest status in the **Update the Business Case** activity and also as an input to inform the **End Stage Report** in the Report Stage end activity.

**Issue Register and the Risk Register.** These are used as an input to all the SB activities apart from the **Update the Project Plan** activity. These are updated in all the activities apart from the **Report stage end** activity.

**Lessons Log.** This is used as input for the **Next Stage Plan** in the **Plan the next stage** activity, and as an input to create the **End Stage Report** in the **Report stage end** activity.

In summary, SB is used to create and update all relevant project information so that the Project Board can make an informed choice about whether or not to proceed with the project.

### Closing a Project (CP)



The purpose of this process is to provide a fixed point at which acceptance for the project product is confirmed, and to recognize that the objectives set out in the original PID have been met – or that the project has nothing more to contribute.

One of the defining features of a project is that it is finite -- in that it has a start and an end. If the project loses this distinctiveness, it loses some of its effectiveness of a purely operational management approaches.

This process may be used for either a "natural" close or a premature close should one ever be necessary. Closure activities should be planned and included as part of the final **Stage Plan**.

As part of closure, the project management team can be disbanded and project costs should no longer be incurred.

**Closing a Project** is triggered during the last stage after all specialist products have been created.

Before closure of the project can be recommended (via a closure recommendation sent to the Project Board), the Project Manager must ensure that the expected results have all been achieved and delivered.

The objectives of the **Closing a Project** process is to:

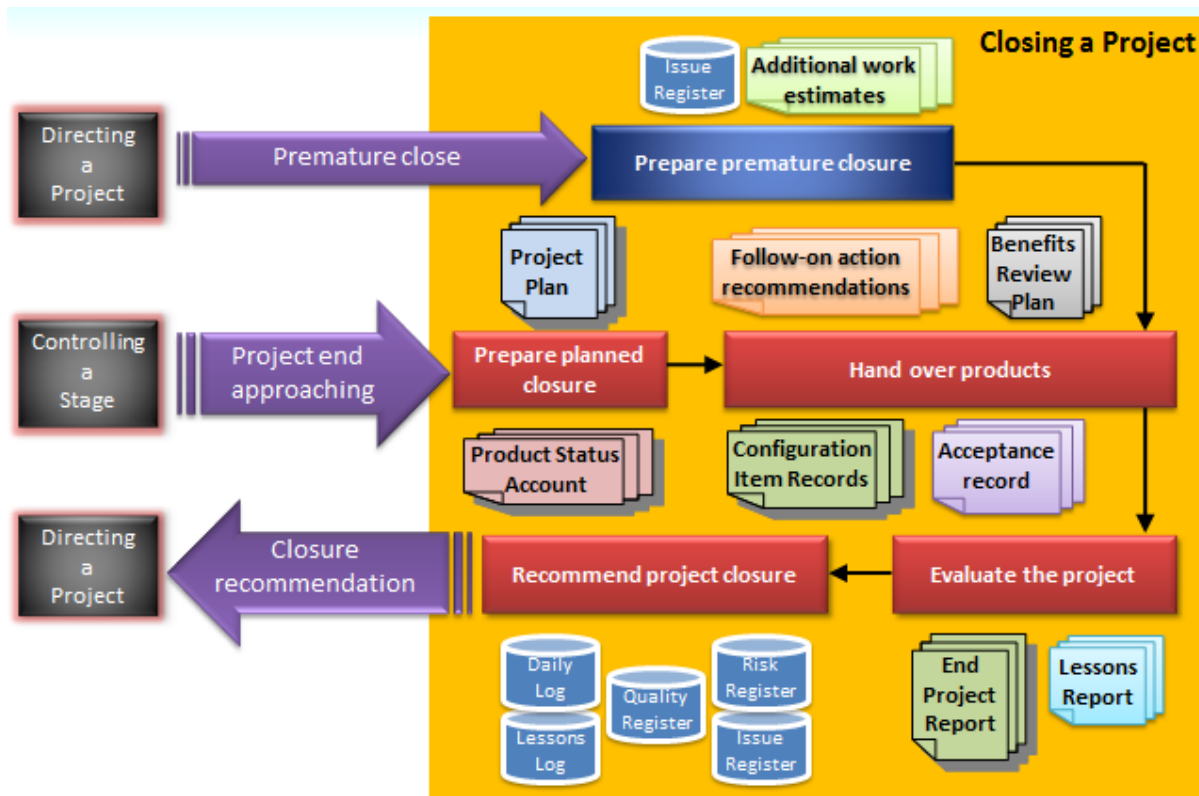
- Gain user acceptance of the project's products
- Ensure the host site is able to support the products
- Review the project performance against its baselines
- Assess any benefits that have already been realized
- Update the forecast and plan a review for remaining benefits
- Address all open issues and risks with follow-on actions

#### **How the Closing a Project process supports the seven PRINCE2 Principles:**

- **Continued business justification.** When undertaking the Evaluate the project activity, the expected benefits in the Business Case should be assessed to confirm which have been realized and which have not.
- **Learn from experience.** The Lessons Report is created by the Project Manager containing lessons that could be applied to future projects.

- **Defined roles and responsibilities.** The Benefits Review Plan will identify who is to be responsible for continuing benefit realization after project closure including identifying support and maintenance responsibilities via the Configuration Management Strategy document.
- **Manage by stages.** Closing a Project includes the closure activities of the final project stage.
- **Manage by exception.** The **Closing a Project** activities take place within the last stage, and as such, if there is a threat of exceeding tolerance bounds, an Exception Report is raised to trigger the exception process.
- **Focus on products.** The Hand over product activity ensures there are the expected products by gaining and Acceptance record, and the Closing a Project includes completion of several management products.
- **Tailor to suit the project environment.** The final Stage Plan will have been tailored to suit the formality, environment and logistics of project closure.

**Closing a Project** should not be used in a final stage solely for the purpose of closing the project, but should always be used within the last stage where specialist products are being created via the **Managing Product Delivery** process, and the **Closing a Project** process is triggered once all the specialist products are complete.



The objective of the **Closing a Project** process is to have a fixed point at which the project product is accepted, and that this is confirmed, and to agree that the Project Initiation Documentation objectives have been met.

This process is also used should a need arise for a premature close.

The process covers the Project Manager's work to wrap up the project either at its end or at a premature close.

Most of the work is to prepare input to the Project Board to obtain its confirmation that the project may close.

With reference to the above diagram, here are the activities within Closing a Project:

**Prepare planned closure.** Update the **Project Plan** with actual data, request a **Product Status Account** to determine that the products have met their quality criteria and have been approved.

Confirm that the project has delivered in the **Project Product Description**.

**Prepare premature closure.** This is the same as above, but since it is premature, many of the intended objectives were either not met, or could not be met. So the **Issue Register** is updated to record the premature close, the Project Plan is updated with actuals, a **Product Status Account** is requested to check what is done and what is left,

**Hand over products.** The products must be passed to an operational and maintenance environment prior to the project being closed. When handing over the products, the **Benefits Review Plan** may need updating to include the post-project benefit reviews.

The **Configuration Management Strategy** should be checked to see how the products are to be handed over, and the Configuration Item Records updated to show that each product's status is now operational.

Using the **Issue Register** and the **Risk Register**, any uncompleted work, issues and risks should be included in the prepare follow-on action recommendations.

**Evaluate the project.** Here, the Project Manager, in consultation with the project management team, prepares the **End Project Report** and the **Lessons Report** which uses the **Lessons Log** as its source information.

**Recommend project closure.** The Project Manager raises a draft project closure notification along with a closure recommendation to the Project Board and uses the **Communication Management Strategy** document to identify all those who need to know the project is closing.

All Registers and Logs are closed and project information is archived as per the **Configuration Management Strategy** to permit future audit of the project.



Closure activities should have been included within the final stage plan, the project team can now be disbanded, and project costs should no longer be incurred.

The Executive should inform corporate or programme management that the project has closed.

# PRINCE2 Fast Trak



**PMPrimer** Tube



## PROCESSES

### Directing a Project (DP)

This process is used by the Project Board whose roles represent the business, users and suppliers. They are accountable for the project's success by making all the key decisions, and must have the authority to exercise overall control and commit resources during the project life cycle. The project board manages by exception, monitors via reports, and controls through a number of decision points.

**Manage By Exception.** This is done by releasing the project to the project manager one stage at a time, and setting a tolerance band that the stage must complete within. The project board is: kept informed of stage status by regular highlight reports from the project manager, and controls via decision points

If the stage is forecast to exceed tolerance, then the project manager brings this to the project board's attention by issuing an Exception Report. The project board will then decide to either prematurely close the project, or to request an Exception Plan, which if authorized by them, will replace the existing stage plan that would no longer finish within tolerance. There is no need for "regular progress meetings".

The project board meets to authorize the Initiation Stage, then again to authorize the project by signing off the Project Initiation Documentation. After this they will meet at the end of each stage (End Stage Assessment), or if required, at an Exception Assessment, to agree or not that the project should continue. At project end, the project board meets for a final time to confirm that the project should be closed.

The project board is also responsible for communicating with external interested parties, including keeping corporate or programme management notified of project status and progress.

The sub-process "Giving Ad-Hoc Direction" is used as a communication path both within, and external to the project. All other sub-processes are "event-driven" in that the project board brought together to provide direction and authorization as and when needed. The project board is the authority to close the project (or issue a premature close), and will ensure that the end product has been accepted and handed over, and that post-project benefits are managed and reviewed.

## PROCESSES

### Managing a Stage Boundary (SB)

This process is only used for two purposes: preparation for an End Stage Assessment leading to approval or otherwise of the next stage plan, or... preparation for an Exception Assessment - leading to approval or otherwise, of an Exception Plan. The project manager will do most of the preparation work, assisted by Project Assurance, Project Support, and often, the specialist team in terms of the Team and Stage Plan.

SB is used at the end of each stage apart from the last – when the Closing a Project process is used to review the last stage progress. SB provides sufficient information to the Project Board to review the current stage, approve the next stage plan, review the updated Project Plan and Business Case to ensure continued viability, and that the aggregated risks and countermeasures are acceptable.

This process includes updating the Risk, Issue, and Quality Registers, the latter to include the quality check plan dates for the next stage products. Configuration Item Records are amended or created, The Benefits Review Plan updated to acknowledge any Products that have gone into operational status, the End Stage Report is generated to summarize the stage and project status, and a Lessons Report is created if required.

Checking that the Project Management Team members are still appropriate, or that new members are required, e.g. a new supplier is needed in the next stage. Is the Project Approach still working, and does the Project Quality Plan strategy need adjusting? Does the Communication Plan need updating for new interested parties? Update the Configuration Item Records to ensure that they are in agreement with the actual status of products.

An End Stage Report is prepared to present to the project board summarizing the results of the current stage along with the high level of view of the project and business case. This is accompanied by the Next Stage Plan. In summary, SB is used to create and update all relevant project information so that the project board can make an informed choice about whether or not to proceed with the project.

## PROCESSES

### Controlling a Stage (CS) Part One

The project manager is given responsibility for day-to-day management of the project, one stage at a time. As part of an End Stage Assessment (or an Exception Assessment), the Project Board will approve the Next Stage Plan (or Exception Plan), ask for a new draft, or possibly prematurely close the project.

They will also advise the Project Manager how often they want to receive Highlight Reports in the next stage, and they will set Stage Tolerance so that "Management By Exception" can operate.

The CS purpose is to assign work via authorizing Work Packages, monitor the work progress, deal with risks and issues, report progress to the Project Board – or escalate issues, and take corrective action to ensure the stage remains within tolerance. Once a decision has been taken to proceed with work and resources have been committed, the project management team must be focused on delivery within the tolerance laid down.

The project manager is responsible for managing issues, and making adjustments within Tolerance if necessary.

During the stage, the project manager must ensure that the stage's products are being created, passing their quality criteria and being approved, that the resources used and forecast are sufficient for the remainder of the Stage, that the risks are kept under control, and the business case kept under review.

The Project Manager has the authority, providing the stage is forecast to fall within Tolerance, to take any corrective action that they believe necessary. Note that the Project Board Executive is responsible for the Business Case but regular management and updating of that document may be delegated to the Project Manager.

## PROCESSES

### Controlling a Stage (CS) – Part Two

Controlling a Stage consists of the following key activities:

1. Authorizing work packages and ensuring that they are accepted by the Team Manager or specialist team
2. Receiving regular feedback on the Work Package status, and assessing the bigger picture of actual stage progress
3. Receiving advice of completed Work Packages and ensuring that they are complete and all arrangements have been carried out in a satisfactory manner
4. Create regular Highlight Reports to keep the Project Board informed of stage progress – both in terms of actual progress and future forecast. The Highlight Report will also contain information such as budget, schedule, issue, risk, and tolerance situations.
5. Reviewing the remainder of the stage and ensuring that it can be completed within tolerance, and taking corrective action if needed, when the stage is forecast to complete within tolerance
6. Capture and examine project issues or risks including an impact analysis on each
7. Escalate project issues or risks to the project board if tolerance is forecast to be exceeded, via an Exception Report

## PROCESSES

### Managing Product Delivery (MP)

The objective of this process is to ensure that planned products are created and delivered by the specialist team under the control of a Team Manager or the team themselves. PRINCE2 takes the view that the job of the project manager is to manage the team, not to do the work of product creation.

MP allows a controlled break between the project manager and product creation/provision by third party or internal suppliers. The Stage Plan is split into Work Packages (each containing at least one Product Description), these are authorized by the project manager, and then given to the specialist team who needs to agree that they will carry out the Work Package. Optionally, a Team Plan can be created as part of agreeing the Work Package.

Once the Work Package has been agreed then work will start in creating the products within the work package, and carrying out quality checks such that the products meet the quality criteria contained within each Product Description.

As each product is approved, arrangements must be made so that the product is protected from change or damage. If the product type allows, the product will often be returned to the Configuration Librarian.

The team or Team Manager must keep the project manager informed of the Work Package progress, by sending regular Checkpoint Reports (or meetings) to the project manager, and keeping the Quality Register updated.

The Quality Register contains planned, and eventually, actual dates of all specialist product quality checks. Once all products have been approved and authorized, then the work package is complete, and the project manager must be informed so that this can be agreed.

As each Work Package is finished, the Project Manager must agree that the work and product creation is satisfactory. This may trigger a new Work Package, or preparation for an End Stage Assessment.

## PROCESSES

### Closing a Project (CP)

The purpose of this process is to provide a fixed point at which acceptance for the project product is confirmed, and to recognize that the objectives set out in the original PID have been met – or that the project has nothing more to contribute. One of the defining features of a project is that it is finite -- in that it has a start and an end. If the project loses this distinctiveness, it loses some of its effectiveness of a purely operational management approaches.

This process may be used for either a "natural" close or a premature close should it ever be necessary. Closing a Project is triggered during the last stage after all specialist products have been created. It should not be used in a final stage solely for the purpose of closing the project.

The objective of Closing a Project, is to have a fixed point at which the project product is accepted, and that this is confirmed, and to agree that the Project Initiation Documentation objectives have been met. This process is also used should a need arise for a premature close.

These activities need to happen:

- Verify user acceptance of products
- Ensure operations and maintenance are able to support the products
- Review the project performance against its baselines
- Assess any benefits that have already been realized, forecast the remaining benefits and plan their review
- Capture open issues and risks with the follow-on action recommendations

Closure activities should have been included within the final stage plan, the project team can now be disbanded, and project costs should no longer be incurred. The executive should inform corporate or programme management that the project has closed.



**Here are the main points of Directing a Project:**

**Here are the main points of Managing a Stage Boundary:**

**Here are the main points of Controlling a Stage:**

**Here are the main points of Managing Product Delivery:**

**Here are the main points of Closing A Project:**