The PAM Series ©

Practical **A**id **M**emoirs for the workplace

PAM 6 'Projects'

3nd Edition

'Have a plan, Remain flexible, Achieve the aim'

Communication Training Improvements

PAM 1 ‘Communication’

PAM 2 ‘Training’

PAM 3 ‘Improvement’

PAM 4 ‘Logistics’

PAM 5 ‘The Food Safety Miscellany’

PAM 6 ‘Projects’

PAM 7 ‘Interaction’

Forward

The original motivation to write a series of Practical Aide Memoirs, PAMSs was taken after witnessing and experiencing the absence of some assistance at work to help jog the memory or provide some guidance. Sometimes people just need a reminder, a nudge to get them along the way again. The PAMs provide sufficient information to allow the reader to easily digest the content and put it into practice at the workplace.

Essentially, Practical Aide Memoirs are just that, practical. The PAMs are intended to assist planning, decision making and action. The resultant action is intended to improve the workplace performance of individuals and teams, lifting those Key Performance Indicators, sustainably. The PAMs are about creating an environment of success.

PAM 1 is about laying the foundations. PAM 1 starts with the individual, then places the individual within and around the team. The team function is examined, and we look at motivation. PAM 1 also makes clear the distinction between leaders, managers and roles. Throughout PAM 1 there is an emphasis on communication skills, an orientation towards objectives and outcomes, and reflective practice.

PAM 2 puts the framework in place. The PAM establishes and maintains the learning environment and sets in place a culture of personal and professional development. PAM 3 builds on PAMs 1 and 2 and is all about creating an environment of Continuous Improvement. While based on sound Lean and Projects principles, this PAM remains practical due to the principle of being 'applied'; easy to grasp and transferable into the workplace.

PAM 4 provides a practical guide to logistics. The PAM has been put together to act as a springboard to a review of logistics and planning for the optimisation of operations. There is a degree of overlap in the PAM to facilitate the sections being read in any order. The logistics function is often overlooked in the business, which leads to inefficiencies and loss. A focus on logistics is a major contributing factor to success. PAM 5 is a tour of topics relevant to Food Safety and is meant to serve as a point of reference. The importance of maintaining a food-safe environment cannot be over-stated and PAM 5 aims to contribute towards that mission. PAM 5 is a handy guide to have at the workplace in support of training and development.

PAM 6 'Projects' is derived from an established, well-known framework and is presented as a series of templates that can be adapted for use at the workplace. The approach offers a structured, flexible, and product-based approach to project management that can be applied across industries and sectors. PAM 7 takes PAM 1 further and is a focus on advanced communication and coaching based on a Visual, Auditory, Kinaesthetic, Olfactory and Gustatory structure of language

Combined, the PAMs represent a Systems Approach to workplace improvements.

David Browne

Contents

Introduction to PAM 4 ‘Projects’

‘Projects’ is built around clearly defined processes and is product-focused, emphasising the delivery of high-quality project outputs. It is process-driven, meaning that projects are broken down into stages with clear steps and guidelines for managing these stages, ensuring control and regular review.

PAM 6 content is derived from ‘PRINCE2’ (Projects in Controlled Environments). The Principles, Themes and Processes will be recognisable. Similarly, ‘Projects’ is a structured project management methodology that provides a framework for delivering projects successfully. ‘Projects’ is designed to be scalable, flexible, and applicable to projects of any size, complexity, or industry. The templates provided in this Practical Aide Memoir are meant to act as a springboard for locally produced project products.

Benefits of using ‘Projects’

Implementing ‘Projects’ offers numerous benefits that enhance project management effectiveness and increase the likelihood of project success.

Enhanced control

- **Structured Framework**: ‘Projects’ provides a clear structure for managing projects, ensuring that all necessary aspects are addressed systematically.
- **Stage Management**: By dividing projects into manageable stages, ‘Projects’ allows for better oversight and control at each phase.

Improved communication

- **Defined Roles**: Clear roles and responsibilities facilitate effective communication and collaboration among team members and stakeholders.
- **Regular Reporting**: Consistent progress reporting ensures that everyone is informed about the project’s status, issues, and changes.

Increased flexibility

- **Tailoring**: ‘Projects’ ability to be tailored allows it to adapt to various project sizes, complexities, and industries.
- **Integration with Other Methodologies**: ‘Projects’ can complement other project management approaches, providing a balanced blend of structure and flexibility.

Focus on business justification

- **Value-Driven**: Continuous business justification ensures that projects deliver real value and align with organisational objectives.

- **Resource Optimisation**: By ensuring only viable projects are undertaken and continued, 'Projects' helps in optimal resource allocation.

Enhanced risk management

- **Proactive Approach**: 'Projects' emphasis on identifying and managing risks early helps in mitigating potential issues before they escalate.

- **Comprehensive Risk Strategy**: The methodology provides a structured approach to risk management, ensuring that risks are systematically handled.

Improved quality

- **Quality Criteria**: Defined quality standards ensure that deliverables meet stakeholder expectations and project requirements.

- **Continuous Quality Assurance**: Regular quality checks and controls maintain high standards throughout the project lifecycle.

Better decision-making

- **Clear Governance**: The Project Board's involvement ensures that key decisions are made by those with the authority and knowledge to do so.

- **Informed Decisions**: Comprehensive documentation and regular reporting provide the necessary information for effective decision-making.

Integration of Principles, Themes, Processes and Products

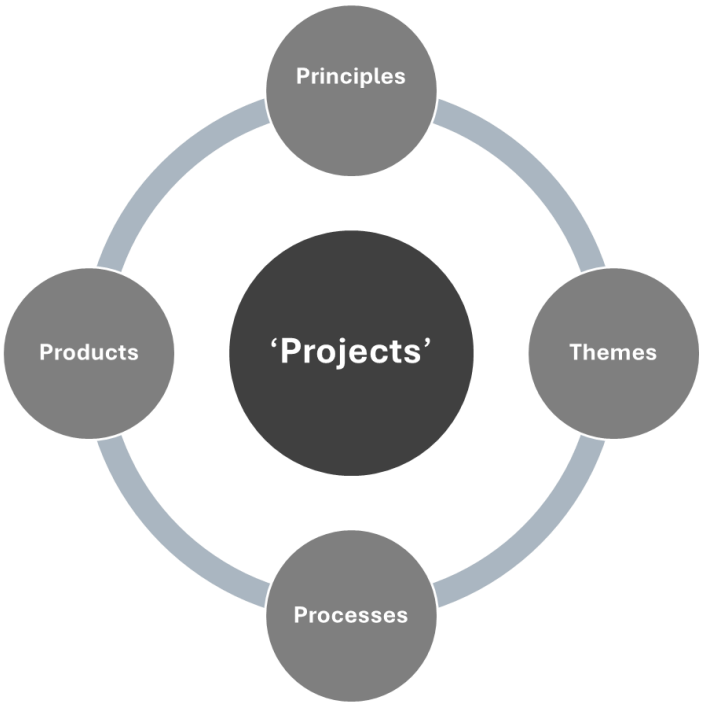
Understanding ‘Projects’ involves Recognising how its principles, themes, and processes interrelate to provide a cohesive framework for project management. Here's how they integrate:

Principles: Serve as the foundation, ensuring that the methodology is applied correctly and consistently across all projects. The focus on ‘Products’ ensures that the project defines clear deliverables like the app’s features, user interface, and performance criteria.

Themes: Address specific aspects of project management, providing detailed guidance on how to implement the principles in various areas such as quality, risk, and change. ‘Quality’ guides the team to establish quality criteria for each feature and conduct regular testing to ensure standards are met.

Processes: Outline the step-by-step activities required to manage a project from start to finish, ensuring that all necessary tasks are performed systematically. The ‘Managing Product Delivery’ process involves assigning specific work packages to developers, monitoring their progress, and ensuring that each feature meets the defined quality standards before integration.

Products: These are the templates that act as tangible guidelines for the project. They serve as a platform, a compass, sources of information and a means of accountability. A product-based project approach is often criticised as being too prescriptive and if adhered to too rigidly, it is. However, one of the key aspects of a product-based approach is to tailor the products (and process) to local needs and to remain flexible.



‘Projects’ roles and responsibilities

‘Projects’ defines a clear project management team structure to ensure accountability and clarity in decision-making. Key roles include:

Project Board

The Project Board is responsible for providing overall direction and decision-making throughout the project. It is typically composed of three key stakeholders:

- Executive: Represents the business interests and ensures the project delivers value.
- Senior User: Represents the end-users and ensures that the project meets their needs.
- Senior Supplier: Represents the technical and resource providers.

Project Manager

The Project Manager is responsible for the day-to-day management of the project. They ensure that the project is delivered on time, within scope, and to the required quality standards. The Project Manager manages risks, issues, and changes, and reports to the Project Board.

Team Manager

The Team Manager is responsible for delivering specific products within the project. They report to the Project Manager and oversee the work of the project team members.

Project Assurance

Project Assurance is an independent role that ensures the project is being managed properly. It provides oversight and ensures that the project remains aligned with its objectives, complies with quality standards, and follows ‘Projects’ principles.

Project support

The Project Support role involves administrative tasks, such as maintaining project documentation, tracking progress, and supporting communication efforts.

Change Authority

The Change Authority is responsible for assessing and approving changes to the project. They work with the Project Manager to manage changes without escalating every decision to the Project Board.

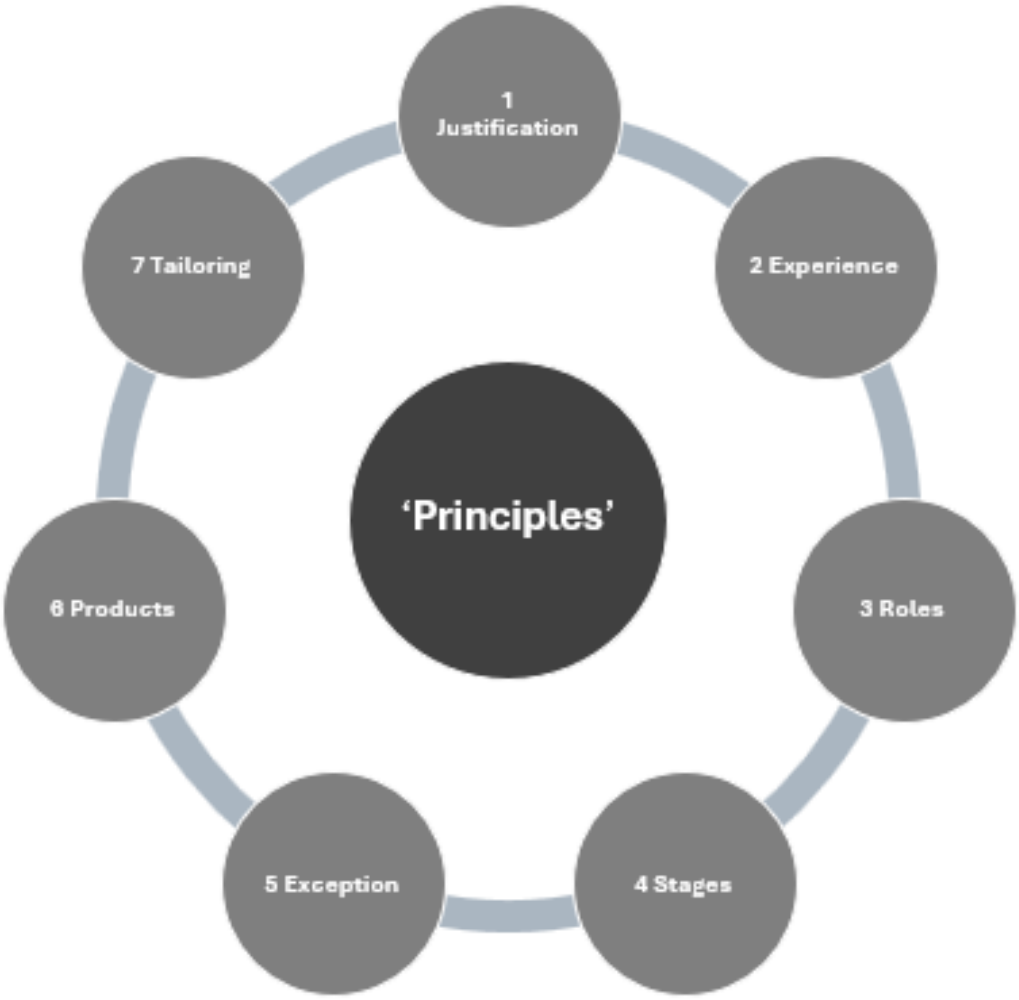
Tailoring ‘Projects’

‘Projects’ is designed to be tailored to fit the size, complexity, and risk profile of each project. Tailoring involves adjusting the scale and complexity of processes, documents, and controls to suit the project's needs. A small project may not need detailed documentation, whereas a larger, more complex project might require additional controls and reviews. PAM 6 is 'tailored' in order to make it more accessible, transferable and practical.

7

Project Principles

'Projects' is based on seven principles, which form the foundation for the methodology. These principles ensure that projects managed using 'Projects' follow best practices and remain aligned with organisational objectives. These principles are universal, self-validating, and empower the project team to tailor 'Projects' to their specific project environment.



1 Continued business justification

Every project must have a clear justification that continues throughout the project's life. The project must deliver value, typically measured through a **business case that outlines expected benefits**. If a project no longer has business justification, it should be closed or re-evaluated.

- **Business Case**: Central to this principle is the development and maintenance of a Business Case, which outlines the reasons for undertaking the project, the expected benefits, costs, risks, and the timeline for achieving these benefits.
- **Ongoing Viability**: The Business Case is not a one-time document but is regularly reviewed to ensure that the project remains viable, desirable, and achievable.
- **Decision Point**: If the Business Case is no longer valid, the project should be reassessed, amended, or terminated to prevent resource wastage.

Context: A company initiates a project to develop a new software application. Initially, the Business Case projects a significant increase in market share and revenue. Midway through the project, market conditions change, reducing the projected benefits. A review of the Business Case would determine whether to continue, modify, or halt the project based on the new reality.

2 Learn from experience

'Projects' emphasises learning and continuous improvement. Teams should document lessons from past projects and use them to inform future decision-making. Projects should always look at historical lessons, and teams should record new insights during the project life cycle.

- **Historical Lessons**: At the start of a project, the team should review lessons learned from past projects, identifying what worked well and what didn't.
- **Ongoing Learning**: Throughout the project, new lessons should be documented and shared to enhance decision-making and problem-solving.
- **Continuous Improvement**: This principle fosters a culture of continuous improvement, ensuring that each project benefits from collective knowledge and experience.

Context: If a previous project experienced delays due to inadequate stakeholder communication, the current project might implement more robust communication plans and regular stakeholder meetings to mitigate similar risks.

3 Defined roles and responsibilities

Projects require a clearly defined organisational structure with specific roles and responsibilities assigned to team members. ‘Projects’ defines a project management team structure that includes roles such as the Project Board, Project Manager, and Team Manager, ensuring everyone involved understands their part in the project.

- **Project Management Team Structure**: ‘Projects’ outlines a hierarchy of roles, including the Project Board, Project Manager, Team Managers, and other key roles.
- **Accountability**: Each role has defined responsibilities, ensuring accountability and clarity in decision-making and execution.
- **Communication**: Clear roles facilitate effective communication and coordination among team members and stakeholders.

Context: In a construction project, the Project Manager oversees the entire project, while the Team Manager is responsible for specific tasks like procurement or site management, ensuring that each aspect of the project is managed efficiently.

4 Manage by Stages

'Projects' breaks down projects into manageable stages, with clear milestones and reviews at the end of each stage. This ensures that the project is continually assessed for viability and that key decisions can be made at critical points.

Stage Characteristics:

- **Stage Planning**: Projects are divided into manageable stages, each with its own plan, objectives, and deliverables.
- **Stage Gates**: At the end of each stage, progress is reviewed, and a decision is made whether to proceed to the next stage.
- **Flexibility**: Managing by stages allows for better control, as issues can be addressed before moving forward, and adjustments can be made based on performance and changing circumstances.

Project Stages:

- Starting
- Initiating
- Controlling
- Closing

(See Section 'PROJECTS Processes')

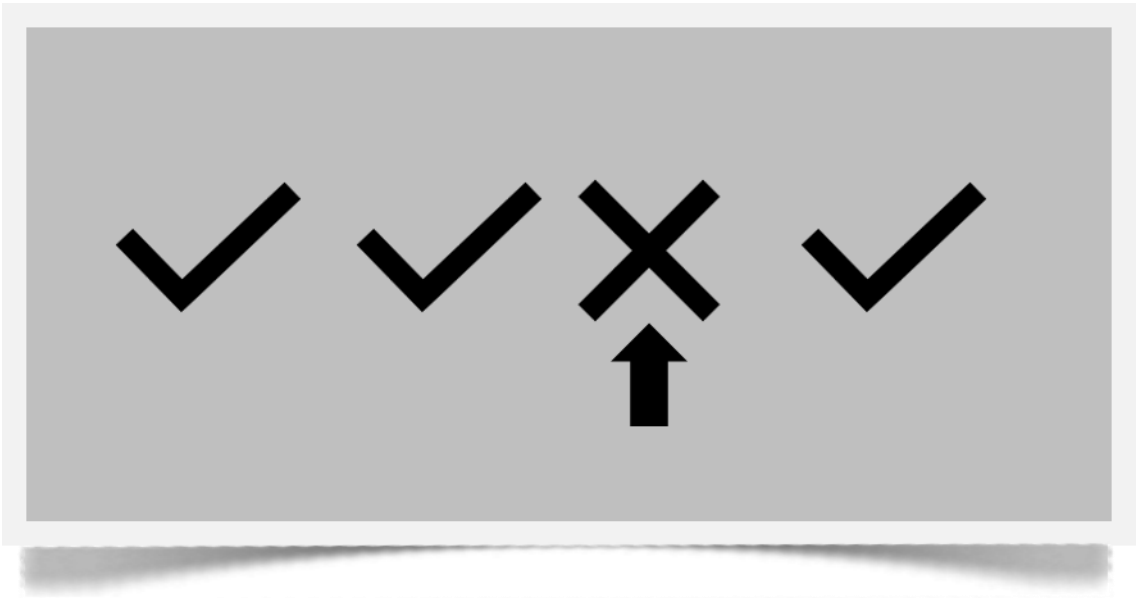
Context: A software development project might be divided into stages such as requirements gathering, design, development, testing, and deployment. After each stage, the project team reviews progress and determines whether to continue to the next phase.

5 Manage by Exception

One of ‘Project's key strengths is the concept of management by exception. Projects are managed according to pre-agreed tolerance levels for cost, time, quality, scope, risk, and benefits. If the project remains within these tolerances, day-to-day management is delegated to the Project Manager. If tolerances are exceeded, the Project Board is involved to make decisions.

- **Tolerances**: These are predefined limits for time, cost, quality, scope, risk, and benefits within which the project can operate without requiring higher-level intervention.
- **Delegation**: Day-to-day management is delegated to the Project Manager, who has the authority to manage within the set tolerances.
- **Escalation**: If a tolerance is forecasted to be exceeded, the issue is escalated to the Project Board for decision-making.

Context: If a project has a cost tolerance of ±10%, the Project Manager can manage expenses within this range. If costs are projected to exceed this tolerance, the Project Manager escalates the issue to the Project Board for guidance on whether to approve additional funding or make adjustments.



6 Focus on Products

'Projects' is product-based, meaning it focuses on defining and delivering high-quality project outputs (or products). Every project product is clearly defined, and the steps to deliver those products are laid out in advance, ensuring that projects are always outcome focused.

- **Product-Based Planning**: Projects are planned based on the products (deliverables) they need to produce, ensuring clarity on what needs to be achieved.
- **Quality Criteria**: Each product has defined quality criteria that must be met, ensuring that the final deliverables satisfy stakeholder expectations.
- **Outcome Orientation**: This principle ensures that the project remains focused on delivering tangible and valuable outputs rather than getting sidetracked by activities.

Context: In a marketing campaign project, the defined products might include market research reports, advertising materials, and a campaign performance analysis. Each product would have specific quality criteria, such as accuracy of data in reports and design standards for advertising materials.

7 Tailoring to the project environment

One of 'Project's strengths is its flexibility and adaptability to various project environments. Tailoring involves adjusting the methodology's components to fit the project's specific context, size, complexity, and risk.

Factors to consider when tailoring

- Project Size: Larger projects may require more detailed planning, additional documentation, and stricter control mechanisms compared to smaller projects.
- Complexity: Complex projects might need more robust risk management, multiple stages, and comprehensive quality assurance.
- Industry: Different industries may have unique requirements, standards, and best practices that need to be integrated into 'Projects'.
- Organisational Structure: The existing project management frameworks and team structures within an Organisation can influence how 'Projects' is applied.
- Regulatory Requirements: Projects in regulated industries must comply with specific laws and standards, which should be reflected in the project's processes and documentation.

Tailoring guidelines

- **Simplify documentation**: For smaller projects, reduce the level of documentation to what is necessary, avoiding excessive paperwork.
- **Adjust processes**: Scale the complexity of processes based on project needs. For instance, a less complex project might combine certain processes or streamline approval steps.
- **Modify roles**: Adapt the project management team structure to fit the size and complexity of the project, possibly combining roles in smaller teams.
- **Integrate with other methodologies**: Combine 'Projects' with other methodologies like Agile or Scrum to leverage their strengths alongside 'Projects' structured approach.

Context: A small internal project might use a simplified version of 'Projects' with minimal documentation and fewer formal reviews, while a large, high-risk project would implement 'Projects' in its full form, with detailed planning, extensive documentation, and rigorous control mechanisms.

Project Themes

In ‘Projects’, themes are areas of project management that must be continually addressed throughout the life cycle of a project. These themes provide guidance on how to apply the principles to specific aspects of a project, such as planning, risk management, and quality assurance.

1 Business Case

The business case is central to 'Projects' and ensures that the project has a clear justification for starting and continuing. The business case is continually reviewed to ensure that the project remains viable and delivers expected benefits. It includes information about costs, risks, and benefits. The Business Case theme ensures that the project remains viable, desirable, and achievable by maintaining a clear justification for its initiation and continuation.

- **Development**: The Business Case is developed during the initiation stage and outlines the project's objectives, benefits, costs, risks, and timeframe.
- **Maintenance**: It is regularly reviewed and updated to reflect any changes in the project's scope, environment, or objectives.
- **Decision-Making**: The Business Case informs decision-making at key points, ensuring that the project continues to align with organisational goals and delivers value.
- **Components**:

  Executive Summary: High-level overview of the project.

  Reasons: The rationale for undertaking the project.

  Business Options: Different approaches to achieving the project's objectives.

  Expected Benefits: The advantages the project will deliver.

  Expected Dis-benefits: Potential negative outcomes.

  Timescale: Project timeline.

  Costs: Estimated financial resources required.

  Investment Appraisal: Analysis of costs versus benefits.

  Major Risks: Significant risks that could impact the project.

Context: A company considering launching a new product would develop a Business Case outlining market demand, projected sales, costs of development and marketing, expected profits, and potential risks such as competition or regulatory changes.

2 Organisation

The Organisation theme focuses on the people involved in the project. ‘Projects’ outlines a project management team structure that ensures that everyone involved has clear roles and responsibilities. Key roles include the Project Board, Project Manager, Team Manager, and other stakeholders.

- **Project Management Team Structure**: ‘Projects’ specifies a clear hierarchy, including roles such as the Project Board, Project Manager, Team Managers, and Project Assurance.
- **Stakeholder Engagement**: Identifies and involves all stakeholders, ensuring their needs and expectations are addressed.
- **Communication Channels**: Establishes effective communication methods among team members and stakeholders.
- **Roles**:

  Project Board: Provides strategic direction and decision-making.

  Project Manager: Manages the day-to-day operations of the project.

  Team Manager: Oversees specific work packages or teams.

  Project Assurance: Ensures quality and compliance.

  Project Support: Provides administrative support.

Context: In a construction project, the Project Board might consist of the company’s senior executives, the Project Manager oversees site operations, Team Managers handle subcontractors, and Project Assurance ensures compliance with safety regulations.

3 Quality

The quality theme focuses on ensuring that the project delivers products that meet defined standards. Quality management in 'Projects' involves establishing quality criteria, reviewing and approving products, and maintaining a focus on delivering high-quality outputs. The Quality theme ensures that the project delivers products that meet defined quality standards and stakeholder expectations.

- **Quality Management Strategy**: Outlines how quality will be managed, including standards, quality control, and quality assurance activities.
- **Quality Criteria**: Defines the specific standards and requirements that each product must meet.
- **Quality Control**: Involves checking that products meet the quality criteria through reviews, testing, and inspections.
- **Continuous Improvement**: Encourages ongoing assessment and enhancement of quality processes.
- **Quality Planning**: Defining what quality means for the project and how it will be achieved.
- **Quality Assurance**: Ensuring that quality standards are being met throughout the project.
- **Quality Control**: Verifying that deliverables meet the required quality levels.

Context: In a software development project, quality criteria might include functionality, performance, security, and user-friendliness. Quality control activities would involve code reviews, testing for bugs, and user acceptance testing to ensure the software meets these standards.

4 Plans

Planning is essential to any project. The Plans theme focuses on developing and maintaining plans that define the project's scope, resources, schedule, and activities. In 'Projects', planning is product-based and focuses on defining what needs to be delivered, how it will be done, and in what order. Plans in 'Projects' are produced for each stage and include detailed timelines, resource requirements, and activities.

- **Product-Based Planning**: Emphasises planning based on the products to be delivered rather than activities.
- **Levels of Planning**: Plans are created at different levels, including the overall project plan, stage plans, and team plans.
- **Forecasting and Monitoring**: Plans serve as a baseline for monitoring progress and forecasting future performance.
- **Project Products**:

  Project Plan: High-level plan outlining the entire project, including stages, milestones, and resource allocation.

  Stage Plans: Detailed plans for each stage, specifying tasks, timelines, and responsibilities.

  Team Plans: Specific plans created by Team Managers for their respective teams or work packages.

Context: A marketing campaign project would have an overall project plan detailing major phases like research, content creation, distribution, and analysis. Each phase would have its own stage plan with specific tasks, deadlines, and assigned team members.

5 Risk

'Projects' emphasises proactive risk management. The risk theme ensures that potential risks are identified, analysed, and managed proactively to minimise their impact on the project's objectives. Risks can be related to time, cost, scope, or external factors, and contingency plans are created to address them.

- **Risk Management Strategy**: Defines the approach to managing risks, including risk identification, assessment, response planning, and monitoring.
- **Risk Register**: A tool used to document identified risks, their potential impact, likelihood, and the actions taken to mitigate them.
- **Proactive Management**: Encourages anticipating potential issues and implementing measures to prevent or minimise their effects.
- **Risk Identification**: Systematically identifying potential risks that could affect the project.
- **Risk Assessment**: Evaluating the likelihood and impact of each risk.
- **Risk Response Planning**: Developing strategies to mitigate, transfer, accept, or avoid risks.
- **Risk Monitoring and Control**: Continuously tracking risks and the effectiveness of mitigation measures.

Context: In an IT infrastructure project, a potential risk might be the unavailability of key technical staff. The risk response could involve cross-training team members or hiring temporary staff to ensure that critical tasks are not delayed.

6 Change

'Projects' recognises that projects often undergo changes during their life cycle. The change theme provides a framework for managing changes, ensuring that any alterations to scope, schedule, or cost are carefully assessed and controlled and do not undermine the project's success.

- **Change Control Procedure**: Defines how changes are proposed, evaluated, approved, or rejected.
- **Change Requests**: Formal proposals for changes, including details about the nature of the change, reasons, and potential impacts.
- **Impact Assessment**: Evaluates the effect of proposed changes on the project's scope, timeline, cost, and quality.
- **Approval Mechanism**: Determines who has the authority to approve changes based on their significance and impact.
- **Configuration Management**: Managing and controlling project documentation and deliverables to ensure consistency and traceability.
- **Issue and Change Control**: Tracking and managing issues and changes that arise during the project.

Context: If a client requests an additional feature in a software project, a Change Request would be submitted. The Project Manager would assess the impact on the project's timeline and budget, and the Project Board would decide whether to approve the change based on the assessment.

7 Progress

Progress in 'Projects' is measured against the project plan. The progress theme ensures that the project remains on track and within agreed-upon tolerances. Regular reviews are conducted at the end of each stage, and corrective actions are taken if the project veers off course.

- **Monitoring and Control**: Continuously tracking project performance against the plan to identify any deviations.
- **Progress Reporting**: Regularly updating stakeholders on the project's status, including achievements, issues, and forecasts.
- **Exception Handling**: Managing situations where the project is not meeting its tolerances by escalating issues to the appropriate level.
- **Baseline Comparison**: Comparing actual performance against the planned baseline to detect variances.
- **Forecasting**: Predicting future project performance based on current trends and data.
- **Issue Management**: Identifying and addressing issues that could impact project progress.

Context: In a construction project, regular progress reports might show that certain tasks are ahead of schedule while others are lagging. The Project Manager can use this information to reallocate resources or adjust timelines to ensure overall project progress remains on track.

Notes:

Project Processes

'Projects' is a process-based approach to project management. 'Projects' organises project management activities into seven distinct processes, each with specific objectives and deliverables. These processes provide a step-by-step framework for managing a project from initiation to closure, ensuring that everything is planned, controlled, and executed effectively.

1 Starting Up a Project (SU)

This initial process ensures that the project's foundations are in place. It involves assessing the feasibility of the project and appointing key project roles. A Project Brief is developed, outlining the project's objectives, scope, and high-level plan. The SU process ensures that the prerequisites for initiating a project are in place.

Objectives:

- Define the project's scope and objectives.
- Appoint the project management team.
- Create the Project Brief.
- Assess the project's feasibility.

Key Activities:

- **Appointing the Project Manager**: Selecting a qualified individual to lead the project.
- **Designing the Project Management Team**: Establishing the roles and responsibilities within the team.
- **Creating the Project Brief**: Documenting the initial project information, including objectives, scope, and constraints.
- **Defining Risks and Issues**: Identifying potential risks and initial issues that could impact the project.

Deliverables:

- **Project Brief**: A high-level document outlining the project's purpose, objectives, scope, and initial plans.
- **Project Product Description**: Initial description of the main products to be delivered.
- **Outline Business Case**: Preliminary business justification for the project.

Context: Before launching a new marketing initiative, the SU process would involve defining the campaign's goals, appointing a Project Manager, assembling the project team, and creating a Project Brief that outlines the campaign's scope, target audience, and expected outcomes.

2 Directing a Project (DP)

The DP process provides the Project Board with the authority to make key decisions and ensure the project remains aligned with business objectives, it provides overall governance and strategic direction. The Project Board makes decisions at key points in the project to ensure it remains aligned with organisational objectives. The Project Manager regularly reports to the board.

Objectives:

- Provide overall direction and management.
- Make key decisions regarding project initiation, continuation, and closure.
- Authorise project stages and manage escalation.

Key Activities:

- **Authorise Initiation**: Approving the initiation of the project based on the Project Brief.
- **Authorise Stage or Exception Plans**: Approving detailed plans for each stage or handling exceptions when tolerances are exceeded.
- **Authorise Project Closure**: Deciding to close the project after ensuring all deliverables are met and the Business Case is satisfied.

Deliverables:

- **Stage Authorisation**: Approval to begin each stage of the project.
- **Exception Reports**: Reports highlighting deviations from the plan that require Project Board attention.
- **End Project Report**: Final report summarising the project's performance and outcomes.

Context: During a software development project, the Project Board would use the DP process to approve the detailed design stage after reviewing the initiation documentation. If unexpected costs arise, an Exception Report would be submitted for the Project Board's decision on how to proceed.

3 Initiating a Project (IP)

The initiation process involves developing a comprehensive plan and documentation to guide the project's execution and control. IP includes defining roles, responsibilities, quality criteria, and the approach for managing risk and progress. The project plan and business case are refined, and a detailed Project Initiation Documentation (PID) is created.

Objectives:

- Develop detailed plans for each project stage.
- Refine the Business Case.

- Establish the project's quality and risk management strategies.
- Create the Project Initiation Documentation (PID).

Key Activities:

- **Creating the PID**: Consolidating all project plans, Business Case, risk management strategy, quality management strategy, and other essential documents into a single comprehensive document.
- **Defining Project Controls**: Establishing mechanisms for monitoring and controlling project progress.
- **Setting Up the Project Controls**: Implementing tools and techniques for tracking performance, managing issues, and handling changes.

Deliverables:

- Project Initiation Documentation (PID): A detailed document that serves as the project's baseline, including plans, Business Case, and strategies.
- Baseline Project Plan: Detailed plan for the entire project, including stage plans and resource allocations.
- Risk Register: Comprehensive list of identified risks and their management plans.
- Quality Register: Documentation of quality criteria and quality management activities.
-

Context: In an infrastructure upgrade project, the IP process would involve creating a PID that outlines the project's scope, detailed schedules for each stage (e.g., planning, procurement, implementation), risk management strategies (e.g., potential delays due to supply chain issues), and quality standards for the upgraded infrastructure.

4 Controlling a Stage (CS)

In ‘Projects’, projects are divided into stages, and this process focuses on managing and controlling each stage of the project, ensuring that it stays on track and within agreed tolerances. The Project Manager monitors progress, assesses risks, manages issues, and reports to the Project Board. Any changes to scope or tolerances are managed during this stage.

Objectives:

- Monitor and control project activities.
- Manage issues and risks.
- Report progress to the Project Board.
- Adjust plans as necessary within stage tolerances.

Key Activities:

- **Reviewing Work Package Status**: Monitoring the progress of assigned tasks and ensuring they meet quality standards.
- **Managing Issues and Risks**: Identifying, assessing, and addressing issues and risks as they arise.
- **Reporting Progress**: Providing regular updates to the Project Board on stage performance and any deviations from the plan.
- **Taking Corrective Actions**: Implementing changes to address variances and keep the stage on track.

Deliverables:

- **Highlight Reports**: Regular reports summarising stage progress, issues, and risks.
- **Work Package Status Reports**: Detailed updates on the status of specific work packages.
- **Risk and Issue Logs**: Ongoing documentation of identified risks and issues and their management.

Context: During the construction phase of a building project, the Project Manager would use the CS process to monitor daily construction activities, address any delays or quality issues, report progress to the Project Board through highlight reports, and implement corrective measures if certain tasks are falling behind schedule.

5 Managing Product Delivery (MP)

This process focuses on ensuring that the products are delivered to the required quality standards, within agreed timescales, and according to specifications. The Team Manager oversees the development of products, while the Project Manager ensures they meet quality criteria and align with the overall plan.

Objectives:

- Accept and execute work packages.
- Ensure products meet quality standards.
- Manage and report on product delivery.
- Maintain alignment with project objectives.

Key Activities:

- **Receiving Work Packages**: Accepting assigned tasks and understanding the requirements.
- **Creating Products**: Developing the deliverables as specified in the work packages.
- **Quality Control**: Ensuring that products meet the defined quality criteria through reviews and testing.
- **Delivering Products**: Handover completed products to the Project Manager or relevant stakeholders.

Deliverables:

Completed Products: The tangible outputs of the project, such as reports, software modules, or constructed buildings.

Product Status Account: Updates on the progress and status of each product being developed.

Context: In a software project, the Team Manager responsible for the user interface would receive a work package outlining the required features and design standards. They would develop the interface, conduct quality checks to ensure it meets usability criteria, and then deliver the completed interface to the Project Manager for integration into the overall software system.

6 Managing a Stage Boundary (SB)

The SB process manages the transition between project stages, ensuring that each stage is reviewed and that plans for the next stage are prepared and approved. The Managing a Stage Boundary process involves updating the project plan, business case, and risk register. The Project Board then decides whether to continue the project.

Objectives:

- Review the current stage.
- Update project documentation and plans.
- Confirm the continued viability of the project.
- Seek approval to proceed to the next stage.

Key Activities:

- Stage Evaluation: Assessing the performance and outcomes of the current stage against objectives and tolerances.
- Updating Documentation: Revising the Project Plan, Business Case, Risk Register, and other key documents based on current stage performance and new information.
- Planning Next Stage: Developing detailed plans for the upcoming stage, including objectives, tasks, resources, and timelines.
- Reporting to Project Board: Presenting the updated documentation and plans to the Project Board for approval to proceed.

Deliverables:

- **End Stage Report**: Summary of the current stage's performance, including achievements, issues, and lessons learned.
- **Next Stage Plan**: Detailed plan for the next stage, outlining objectives, activities, and resource requirements.
- **Updated Business Case**: Revised Business Case reflecting any changes in project justification.

Context: After completing the design phase of a product development project, the Project Manager would use the SB process to evaluate whether design objectives were met, update the Project Plan with any changes, prepare a detailed plan for the development phase, and present these to the Project Board for approval to proceed.

7 Closing a Project (CP)

The final process formally closes the project, ensuring that all activities are completed, deliverables are handed over, and project performance is reviewed. The Project Manager ensures that all documentation is complete, any lessons learned are captured, and the Project Board formally approves the closure.

Objectives:

- Confirm that all project products have been delivered and meet quality standards.
- Ensure that project documentation is complete and archived.
- Capture and record lessons learned.
- Obtain formal acceptance and closure from the Project Board.

Key Activities:

- **Final Product Delivery**: Handing over all completed products to the customer or end-users.
- **Project Evaluation**: Assessing project performance against objectives, budgets, and timelines.
- **Documenting Lessons Learned**: Recording insights and experiences to benefit future projects.
- **Formal Closure**: Obtaining sign-off from the Project Board, ensuring that all contractual and administrative tasks are completed.

Deliverables:

- **End Project Report**: Comprehensive report detailing the project's performance, achievements, and any outstanding issues.
- **Project Closure Notification**: Formal communication to stakeholders confirming the project's closure.
- **Lessons Report**: Documentation of lessons learned throughout the project lifecycle.

Context: Upon completing a new manufacturing plant, the Project Manager would use the CP process to ensure that all equipment is installed and operational, verify that the plant meets quality and safety standards, document any issues encountered and how they were resolved, and obtain formal approval from the Project Board to close the project.

Project Approaches

‘Projects’

- A structured and controlled methodology focused on clear planning and documentation.
- Emphasises detailed upfront planning and stage-based management.
- Defines roles like Project Manager, Project Board, and Team Managers.
- Focuses on the overall management and control of projects.
- Highly prescriptive with defined roles and responsibilities.
- ‘Projects’ is more prescriptive and structured, making it easier to implement in Organisations seeking a defined methodology.
- ‘Projects’ provides comprehensive project governance, suitable for projects needing detailed control and documentation.
- Structured around stages with formal reviews and approvals.

PMBOK

- A process-driven methodology with specific processes, themes, and principles.
- A set of standard terminology and guidelines for project management.
- Emphasises knowledge areas like integration, scope, time, cost, quality, etc.
- More of a reference guide than a prescriptive methodology.
- Provides a structured approach to managing projects from start to finish.
- PMBOK offers a broader set of guidelines that can be adapted to various methodologies.

Agile

- An iterative and incremental approach focused on flexibility and customer collaboration.
- Emphasises adaptive planning, evolutionary development, and rapid delivery.
- ‘Projects’ can be integrated with Agile practices (e.g., ‘Projects’ Agile) to combine structured governance with Agile’s flexibility.
- ‘Projects’ provides a governance framework, while Agile offers methodologies for execution and delivery.

Scrum

- A framework within Agile focused on managing complex software development.
- Operates through sprints, daily stand-ups, and iterative reviews.
- Scrum is more suited for software development and projects requiring high flexibility.
- Utilises roles like Scrum Master, Product Owner, and Development Team.

Implementing ‘Projects’

Successfully implementing ‘Projects’ requires careful planning, commitment, and support from all levels of the Organisation. Implementing ‘Projects’ can present various challenges. Recognising these and mitigating for them can facilitate a smoother adoption process. Team members and stakeholders may resist adopting a new methodology or adoption of new technology, especially if they are accustomed to different practices. Common challenges to successful implementation include:

Executive support

Mitigation:

- **Leadership Buy-In**: Secure commitment from senior management to endorse and support ‘Projects’ adoption.
- **Resource Allocation**: Ensure that adequate resources (time, budget, personnel) are allocated for training and implementation.

Resistance to change

Mitigation:

- **Effective Communication**: Clearly communicate the benefits of ‘Projects’ and how it will improve project outcomes.
- **Involvement**: Involve team members in the tailoring process to ensure the methodology fits their needs and workflows.
- **Training and Support**: Provide comprehensive training and ongoing support to ease the transition.

Lack of understanding

Mitigation:

- **Comprehensive Training**: Ensure all project team members receive thorough training on ‘Projects’.
- **Documentation**: Provide clear and accessible documentation and guidelines.
- **Mentorship**: Assign experienced ‘Projects’ practitioners to mentor and guide teams during initial projects.

Overly rigid implementation

Mitigation:

- **Tailoring**: Adjust ‘Projects’ components to fit the project’s size, complexity, and specific requirements.
- **Flexibility**: Encourage flexibility in applying the methodology,

Tailoring ‘Projects’ to fit

Mitigation:

- **Assess Needs**: Evaluate the Organisation’s project types, sizes, and complexities to determine how ‘Projects’ can be tailored.
- **Customise Processes**: Adjust the level of documentation, control mechanisms, and roles based on project requirements.
- **Integrate with Existing Practices**: Combine ‘Projects’ with other methodologies or tools already in use within the Organisation.

Developing templates and tools

Mitigation:

- **Standard Templates**: Create standardised templates for key documents like the Project Brief, PID, Risk Register, and Progress Reports.
- **Tool Integration**: Utilise project management software that supports ‘Projects’ processes and documentation requirements.

Training and certification

Mitigation:

- **Educate Teams**: Provide ‘Projects’ training for project managers and team members to build foundational knowledge.
- **Certification**: Encourage certification for key roles to ensure a standardised understanding of the methodology.

Piloting ‘Projects’

Mitigation:

- **Select Pilot Projects**: Choose a few projects to implement ‘Projects’ initially, allowing the Organisation to gain experience and identify potential challenges.

- **Gather Feedback**: Collect feedback from project teams to refine and adjust the tailored ‘Projects’ approach before wider rollout.

Continuous Improvement

Mitigation:

- **Monitor Performance**: Regularly assess the effectiveness of ‘Projects’ implementation through project outcomes and team feedback.

- **Update Practices**: Continuously refine and improve ‘Projects’ practices based on lessons learned and evolving organisational needs.

- **Foster a Project Management Culture**: Encourage a culture that values structured project management, continuous learning, and collaboration.

Notes:

Project Product templates

Project Mandate

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision history

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

The information in the Mandate is used to trigger Starting Up a Project (SU). It should contain sufficient information to identify at least the prospective Executive of the Project Board and indicate the subject matter for the project. It will be used to create the Project Brief.

Quality criteria

- **Clarity**: The mandate must clearly explain why the project is needed. It should provide a clear understanding of the project's objectives and purpose at a high level.
- **Alignment with corporate strategy**: The mandate should align with the strategic objectives of the organization, ensuring that the project contributes to corporate or program goals.
- **High-level Business Case**: The mandate should outline the anticipated benefits and value that the project will deliver to the business. It needs to justify why the project should be initiated.
- **Defined authority**: The person or entity issuing the mandate must have the appropriate level of authority to commission the project. This ensures that the mandate is valid.
- **High-level scope**: The scope of the project should be outlined in the mandate, providing a rough understanding of what the project will involve without going into too much detail.
- **Realistic expectations**: The expectations set out in the mandate (time, cost, and scope) should be realistic and achievable, at least in high-level terms.
- **Initial identification of key stakeholders**: The mandate should include a broad identification of key stakeholders who may be impacted by the project or have an interest in its outcomes.
- **Sponsor commitment**: The project mandate should show clear evidence of commitment from a project sponsor or senior management.
- **Initial risks and assumptions**: The mandate should outline any known high-level risks or assumptions that need to be considered as part of the project's initiation.
- **Compliance with organizational standards**: The mandate should adhere to the organization's internal standards, regulations, and any governance frameworks already in place.

Background

Explain the context of the project and what it was that suggested the need for it. State whether the project will be a standalone activity to fulfil a particular business requirement or whether it is part of a bigger programme.

Authority responsible

State the Authority responsible for authorising cost and resource usage

Proposed Executive and Project Manager

Customers and Users

Insert the names of all known users, customers and any other interested parties.

Quality Expectations

Define the Customers Quality Expectations with reference to the relative importance of time, cost and quality of the product so that future decisions may be based on what factor is paramount to the project's success. May be expressed in terms of 'Critical to Quality' (CTQ)

Project Objectives

Explain what the project is trying to achieve by stating its objectives which should be measurable and defined in terms of the project's major deliverables, effort, cost, tolerances and business benefits expected.

Scope

Describe the major deliverables of the project. Describe the major dependencies (which impact on the project during its life) and interdependencies, which will exist after implementation.

Limitations

Describe the constraints within which the project must operate, e.g. there may be constraints on the number of resources available to the project or the location of the project team]

Interfaces

Describe any interfaces with the project both internal and external to the organisation.

Outline Business Case

State the business justification for doing the project

Associated documents

Make reference to any other earlier work that may include useful information, such as an estimate of the project size and duration, a view of the risks faced etc.

Other Information

If the Project Mandate is based on earlier work, there may be other useful information.

'Starting Up a Project' Start Date

Provide the date when activities on the process may begin.

Daily Log

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Daily Log is used to record informal issues, required actions or significant events not caught by other products registers or logs. It acts as the project diary for the Project Manager. It can also be used as a repository for issues and risks during the Starting up a Project process if the other registers have not been set up.

There may be more than one Daily Log as Team Managers may elect to have one for their Work Packages, separate from the Project Manager's Daily Log.

Content

The Daily Log is in free form, but it is likely to include date, event, responsibility and result information.

Context

Entries are made when the Project Manager or Team Manager feels it is appropriate to log some event. Often entries are based on thoughts, conversations and observations.

A Daily Log can take a number of formats including a Document or Spreadsheet; Desk diary or logbook; Electronic diary/calendar/task lists or Entry in a project management tool.

Quality Criteria

- Entries are sufficiently documented to be understandable later. A short note might make sense at the time, but will it in several months' time?
- Date, person responsible and target date are always filled in.
- Consideration has been given to access rights for the Daily Log (e.g. should the Daily Log be visible to everyone working on the project?).

Daily Log (Actions)

Date of Entry	Problem, Action, Event or Comment	Owner	Target Date	Results

Project Plan

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A plan provides a statement of how and when objectives are to be achieved, by showing the major products, activities and resources required for the scope of the plan.

A Project Plan provides the Business Case with planned costs, and it identifies the management stages and other major control points. It is used by the Project Board as a baseline against which to monitor project progress.

A plan should cover not just the activities to create products but also the activities to manage product creation - including activities for assurance, quality management, risk management, configuration management, communication and any other project controls required.

Content

The Plan should cover the following topics:

- Plan Description
- Plan Prerequisites
- External Dependencies
- Planning Assumptions
- Lessons Incorporated
- Monitoring and Control
- Budgets
- Tolerances
- Product Descriptions
- Schedule

Context

The Plan is derived from the Project Brief, Quality Management Strategy (for quality management activities to be included in the plan), Risk Management Strategy (for risk management activities to be included in the plan), Communication Management Strategy (for communication management activities to be included in the plan), Configuration Management Strategy (for configuration management activities to be included in the plan), Resource availability, and Registers and logs.

The Plan can take a number of formats including: A stand-alone document or a section of the Project Initiation Documentation; Document, spreadsheet, presentation slides or mindmap; Entry in a project management tool.

The schedule may be in the form of a product checklist (which is a list of the products to be delivered within the scope of the plan, together with key status dates such as draft ready, quality inspected, approved etc.) or the output from a project planning tool.

Quality Criteria

- The plan is achievable.
- Estimates are based on consultation with the resources, who will undertake the work, and/or historical data.
- Team Managers agree that their part of the plan is achievable.
- It is planned to an appropriate level of detail (not too much, not too little).
- The plan conforms to required corporate or programme standards.
- The plan incorporates lessons from previous projects.
- The plan incorporates any legal requirements.
- The Plan covers management and control activities (such as quality) as well as the activities to create the products in scope.
- The plan supports the Quality Management Strategy, Configuration Management Strategy, Risk Management Strategy, Communication Management Strategy and project approach.
- The plan supports the management controls defined in the Project Initiation Documentation.

Plan Description

Covering a brief description of what the plan encompasses (i.e. project, stage, team, exception) and the planning approach.

Plan Prerequisites

Containing any fundamental aspects that must be in place, and remain in place, for the plan to succeed.

External Dependencies

That may influence the plan.

Planning Assumptions

Upon which the plan is based.

Lessons Incorporated

Details of relevant lessons from previous similar projects, which have been reviewed and accommodated within this plan.

Monitoring and Control

Details of how the plan will be monitored and controlled.

Budgets

Covering time and cost, including provisions for risks and changes.

Tolerances

Time, cost and scope tolerances for the level of plan (which may also include more specific stage- or team-level risk tolerances).

Product Descriptions

Covering the products within the scope of the plan (for the Project Plan this will include the project's product; for the Stage Plan this will be the stage products; and for a Team Plan this should be a reference to the Work Package assigned). Quality tolerances will be defined in each Product Description.

Schedule

May include or reference graphical representations of the following:

- Gantt or bar chart
- Activity Network
- Product breakdown structure
- Table of resource requirements- by resource type (e.g. four engineers, one test manager, one business analyst)
- Product flow diagram
- Table of requested/assigned specific resources-by name.

Product Identifier	Product Title	Product Description approved		Draft Ready		Final Quality Check completed		Approved		Handed Over (if applicable)	
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual

Plan: Project, Stage, Team

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A plan provides a statement of how and when objectives are to be achieved, by showing the major products, activities and resources required for the scope of the plan. In 'Projects', **there are three levels of plan: Project, Stage and Team**. Team Plans are optional and may not need to follow the same composition as a Project Plan or Stage Plan. **An Exception Plan is created at the same level as the plan that it is replacing**.

A Project Plan provides the Business Case with planned costs, and it identifies the management stages and other major control points. It is used by the Project Board as a baseline against which to monitor project progress.

Stage Plans cover the products, resources, activities and controls specific to the stage and are used as a baseline against which to monitor stage progress.

Team Plans (if used) could comprise just a schedule appended to the Work Package(s) assigned to the Team Manager.

A plan should cover not just the activities to create products but also the activities to manage product creation - including activities for assurance, quality management, risk management, configuration management, communication and any other project controls required.

Content

- Plan Description
- Plan Prerequisites
- External Dependencies
- Planning Assumptions
- Lessons Incorporated
- Monitoring and Control
- Budgets
- Tolerances
- Product Descriptions
- Schedule

Context

The Plan is derived from the Project Brief, Quality Management Strategy (for quality management activities to be included in the plan), Risk Management Strategy (for risk management activities to be included in the plan), Communication Management Strategy (for communication management activities to be included in the plan), Configuration Management Strategy (for configuration management activities to be included in the plan), Resource availability, and Registers and logs.

The Plan can take a number of formats including: A stand-alone document or a section of the Project Initiation Documentation; Document, Spreadsheet, presentation slides or mindmap; Entry in a project management tool.

The schedule may be in the form of a product checklist (which is a list of the products to be delivered within the scope of the plan, together with key status dates such as draft ready, quality inspected, approved etc.) or the output from a project planning tool.

Quality Criteria

- The plan is achievable.
- Estimates are based on consultation with the resources, who will undertake the work, and/or historical data.
- Team Managers agree that their part of the plan is achievable.
- It is planned to an appropriate level of detail (not too much, not too little).
- The plan conforms to required corporate or programme standards.
- The plan incorporates lessons from previous projects.
- The plan incorporates any legal requirements.
- The Plan covers management and control activities (such as quality) as well as the activities to create the products in scope.
- The plan supports the Quality Management Strategy, Configuration Management Strategy, Risk Management Strategy, Communication Management Strategy and project approach.
- The plan supports the management controls defined in the Project Initiation Documentation.

Plan Description

Covering a brief description of what the plan encompasses (i.e. project, stage, team, exception) and the planning approach.

Plan Prerequisites

Containing any fundamental aspects that must be in place, and remain in place, for the plan to succeed.

External Dependencies

That may influence the plan.

Planning Assumptions

Upon which the plan is based.

Lessons Incorporated

Details of relevant lessons from previous similar projects, which have been reviewed and accommodated within this plan.

Monitoring and Control

Details of how the plan will be monitored and controlled.

Budgets

Covering time and cost, including provisions for risks and changes.

Tolerances

Time, cost and scope tolerances for the level of plan (which may also include more specific stage- or team-level risk tolerances).

Product Descriptions

Covering the products within the scope of the plan (for the Project Plan this will include the project's product; for the Stage Plan this will be the stage products; and for a Team Plan this should be a reference to the Work Package assigned). Quality tolerances will be defined in each Product Description.

Schedule

May include or reference graphical representations of the following:

- Gantt or bar chart
- Activity Network
- Product breakdown structure
- Table of resource requirements- by resource type (e.g. four engineers, one test manager, one business analyst)
- Product flow diagram
- Table of requested/assigned specific resources-by name.

Product Identifier	Product Title	Product Description approved		Draft Ready		Final Quality Check completed		Approved		Handed Over (if applicable)	
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual

Product Description

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Product Description is used to:

- Understand the detailed nature, purpose, function and appearance of the product.
- Define who will use the product.
- Identify the sources of information or supply for the product.
- Identify the level of quality required of the product.
- Enable identification of activities to produce, review and approve the product.
- Define the people or skills required to produce, review and approve the product.

Content

- Purpose
- Composition
- Derivation
- Format and Presentation
- Development Skills Required
- Quality Criteria
- Quality Tolerance
- Quality Method
- Quality Skills Required
- Quality Responsibilities

Context

A product Description is derived from the Product breakdown structure, The end-users of the product, Quality Management Strategy and the Configuration Management Strategy.

A Product Description can take a number of formats, including Document, presentation slides or mind map; Entry in a project management tool

Quality Criteria

- The purpose of the product is clear and is consistent with other products.
- The product is described to a level of detail sufficient to plan and manage its development.
- The Product Description is concise yet sufficient to enable the product to be produced, reviewed and approved.
- Responsibility for the development of the product is clearly identified.
- Responsibility for the development of the product is consistent with the roles and responsibilities described in the project management team organisation and the Quality Management Strategy.
- The quality criteria are consistent with the project quality standards, standard checklists and acceptance criteria.
- The quality criteria can be used to determine when the product is fit for purpose.
- The types of quality inspection required are able to verify whether the product meets its stated quality criteria.
- The Senior User(s) confirms that their requirements of the product, as defined in the Product Description, are accurately defined.
- The Senior Supplier(s) confirms that the requirements of the product, as defined in the Product Description, can be achieved.

Identifier[1]	
Title[2]	

Purpose

This defines the purpose that the product will fulfil and who will use it. Is it a means to an end or an end in itself? It is helpful in understanding the product's functions, size, quality, complexity, robustness etc.

Composition

This is a list of the parts of the product. For example, if the product were a report, this would be a list of the expected chapters or sections.

Derivation

What are the source products from which this product is derived? Examples are: a design is derived from a specification; a product is bought in from a supplier; a statement of the expected benefits is obtained from the user; or a product is obtained from another department or team.

Format and Presentation

The characteristics of the product - for example, if the product were a report, this would specify whether the report should be a document, presentation slides or an email.

[1] Unique key, probably allocated by the configuration management method and likely to include the project name, item name and version number

[2] Name by which the product is known

Development Skills Required

An indication of the skills required to develop the product or a pointer to which area(s) should supply the development resources. Identification of the actual people may be left until planning the stage in which the product is to be created.

Quality Responsibilities

Role	Responsible Individuals
Product Producer	
Product Reviewer(s)	
Product Approver(s)	

Quality Factors

Quality Criteria[3]	Quality Tolerance[4]	Quality Method[5]	Quality Skills Required[6]

[3] To what quality specification must the product be produced, and what quality measurements will be applied by those inspecting the finished product? This might be a simple reference to one or more common standards that are documented elsewhere, or it might be a full explanation of some yardstick to be applied. If the product is to be developed and approved in different states (e.g. dismantled machinery, moved machinery and reassembled machinery), then the quality criteria should be grouped into those that apply for each state

[4] Details of any range in the quality criteria within which the product would be acceptable

[5] The kinds of quality method - for example, design verification, pilot, test, inspection or review - that are to be used to check the quality or functionality of the product

[6] An indication of the skills required to undertake the quality method or a pointer to which area(s) should supply the checking resources. Identification of the actual people may be left until planning the stage in which the quality inspection is to be done

Issue Report

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

An Issue Report is a report containing the description, impact assessment and recommendations for a request for change, off-specification or a problem/concern. It is only created for those issues that need to be handled formally.

The report is initially created when capturing the issue and updated both after the issue has been examined and when proposals are identified for issue resolution. The Issue Report is later amended further in order to record what option was decided upon, and finally updated when the implementation has been verified and the issue is closed.

Context

The Issue Report is derived from the: Highlight Report(s), Checkpoint Report(s) and End Stage Report(s); Stage Plan together with actual values and events; Users and supplier teams working on the project; The application of quality controls; Observation and experience of the processes; Quality Register, Risk Register and Lessons Log; and Completed Work Packages.

The Issue Report can take a number of formats, including Document, Spreadsheet or database, Entry in a project management tool.

Not all entries in the Issue Register will need a separately documented Issue Report.

Quality Criteria

- The issue stated is clear and unambiguous.
- A detailed impact analysis has occurred.
- All implications have been considered.
- The issue has been examined for its effect on the tolerances.
- The issue has been correctly registered on the Issue Register.
- Decisions are accurately and unambiguously described.

Issue Report

Issue ID[7]		**Issue Type**[8]	
Date Raised		**Raised by**[9]	
Issue Report Author[10]			
Issue Description[11]			
Impact Analysis[12]			
Recommendation[13]			
Priority[14]			
Severity[15]			
Decision[16]			
Decision Date		**Approved By**[17]	
Closure Date[18]			

[7] As shown in the Issue Register (provides the unique reference for every Issue Report).
[8] Defines the type of Issue being recorded, namely: request for change; off-specification or problem/concern.
[9] The name of the individual or team who raised the issue.
[10] The name of the individual or team who created the Issue Report.
[11] A statement describing the issue in terms of its cause and impact.
[12] A detailed analysis of the likely impact of the issue. This may include, for example, a list of products impacted.
[13] A description of what the Project Manager believes should be done to resolve the issue (and why).
[14] This should be given in terms of the project's chosen scale. It should be re-evaluated after impact analysis.
[15] This should be given in terms of the project's chosen scale. Severity will indicate what level of management is required to make a decision on the issue.
[16] The decision made: Accept, Reject, Defer or Grant Concession).
[17] A record of who made the decision.
[18] The date that the issue was closed.

Issues Register

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

The Purpose of the Issue Register is to capture and maintain information on all of the issues that are being formally managed. The Issue Register should be monitored by the Project Manager on a regular basis.

Context

Derivation:

- The format and composition of the Issue Register will be defined in the Configuration Management Strategy.
- Entries are initially made on the Issue Register once a new issue has been raised.
- The Issue Register is updated as the issue is progressed. Once the issue has been resolved, the entry in the Issue Register is closed.

Format and Presentation:

An Issue Register can take a number of formats including:

- Document, spreadsheet or database.
- Stand-alone register or a carry forward in progress review minutes.
- Entry in a project management tool.
- Part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons etc.

Quality Criteria

- The status indicates whether action has been taken.
- The issues are uniquely identified, including information about which product they refer to.
- A process is defined by which the Issue Register is to be updated.
- Entries on the Issue Register that, upon examination, are in fact risks, are transferred to the Risk Register and the entries annotated accordingly.
- Access to the Issue Register is controlled and the register is kept in a safe place.

Issues Register Detail

Issue ID[19]	Issue Type[20] (RFC, OS, P)	Date Raised	Raised By	Issue Report Author	Description[21]	Priority	Severity[22]	Status	Date of last update	Closure Date

[19] Issue ID- Provides a unique reference for every issue entered into the Issue Register.
[20] Issue type. Defines the type of issue being recorded, namely: Request for Change, Off-Specification Problem/concern.
[21] Description. A Statement describing the issue, its cause and impact.
[22] Severity. This should begiven in terms of the project's chosen scale. Severity will indicate what level of management is required to make a decision on the issue.

Risk Register

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Risk Register provides a record of identified risks relating to the project, including their status and history. It is used to capture and maintain information on all of the identified threats and opportunities relating to the project.

Context

- The composition, format and presentation of the Risk Register will be derived from the Risk Management Strategy.
- Entries are made on the Risk Register once a new risk has been identified.
- There may be one or more risks inherent in the project mandate.
- New risks may be discovered when creating the Project Brief, designing and appointing the project management team, establishing the project's controls and developing its plans, when issuing Work Packages, when reviewing Work Package status, or when reviewing stage status.
- Daily Log/Issue Register. Often issues raised to the Project Manager and captured in the Daily Log or Issue Register are actually risks and only identified as such after further examination.
- A Risk Register can take a number of formats, including Document, spreadsheet or database; Stand-alone register or a carry forward in progress review minutes; Entry in a project management tool; Part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons etc.

Quality Criteria

- The status indicates whether action has been taken.
- Risks are uniquely identified, including information about which product they refer to.
- Access to the Risk Register is controlled and it is kept in a safe place.

Risk Register Details

Risk ID	Author	Date Registered	Risk Category[23]	Description			Proximity[24]	Risk Response Category[25]	Risk Response	Risk Status	Risk Actioner	Risk Owner
				Cause	Event	Effect						

[23] **Risk category**. The type of risk in terms of the project's chosen categories (e.g. Schedule, quality, legal etc.).
[24] **Proximity**. This would typically state how close to the present time the risk event is anticipated to happen (e.g. Imminent, within stage, within project, beyond project). Proximity should be recorded in accordance with the project's chosen scales.
[25] **Risk Response Category**. How the project will treat the risk in terms of the project's chosen categories. For example: For Threats: avoid, reduce, fallback, transfer, accept, share; For opportunities: enhance, exploit, reject, share.

Benefits Review Plan

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Benefits Review Plan is used to define how and when a measurement of the achievement of the project's benefits, expected by the Senior User, can be made. The Plan is presented to the Executive during the Initiating a Project process, updated at each stage boundary, and used during the Closing a Project process to define any post-project benefits reviews that are required.

The plan has to cover the activities to find out whether the expected benefits of the products have been realised and how the products have performed when in operational use. Each expected benefit has to be assessed for the level of its achievement and whether any additional time is needed to assess the residual benefits. Use of the project's products may have brought unexpected side-effects, either beneficial or adverse. Time and effort have to be allowed to identify and analyse why these side effects were not foreseen.

If the project is part of a programme, the Benefits Review Plan may be contained within the programme's benefits realisation plan and executed at the programme level. Post-project, the Benefits Review Plan is maintained and executed by corporate or programme management.

Content

The Benefits Review Plan should cover the following topics:

- Benefit Matrix
- The Project's Product
- Resourcing

Context

The Benefits Review Plan is derived from the: Business Case, Project Product Description (in particular the acceptance Criteria) and if available the programme's benefits realisation plan and the organisation's corporate performance monitoring function (e.g. centre of excellence).

The Benefits Review Plan can take a number of formats, including: Document, Spreadsheet or Presentation slides; Entry in a project management tool. Consideration is given to whether dis-benefits should be measured and reviewed.

Quality Criteria

- Covers all the benefits in the Business Case
- The benefits are measurable and baseline measures have been recorded
- Describes suitable timing for measurement of the benefits, together with reasons for the timing
- Identifies the skills or individuals who will be needed to carry out the measurements
- The effort and cost to undertake the benefits reviews is realistic when compared with the value of the anticipated benefits

Benefit Matrix

Ref #	Benefit Description	Owner	How	When	Resources	Baseline

The Project's Product

In addition to the individual benefits of the project, provide some notes on how the performance of the overall Project's Product will be reviewed:

Resourcing

In addition to benefits identified in the matrix- overall comments or requirements:

Communication Management Strategy

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Communication Management Strategy contains a description of the means and frequency of communication to parties both internal and external to the project. It facilitates engagement with stakeholders through the establishment of a controlled and bi-directional flow of information.

Content

- Introduction
- Communications Procedure
- Tools and Techniques
- Records
- Reporting
- Timing of Communication Activities
- Roles and Responsibilities
- Stakeholder Analysis
- Information Needs

Context

The Communication Management Strategy is **derived from** the:

- Corporate communications policies.
- The programme's information management strategy
- Other components of the Project Initiation Documentation. (In particular, the project management team structure, the Risk Management Strategy, Quality Management Strategy and Configuration Management Strategy).
- Facilitated workshops/informal discussions with stakeholders.

A Communication Management Strategy **can take a number of formats**, including:

- Stand-alone product or a section in the Project Initiation Documentation.
- Document, spreadsheet or mindmap.
- Entry in a project management tool

Quality Criteria

- All stakeholders have been identified and consulted for their communication requirements.
- There is agreement from all stakeholders about the content, frequency and method of communication.
- A common standard for communication has been considered.
- The time, effort and resources required to carry out the identified communications have been allowed for in Stage Plans.
- The formality and frequency of communication is reasonable for the project's importance and complexity.
- For projects that are part of a programme, the lines of communication, and the reporting structure between the project and programme, have been made clear in the Communication Management Strategy.
- The Communication Management Strategy incorporates corporate communications facilities where appropriate (e.g. using the marketing communications department for distributing project bulletins).

Introduction

Person responsible for the strategy

Purpose

Range

Scope

Objectives

Limitations

Communications Procedure

A description of (or reference to) any communication methods to be used. Any variance from corporate or programme management standards should be highlighted, together with a justification for the variance.

Tools and Techniques

Refers to any communication tools to be used, and any preference for techniques that may be used, for each step in the communication process'

Records

Definition of what communication records will be required and where they will be stored (for example, logging of external correspondence).

Reporting

Describes any reports on the communication process that are to be produced, including their purpose, timing and recipients (for example, performance indicators)

Timing of Communication Activities

States when formal communication activities are to be undertaken (for example, at the end of a stage) including performance audits of the communication methods'

Roles and Responsibilities

Describes who will be responsible for what aspects of the communication process, including any corporate or programme management roles involved with communication.

Stakeholder Analysis

Interested Party	Current Relationship	Desired Relationship	Interfaces	Key Messages

Information Needs

Interested Party	Information for Distribution	Information for Collection	Information Provider and Recipient	Frequency of Communication	Means of Communication	Format of Communication

Configuration Management Strategy

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Configuration Management Strategy is used to identify how, and by whom, the project's products will be controlled and protected. It answers the questions:

- How and where the project's products will be stored.
- What storage and retrieval security will be put in place.
- How the products and the various versions and variants of these will be identified.
- How changes to products will be controlled.
- Where responsibility for configuration management will lie.

Content

- Introduction
- Configuration Management Procedure
- Issue and Change Control Procedure
- Tools and Techniques
- Records
- Reporting
- Timing of Control Activities
- Roles and Responsibilities
- Scales for Priority and Severity

Context

The Configuration Management Strategy is derived from the: The customer's quality expectations; Corporate configuration management system (e.g. any configuration management software in use or mandated by the user); Programme Quality Management Strategy and information management strategy (if applicable); The user's quality management system; The supplier's quality management system; Specific needs of the project's product(s) and environment; Project management team structure (to identify those with configuration management responsibilities) and Facilitated workshops and informal discussions.

A Configuration Management Strategy can take a number of formats, including Stand-alone document or a section in the Project Initiation Document; Entry in a project management tool.

Quality Criteria

- Responsibilities are clear and understood by both user and supplier.
- The key identifier for the project's product(s) is defined.
- The method and circumstances of version control are clear.
- The strategy provides the Project Manager with all the product information required.
- The corporate or programme strategy for configuration management has been considered.
- The retrieval system will produce all required information in an accurate, timely and usable manner.
- The project files provide the information necessary for any audit requirements.
- The project files provide the historical records required to support any lessons.
- The chosen Configuration Management Strategy is appropriate for the size and nature of the project.
- Resources are in place to administer the chosen method of configuration management.
- The requirements of the operational group (or similar group to whom the project's product will be transitioned) should be considered.

Introduction

Person responsible for the strategy

Purpose

Range

Scope

Objectives

Limitations

Configuration Management Procedure

A description of (or reference to) the configuration management procedure to be used. Any variance from corporate or programme management standards should be highlighted, together with a justification for the variance. The procedure should cover activities such as planning, identification, control (including storage/retrieval, product security, handover procedures etc.), status accounting, and verification and audit.

Issue and Change Control Procedure

A description (or reference to) the issue and change control procedures to be used. Any variance from corporate or programme management standards should be highlighted, together with a justification for the variance. The procedure should cover activities such as capturing, examining, proposing, deciding and implementing.

Tools and Techniques

Refers to any configuration management systems or tools to be used and any preference for techniques that may be used for each step in the configuration management procedure.

Records

Definition of the composition and format of the Issue Register and Configuration Item Records).

Reporting

Describes the composition and format of the reports that are to be produced (Issue Report, Product Status Account), their purpose, timing and chosen recipients. This should include reviewing the performance of the procedures.

Timing of Control Activities

States when formal activities are to be undertaken, for example configuration audits.

Roles and Responsibilities

Describes who will be responsible for what aspects of the procedures, including any corporate or programme management roles involved with the configuration management of the project's products. Describes whether a Change Authority and/or change budget will be established.

Scales for Priority and Severity

For prioritising requests for change and off-specifications and for determining the level of management that can make decisions on severity of issue.

Configuration Item Record

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

To provide a record of such information as the history, status, version and variant of each configuration item, and any details of important relationships between them.

Content

The Configuration Item Record should cover the following topics:

- Item Title
- Item Details

Context

- The Configuration Item Record is derived from the: Configuration Management Strategy; Product breakdown structure; Stage Plan and Work Package; Quality Register, Issue Register and Risk Register.
- The set of Configuration Item Records for a project is often referred to as a Configuration Library.
- The Configuration Item Record should be checked for changes against the Configuration Management Strategy.
- The Configuration Item Records can take a number of formats including Document, Spreadsheet or Database, Entry in a project management tool.

Quality Criteria

- The records reflect the status of the products accurately.
- The records are kept together in a secure location.
- Version numbers match the actual products.
- Configuration Item Records show products' version histories.
- A process exists by which the Configuration Item Records are defined and updated.

Unique Identifier

Project Identifier[26]	Item Identifier[27]	Current Version[28]

When combined together, these three uniquely identify the configuration item.

Item Title

The description of the item. For a product this should be as it appears in the product breakdown structure.

Item Details

Date of last Status Change	
Owner[29]	
Location[30]	
Copy Holders[31]	
Item Type[32]	
Item Attributes[33]	
Stage[34]	
Users[35]	
Status[36]	
Product State[37]	
Variant[38]	
Producer[39]	
Date Allocated to the producer	
Source[40]	
Relationship with other items[41]	
Cross References[42]	

[26] Project Identifier – A unique reference. It will typically be a numeric or alpha-numeric value.
[27] Item Identifier – A unique reference. It will typically be a numeric or alpha-numeric value.
[28] Current Version – Typically an alpha-numeric value.
[29] The person or group who will take ownership of the product when it is handed over.
[30] Where the item is stored
[31] (if relevant), who currently has the product?
[32] Component, product, release (see section 9.2.2 of the manual)

[33] As defined by the Configuration Management Strategy. These are used to specify a subset of products when producing a Product Status Account, such as the management stage in which the product is created, the type of product (e.g. hardware/ software), product destination etc.

[34] When the product will be developed
[35] The person or group who will use the item

[36] As defined by the Configuration Management Strategy, e.g. pending development, in development, in review, approved or handed over

[37] (if used) As defined by the Product Description, e.g. dismantled machinery, moved machinery, reassembled machinery (see section 7.3.3.2 of the manual)

[38] (if used) for example, language variants
[39] The person or team responsible for creating or obtaining the item
[40] For example, in house, or purchased from a third-party company
[41] Those items that: Would be affected if this item changed; or if changed, would affect this item

[42] Issues and risks; or documentation that defines requirements, design, build, production and verification for the item (specifically this will include the Product Description)

Exception Plan

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A plan provides a statement of how and when objectives are to be achieved, by showing the major products, activities and resources required for the scope of the plan.

An Exception Plan is created at the same level as the plan that it is replacing.

Content

The Plan should cover the following topics:

- Plan Description
- Plan Prerequisites
- External Dependencies
- Planning Assumptions
- Lessons Incorporated
- Monitoring and Control
- Budgets
- Tolerances
- Product Descriptions
- Schedule

Context

- The plan is achievable.
- Estimates are based on consultation with the resources, who will undertake the work, and/or historical data.
- Team Managers agree that their part of the plan is achievable.
- It is planned to an appropriate level of detail (not too much, not too little).
- The plan conforms to required corporate or programme standards.
- The plan incorporates lessons from previous projects.
- The plan incorporates any legal requirements.

Quality Criteria

- The Plan covers management and control activities (such as quality) as well as the activities to create the products in scope.
- The plan supports the Quality Management Strategy, Configuration Management Strategy, Risk Management Strategy, Communication Management Strategy and project approach.
- The plan supports the management controls defined in the Project Initiation Documentation.

Exception Plan Description

Covering a brief description of what the plan encompasses (i.e. project, stage, team, exception) and the planning approach.

Exception Plan Prerequisites

Containing any fundamental aspects that must be in place, and remain in place, for the plan to succeed.

External Dependencies

That may influence the plan.

Planning Assumptions

Upon which the plan is based

Lessons Incorporated

Details of relevant lessons from previous similar projects, which have been reviewed and accommodated within this plan.

Monitoring and Control

Details of how the plan will be monitored and controlled.

Budgets

Covering time and cost, including provisions for risks and changes.

Tolerances

Time, cost and scope tolerances for the level of plan (which may also include more specific stage- or team-level risk tolerances).

Product Descriptions

Covering the products within the scope of the plan (for the Project Plan this will include the project's product; for the Stage Plan this will be the stage products; and for a Team Plan this should be a reference to the Work Package assigned). Quality tolerances will be defined in each Product Description.

Schedule

This may include or reference graphical representations of the following:

- Gantt or bar chart
- Activity Network
- Product breakdown structure
- Table of resource requirements – by resource type.
- Product flow diagram
- Table of requested/assigned specific resources by name

Product Identifier	Product Title	Product Description approved		Draft Ready		Final Quality Check completed		Approved		Handed Over (if applicable)	
		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual

Exception Report

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

An Exception Report is produced when a Stage Plan or Project Plan is forecast to exceed tolerance levels set. It is prepared by the Project Manager in order to inform the Project Board of the situation, and to offer options and recommendations for the way to proceed.

Content

The Exception Report should cover the following topics:

- Title
- Cause
- Consequences
- Options
- Recommendation
- Lessons

Context

The Exception Report is derived from the: Current plan and actuals; Issue Register, Risk Register and Quality Register; Highlight Reports (for stage/project-level deviations) or Checkpoint Reports (for team-level deviations) and Project Board Context of an external event that affects the project.

An Exception Report can take a number of formats, including as an Issue raised at a minuted progress review (physical meeting or conference call), as a document or email issued to the next-higher level of management or as an entry in a Project Management Tool. For urgent exceptions, it is recommended that the Exception Report is oral in the first instance, and then followed-up in the agreed format.

Quality Criteria

- The current plan must accurately show the status of time and cost performance
- The reason(s) for the deviation must be stated, the exception clearly analysed, and any impacts assessed and fully described
- Implications for the Business Case have been considered and the impact on the overall Project Plan has been calculated
- Options are analysed (including any risks associated with them) and recommendations are made for the most appropriate way to proceed

The Exception Report is given in a timely and appropriate manner.

Title (With Overview)

An overview of the exception being reported.

Cause

A description of the cause of a deviation from the current plan.

Consequences

What the implications are if the deviation is not addressed for; The project; Corporate or Programme Management.

Options

What are the options that are available to address the deviation and what would the effect of each option be on the Business Case, risks and tolerances.

Recommendation

Of the available options, what is the recommendation, and why?

Lessons

What can be learned from the exception, on this project or future projects.

Highlight Report

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Highlight Report is used to provide the Project Board (and possibly other stakeholders) with a summary of the stage status at intervals defined by them. The Project Board uses the report to monitor stage and project progress. The Project Manager also uses it to advise the Project Board of any potential problems or areas where the Project Board could help.

Content

The Highlight Report should cover the following topics:

- Status Summary
- This Reporting Period
- Next Reporting Period
- Project and Stage Tolerance Status
- Requests for Change
- Key Issues and Risks
- Lessons Report (if appropriate)

Context

The Highlight Report is derived from the: Project Initiation Documentation; Checkpoint Reports; Issue Register, Quality Register and Risk Register; Stage Plan and actuals: and Communication Management Strategy

The Highlight Report can take a number of formats, including Presentation to the Project Board (physical meeting or conference call); Document or email to the Project Board; Entry in a project management tool.

Quality Criteria

- The level and frequency of progress reporting required by the Project Board is right for the stage and/or project.
- The Project Manager provides the Highlight Report at the frequency, and with the content, required by the Project Board.
- The information is timely, useful, accurate and objective.
- The report highlights any potential problem areas.

Highlight Report Detail

Date of Highlight Report	
Period Covered	

Status Summary

An overview of the status of the stage.

This Reporting Period

Work Packages

Work Package Ref	Work Package Name	Status[43]	Notes[44]

Products

Product Ref	Product name	Status[45]	Notes[46]

Corrective Actions Undertaken

[43] Either Pending Authorisation, In Execution or Completed (in the period)
[44] For example, if Work Packages are being performed by external suppliers, this information may be accompanied by purchase order and invoicing data
[45] Completed (in the period), Planned (but not started or completed) or Underway (as planned)
[46] Indicate if any products are running behind schedule.

Next Reporting Period

Work Packages

Work Package Ref	Work Package Name	Status[47]	Notes[48]

Products to be completed

Product Ref	Product name	Notes

Corrective Actions

To be completed during the next period.

[47] Either to be authorized, In-execution, and To be completed during the next period

[48] For example, if Work Packages are being performed by external suppliers, this information may be accompanied by purchase order and invoicing data

Project and Stage Tolerance Status

How execution of the project and stage are performing against its tolerances (e.g. cost/time/scope actuals and forecast).

Requests for Change

Identifying any raised, approved/rejected and pending.

Key Issues and Risks

Summary of actual or potential problems and risks.

Lessons Report (if appropriate)

A review of what went well, what went badly, and any recommendations for corporate or programme management consideration.

Lessons Report

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

The Lessons Report is used to pass on any lessons that can be usefully applied to other projects. The purpose of the report is to provoke action so that the positive lessons become embedded in the organisation's way of working, and that the organisation is able to avoid any negative lessons on future projects.

A Lessons Report can be created at any time in a project and should not necessarily wait to the end. Typically, it should be included as part of the End Stage Report and End Project Report. It may be appropriate (and necessary) for there to be several Lessons Reports specific to the particular organisation (e.g. user, supplier, corporate or programme).

The data in the report should be used by the corporate group that is responsible for the quality management system, in order to refine, change and improve the standards. Statistics on how much effort was needed for products can help improve future estimating.

Content

The Lessons Report should cover the following topics:

- Executive Summary
- Overall Review
- Review of Useful Measures
- Significant Lessons

Context

The Lessons Report is derived from the following documents: Project Initiation Documentation (for the baseline position); Lessons Log (for identification of lessons); Quality Register, Issue Register and Risk Register (for statistical analysis); Quality records (for statistical analysis) and Communication Management Strategy (for the distribution list).

The Lessons Report can take a number of formats, including Oral report to the Project Board (could be in person or over the phone); Presentation at a progress meeting (physical meeting or conference call); Document or email to the Project Board; Entry in a project management tool.

Quality Criteria

- Every management control has been examined.
-
- Statistics of estimates versus actuals are provided.
-
- Statistics of the success of quality controls used are included.
-
- Any appointed Project Assurance roles agree with the report.
-
- Unexpected risks are reviewed to determine whether they could have been anticipated.
- Recommended actions are provided for each lesson (note that lessons are not 'learned' until action is taken).

Executive Summary

Specify the scope of the report e.g. Stage or Project.

Overall Review

A review of what went well, what went badly and any recommendations for corporate or programme management consideration. In particular: Project management method (including the tailoring of 'PROJECTS'); Any specialist methods used; Project strategies (risk management, quality management, communications management and configuration management); Project controls (and the effectiveness of any tailoring) and Abnormal events causing deviations.

Review of Useful Measures

Such as: How much effort was required to create the products; How effective was the Quality Management Strategy in designing, developing and delivering fit-for-purpose products (for example, how many errors were found after products had passed quality inspections?) and Statistics on issues and risks.

Lessons Log Detail

Event	Effect[49]	Causes/Trigger	Early Warnings?[50]	Identified as a Risk?[51]	Recommendations

[49] For example caused a positive/negative financial impact.
[50] Where there any early-warning indicators?
[51] Was the triggered event previously identified as a risk (threat or opportunity).

Lessons Log

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

The Lessons Log is a project repository for lessons that apply to this project or future projects. Some lessons may originate from other projects and should be captured on the Lessons Log for input to the project's strategies and plans. Some lessons may originate from within the project - where new experience (both good and bad) can be passed on to others via a Lessons Report.

Context

Derivation:

- Lessons Reports from other projects.
- Project mandate or Project Brief.
- Daily Log, Issue Register, Quality Register and Risk Register.
- Checkpoint Reports and Highlight Reports Completed Work Packages.
- Stage Plans with actuals.
- Observation and experience of the project's processes.

Format and Presentation:

A Lessons Log can take a number of formats, including:

- Document, spreadsheet or database.
- Stand-alone log or a carry forward in progress review minutes.
- Entry in a project management tool.
- Part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons etc.

Quality Criteria

- The status indicates whether action has been taken.
- Lessons are uniquely identified, including to which product they refer.
- A process is defined by which the Lessons Log is to be updated.
- Access to the Lessons Log is controlled.
- The Lessons Log is kept in a safe place

Lesson Log Detail

Lesson Type[52]	Event	Effect	Causes/Trigger	Early Warnings?	Recommendations	Previously Identified?	Date Logged	Logged By	Priority

[52] Lesson type. Defines the type of lesson being recorded: 'Project' To be applied to this project. 'Corporate' or 'Programme' To be passed on to the corporate or programme management.

Project Brief

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Project Brief is used to provide a full and firm foundation for the initiation of the project and is created in the Starting Up a Project process.

In the Initiating a Project process, the contents of the Project Brief are extended and refined in the Project Initiation Documentation, after which the Project Brief is no longer maintained.

Content

- Project Definition
- Outline Business Case
- Project Product Description
- Project Approach
- Project Management Team Structure
- Role Descriptions
- References

Context

The Project Brief is derived from the Project Mandate supplied at the start of the project. A Project Brief can take a number of formats, including Document or presentation slides, Entry in a project management tool.

Quality Criteria

- It is brief because its purpose at this point is to provide a firm basis on which to initiate a project. It will later be refined and expanded as part of the Project Initiation Documentation
- The Project Brief accurately reflects the project mandate and the requirements of the business and the users.
- The project approach considers a range of solutions, such as: bespoke or off-the-shelf; contracted out or developed in-house; designed from new or a modified existing product.
- The project approach has been selected which maximises the chance of achieving overall success for the project.
- The project objectives, project approach and strategies are consistent with the organisation's corporate social responsibility directive.
- The project objectives are Specific, Measurable, Achievable, Realistic and Time-bound, Ethical, Recorded (SMARTER).

Project Definition

Explaining what the project needs to achieve. It should include information on the sections given below.

Background

Project objectives: covering time, cost, quality, scope, risk and benefit performance goals.

Desired Outcomes

Project Scope and Exclusions

Constraints and Assumptions

Project Tolerances

Users and End users

The user(s) and any other known interested parties.

Interfaces

Outline Business Case

Reasons why the project is needed and the business option selected. This will later be developed into a detailed Business Case during the Initiating a Project process.

Project Product Description

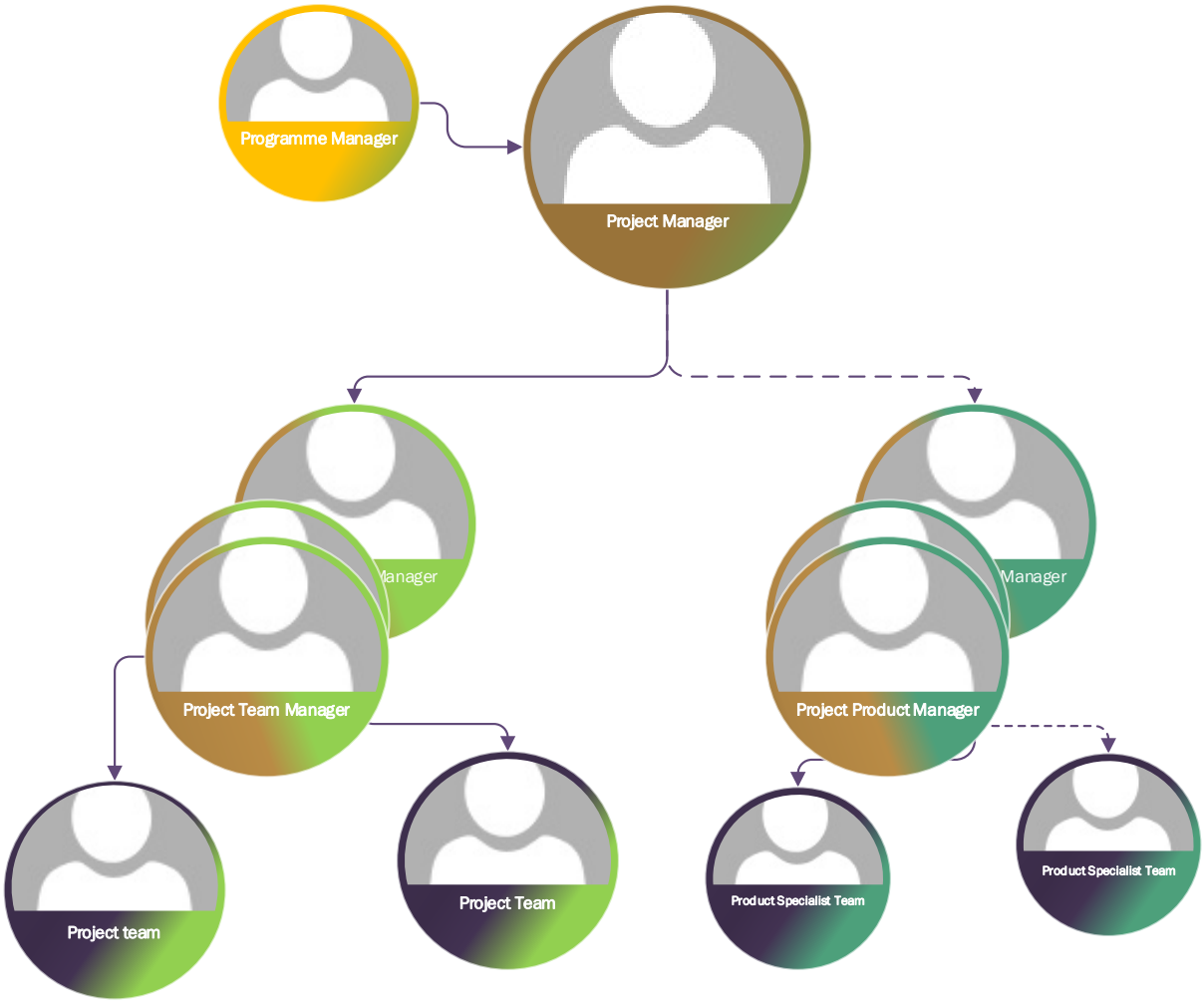
Including the customer's quality expectations, user acceptance criteria, and operations and maintenance acceptance criteria.

Project Approach

To define the choice of solution that will be used within the project to deliver the business option selected from the Business Case, taking into consideration the operational environment into which the solution must fit.

Project Management Team Structure

A chart showing who will be involved with the project. Typically:



Role Descriptions

For the project management team and any other key resources identified at this time.

References

To any associated documents or products.

Business case

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

The Business Case is used to document the justification for the undertaking of a project, based on the estimated costs (of development, implementation and incremental on-going operations and maintenance costs) against the anticipated benefits to be gained and offset by any associated risks.

The outline Business Case is developed in the Starting Up a Project process and refined by the Initiating a Project process.

The Directing a Project process covers the approval and re-affirmation of the Business Case.

The Business Case is used by the Controlling a Stage process when assessing impacts of issues and risks. It is reviewed and updated at the end of each management stage by the Managing a Stage Boundary process, and at the end of the project by the Closing a Project process.

Content

The Business Case should cover the following topics.

- Executive Summary
- Reasons
- Business Options
- Expected Benefits
- Expected Dis-benefits
- Timescale
- Costs
- Investment Appraisal
- Major Risks

Context

The Business Case is derived from the: Project Mandate and Project Brief – reasons; Project Plan - costs and timescales; The Senior User(s) - expected benefits; The Executive - value for money; Risk Register and Issue Register.

The Business Case can take a number of formats, including Document, Spreadsheet or Presentation slides; Entry in a project management tool.

Quality Criteria

The following quality criteria should be observed:

- The reasons for the project must be consistent with the corporate or programme strategy.
- The Project Plan and Business Case must be aligned.
- The benefits should be clearly identified and justified.
- It should be clear how the benefits will be realised.
- It should be clear what will define a successful outcome.
- It should be clear what the preferred business option is, and why.
- Where external procurement is required, it should be clear what the preferred sourcing option is, and why.
- It should be clear how any necessary funding will be obtained.
- The Business Case includes non-financial, as well as financial, criteria.
- The Business Case includes operations and maintenance costs and risks, as well as project costs and risks.
- The Business Case conforms to organisational accounting standards (e.g. break-even analysis and cash flow conventions).
- The major risks faced by the project are explicitly stated, together with any proposed responses.

Executive Summary

Highlight the key points in the Business Case, which should include important benefits and the return on investment (ROI).

Reasons

Defines the reasons for undertaking the project and explains how the project will enable the achievement of corporate strategies and objectives

Business Options

Analysis and reasoned recommendation for the base business options of: do nothing, do the minimal or do something.

Expected Benefits

The benefits that the project will deliver expressed in measurable terms against the situation as it exists prior to the project. Benefits should be both qualitative and quantitative. They should be aligned to corporate or programme benefits. Tolerances should be set for each benefit and for the aggregated benefit. Any benefits realisation requirements should be stated.

Expected Dis-benefits

Outcomes perceived as negative by one or more stakeholders. Dis-benefits are actual consequences of an activity whereas, by definition, a risk has some uncertainty about whether it will materialise. For example, a decision to merge two elements of an organisation onto a new site may have benefits (e.g. better joint working), costs (e.g. expanding one of the two sites) and dis-benefits (e.g. drop in productivity during the merger). Dis-benefits need to be valued and incorporated into the investment appraisal.

Timescale

The period over which the project will run (summary of the Project Plan) and the period over which the benefits will be realised. This information is subsequently used to help timing decisions when planning (Project Plan, Stage Plan and Benefits Review Plan).

Costs

A summary of the project costs (taken from the Project Plan), the on-going operations and maintenance costs and their funding arrangements.

Investment Appraisal

Compares the aggregated benefits and dis-benefits to the project costs (extracted from the Project Plan) and on-going incremental operations and maintenance costs. The analysis may use techniques such as cash flow statement, ROI, net present value, internal rate of return and payback period. The objective is to be able to define the value of a project as an investment. The investment appraisal should address how the project will be funded.

Major Risks

Gives a summary of the key risks associated with the project together with the likely impact and plans should they occur.

Project Product Description

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

The Project Product Description is a special form of Product Description that defines what the project must deliver in order to gain acceptance. It is used to:

- Gain agreement from the user on the project's scope and requirements.
- Define the customer's quality expectations.
- Define the acceptance criteria, method and responsibilities for the project.

The Product Description for the project product is created in the Starting up a Project process as part of the initial scoping activity and is refined during the Initiating a Project process when creating the Project Plan. It is subject to formal change control and should be checked at stage boundaries (during Managing a Stage Boundary) to see if any changes are required. It is used by the Closing a Project process as part of the verification that the project has delivered what was expected of it, and that the acceptance criteria have been met.

Content

- Title
- Purpose
- Composition
- Derivation
- Development Skills Required
- Customer's Quality Expectations
- Acceptance Criteria
- Project Level Quality Tolerances
- Acceptance Method
- Acceptance Responsibilities

Context

The Project Product Description is derived from the project mandate, discussions with the Senior User and Executive; possibly via scoping workshops and the request for proposal (if in a commercial customer/supplier environment).

A Product Description for the project product can take a number of formats, including Document, presentation slides or mindmap, or Entry in a project management tool.

Quality Criteria

The following quality criteria should be observed:

- The purpose is clear.
- The composition defines the complete scope of the project.
- The acceptance criteria form the complete list against which the project will be assessed.
- The acceptance criteria address the requirements of all the key stakeholders (e.g. operations and maintenance).
- The Project Product Description defines how the users and the operational and maintenance organisations will assess the acceptability of the finished product(s):

    - All criteria are measurable.
    - Each criterion is individually realistic.
    - The criteria are realistic and consistent as a set. For example, high quality, early delivery and low cost may not go together.
    - All criteria can be proven within the project life (e.g. the maximum throughput of a water pump), or by proxy measures that provide reasonable indicators as to whether acceptance criteria will be achieved post-project (e.g. a water pump that complies with design and manufacturing standards of reliability)

- The quality expectations have considered:

    - The characteristics of the key quality requirements (e.g. fast/slow, large/small, national/global).
    - The elements of the customer's quality management system that should be used
    - Any other standards that should be used.
    - The level of customer/staff satisfaction that should be achieved if surveyed.

Title

The name by which the project is known.

Purpose

This defines the purpose that the project's product will fulfil and who will use it. It is helpful in understanding the product's functions, size, quality, complexity, robustness etc.

Composition

Description of the major products to be delivered by the project.

Derivation

What are the source products from which this product is derived? Examples are: Existing products to be modified; design specifications; a feasibility report or project mandate.

Development Skills Required

An indication of the skills required to develop the product, or a pointer to which area(s) should supply the development resources.

Customer's Quality Expectations

A description of the quality expected of the project's product and the standards and processes that will need to be applied to achieve that quality. They will impact on every part of the product development, and thus on time and cost. The quality expectations are captured in discussions with the customer. Where possible, expectations should be prioritised.

Acceptance Criteria[53]	Project Level Quality Tolerances[54]	Acceptance Method[55]	Acceptance Responsibilities[56]

[53] A prioritised list of criteria that the project's product must meet before the customer will accept it - i.e. measurable definitions of the attributes that must apply to the set of products to be acceptable to key stakeholders (and, in particular, the users and the operational and maintenance organisations). Examples are: ease of use, ease of support, ease of maintenance, appearance, major functions, development costs, running costs, capacity, availability, reliability, security, accuracy or performance.

[54] Specifying any tolerances that may apply for the acceptance criteria

[55] Stating the means by which acceptance will be confirmed. This may simply be a case of confirming that all the project's products have been approved or may involve describing complex handover arrangements for the project's product, including any phased handover of the project's products

[56] Defining who will be responsible for confirming acceptance.

Project Initiation Document

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

The purpose of the Project Initiation Documentation is to define the project, in order to form the basis for its management and an assessment of its overall success. The Project Initiation Documentation gives the direction and scope of the project and (along with the Stage Plan**) forms the 'contract' between the Project Manager and the Project Board**.

The three primary uses of the Project Initiation Documentation are to:

- Ensure that the project has a sound basis before asking the Project Board to make any major commitment to the project.
- Act as a base document against which the Project Board and Project Manager can assess progress, issues and ongoing viability questions.
- Provide a single source of reference about the project so that people joining the 'temporary organisation' can quickly and easily find out what the project is about, and how it is being managed.

The Project Initiation Documentation is a living product in that it should always reflect the current status, plans and controls of the project. Its component products will need to be updated and re-baselined, as necessary, at the end of each stage, to reflect the current status of its constituent parts.

The version of the Project Initiation Documentation that was used to gain authorisation for the project is preserved as the basis against which performance will later be assessed when closing the project.

Content

- Project Definition
- Project Approach
- Business Case
- Project Management Team Structure
- Role Descriptions
- Quality Management Strategy
- Configuration Management Strategy
- Risk Management Strategy
- Communication Management Strategy
- Project Plan
- Project Controls
- Tailoring

Context

The Project Initiation Documentation is derived from the Project Brief and discussions with user, business and supplier stakeholders for input on methods, standards and controls.

The Project Initiation Documentation could be a single document; an index for a collection of documents; a document with cross references to a number of other documents; a collection of information in a project management tool.

Quality Criteria

- The Project Initiation Documentation correctly represents the project.
- It shows a viable, achievable project that is in line with corporate strategy or overall programme needs.
- The project management team structure is complete, with names and titles. All the roles have been considered and are backed up by agreed role descriptions. The relationships and lines of authority are clear. If necessary, the project management team structure says to whom the Project Board reports.
- It clearly shows a control, reporting and direction regime that can be implemented, appropriate to the scale, risk and importance of the project to corporate or programme management.
- The controls cover the needs of the Project Board, Project Manager and Team Managers and satisfy any delegated assurance requirements.
- It is clear who will administer each control.
- The project objectives, approach and strategies are consistent with the organisation's corporate social responsibility directive, and the project controls are adequate to ensure that the project remains compliant with such a directive.
- Consideration has been given to the format of the Project Initiation Documentation. For small projects a single document is appropriate.
- For large projects it is more appropriate for the Project Initiation Documentation to be a collection of stand-alone documents. The volatility of each element of the Project Initiation Documentation should be used to assess whether it should be stand-alone, e.g. elements that are likely to change frequently are best separated out.

Project Definition

Explaining what the project needs to achieve. It should include information on the sections given below.

Background

Project Objectives

Covering time, cost, quality, scope, risk and benefit performance goals.

Desired Outcomes

Project Scope and Exclusions

Constraints and assumptions

Users and End Users

Interfaces

Project Approach

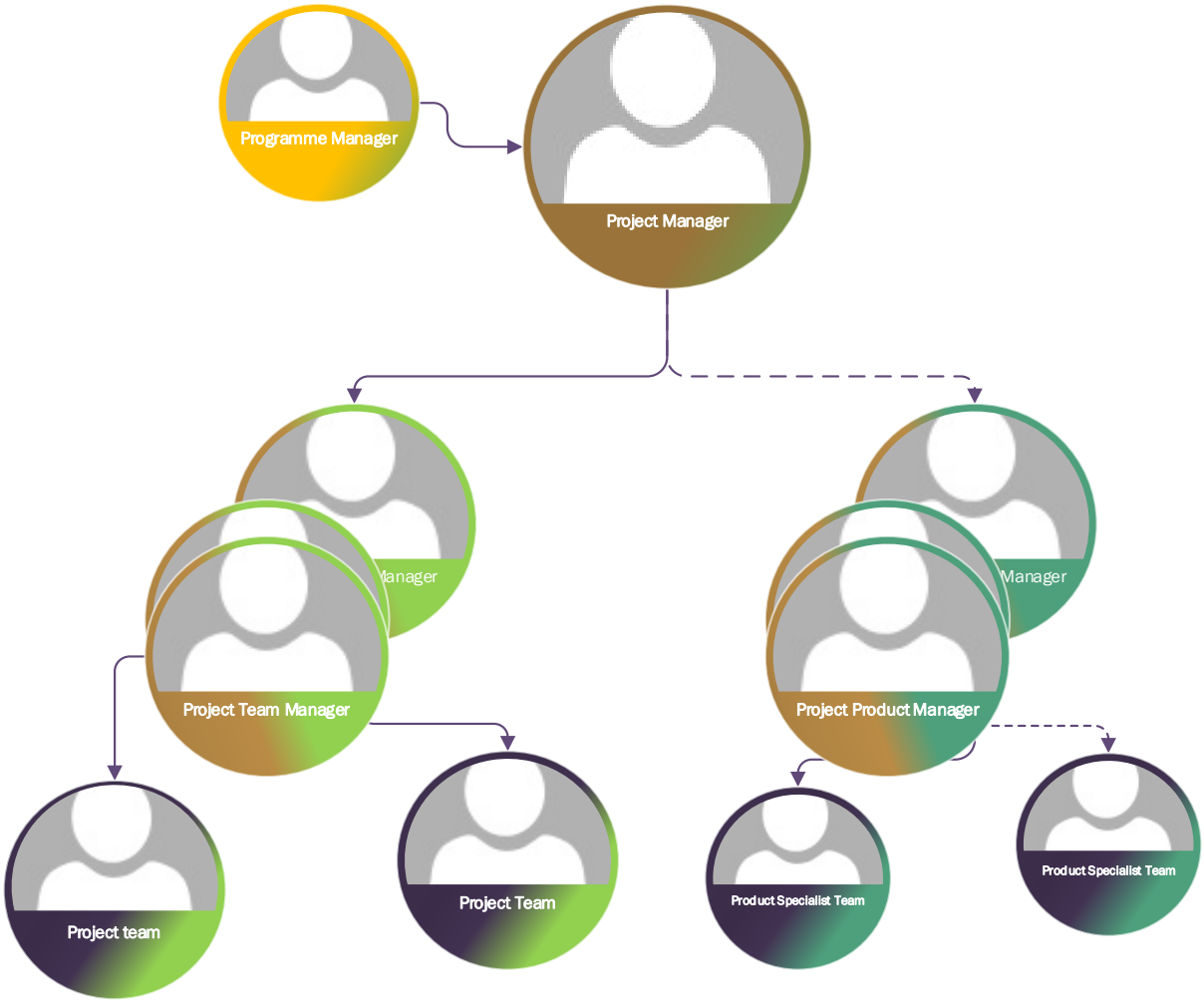
To define the choice of solution that will be used in the project to deliver the business option selected from the Business Case, taking into consideration the operational environment into which the solution must fit.

Business Case

A summary of the justification for the project based on estimated costs, risks and benefits.

Project Management Team Structure

A chart showing who will be involved with the project. Typically:



Role Descriptions

For the project management team and any other key resources.

Quality Management Strategy

Describing the quality techniques and standards to be applied, and the responsibilities for achieving the required quality levels.

Configuration Management Strategy

Describing how and by whom the project's products will be controlled and protected.

Risk Management Strategy

Describing the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure.

Communication Management Strategy

To define the parties interested in the project and the means and frequency of communication between them and the project.

Project Plan

Describing how and when the project's objectives are to be achieved, by showing the major products, activities and resources required on the project. It provides a baseline against which to monitor the project's progress stage by stage.

Project Controls

Summarizing the project-level controls such as stage boundaries, agreed tolerances, monitoring and reporting.

Tailoring

A summary of how the Project approach will be tailored for the project.

Work Package

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Work Package is a set of information about one or more required products collated by the Project Manager to pass responsibility for work or delivery formally to a Team Manager or team member.

Content

The content may vary greatly according to the relationship between the Project Manager and the recipient of the Work Package. Content may typically include:

- Work Package Authorisation
- Description
- Techniques, Processes and Procedures
- Development Interfaces
- Operations and Maintenance Interfaces
- Configuration Management Requirements
- Joint Agreements
- Tolerances
- Constraints
- Reporting Arrangements
- Problem Handling and Escalation
- Extracts or References
- Approval method
- Work Package Acceptance

Context

A Work Package is derived from any existing commercial agreements between the customer and supplier (if appropriate); Quality Management Strategy; Configuration Management Strategy; Stage Plan

A Work Package can take a number of formats, including Document; Oral conversation between the Project Manager and a Team Manager; Entry in a project management tool. The Work Package will vary in content and in degree of formality, depending on circumstances.

Where the work is being conducted by a team working directly under the Project Manager, the Work Package may be an oral instruction - although there are good reasons for putting it in writing, such as avoidance of misunderstanding and providing a link to performance assessment. Where the work is being carried out by a supplier under a contract and the Project Manager is part of the customer organisation, there is a need for a formal written instruction in line with standards laid down in that contract.

Quality Criteria

- The required Work Package is clearly defined and understood by the assigned resource.
- There is a Product Description for each required product, with clearly identified and acceptable quality criteria.
- The Product Description(s) matches up with the other Work Package documentation.
- Standards for the work are agreed.
- The defined standards are in line with those applied to similar products.
- All necessary interfaces have been defined.
- The reporting arrangements include the provision for raising issues and risks.
- There is agreement between the Project Manager and the recipient on exactly what is to be done.
- There is agreement on the constraints, including effort, cost and targets.
- The dates and effort are in line with those shown in the Stage Plan for the current management stage.
- Reporting arrangements are defined.
- Any requirement for independent attendance at, and participation in, quality activities is defined.

Work Package Authorisation

Title	
Person Authorised[57]	
Date[58]	

Description

A description of the work to be done.

Techniques, Processes and Procedures

Any techniques, tools, standards, processes or procedures to be used in the creation of the specialist products.

Development Interfaces

Interfaces that must be maintained while developing the products. These may be people providing information or those who need to receive information.

[57] The name of the Team Manager or individual with whom the agreement has been made.
[58] The date of the agreement between the Project Manager and the Team Manager/person authorised.

Operations and Maintenance Interfaces

Identification of any specialist products with which the product(s) in the Work Package will have to interface during their operational life. These may be other products to be produced by the project, existing products, or those to be produced by other projects (for example, if the project is part of a programme.

Configuration Management Requirements

A statement of any arrangements that must be made by the producer for: version control of the products in the Work Package; obtaining copies of other products or their Product Descriptions; submission of the product to configuration management; any storage or security requirements; and who, if anyone, needs to be advised of changes in the status of the Work Package.

Joint Agreements

Details of the agreements on effort, cost, start and end dates, and key milestones for the Work Package.

Tolerances

Details of the tolerances for the Work Package (the tolerances will be for time

and cost but may also include scope and risk).

Constraints

Any constraints (apart from the tolerances) on the work, people to be involved, timings, charges, rules to be followed (for example, security and safety) etc.).

Reporting Arrangements

The expected frequency and content of Checkpoint Reports.

Problem Handling and Escalation

This refers to the procedure for raising issues and risks.

Extracts or References

Any extracts or references to related documents, specifically:

- Stage Plan extract This will be the relevant section of the Stage Plan for the current management stage or will be a pointer to it.

- Product Description(s) This would normally be an attachment of the Product Description(s) for the products identified in the Work Package (note that the Product Description contains the quality methods to be used.

Approval method

The person, role or group who will approve the completed products within the Work Package, and how the Project Manager is to be advised of completion of the products and Work Package.

Work Package Acceptance

Person Accepting[59]	
Date[60]	
Assessment and feedback[61]	

[59] The Project Manager or other person accepting the work package on the Project Manager's behalf.
[60] The date of acceptance.
[61] This can be used by the person accepting the work package to provide comments on the work package possibly to go towards performance appraisal for the individual or teams involved.

Product Status Account

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

The Product Status Account provides information about the state of products within defined limits. The limits can vary. For example, the report could cover the entire project, a particular stage, a particular area of the project, or the history of a specific product. It is particularly useful if the Project Manager wishes to confirm the version number of products.

Content

The content of the Account will be dependent on the nature of the information requested.

Context

The Product Status Account is derived from the Configuration Item Records and the Stage Plan.

A Product Status Account can take a number of formats, including Document, Spreadsheet or report from a database; Output from a project management tool.

Quality Criteria

- The details and dates match those in the Stage Plan.
- The product name is consistent with the product breakdown structure and the name in the Configuration Item Record.

Product Status Account Detail

Report Scope[62]			
Date Produced			
Product Status (repeated for each product included in the report scope)			
Product Identifier			
Product Title			
Version			
Status and date of status change			
Product State			
Owner			
Copy-holders			
Location			
User(s)			
Producer		**Date Allocated**	
Baseline Date planned		**Actual**	
Planned date of next baseline			
List of related items			
List of related Issues and risks[63]			

[62] Describing the scope of the report (e.g. for the entire project, by stage, by product type, by supplier etc. The product's attribute can be used to select the subset of products for the report)

[63] Including changes pending and approved

Checkpoint Report

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of the Work Package.

Content

The Checkpoint Report should cover the following topics:

- Follow ups from previous periods.
- This Reporting Period.
- Next Reporting Period.
- Work Package Tolerance Status.
- Issues and Risks.

Context

The Checkpoint Report is derived from the: Work Packages; Team Plan and actuals and the previous Checkpoint Report

A Checkpoint Report can take a number of formats, including Oral report to the Project Manager (could be in person or over the phone); Presentation at a review meeting (physical meeting or conference call); Document or email issued to the Project Manager; Entry in a project management tool.

Quality Criteria

- Prepared at the frequency required by the Project Manager.
- The level and frequency of progress assessment is right for the stage and/or Work Package.
- The information is timely, useful, objective and accurate.
- Every product in the Work Package, for that period, is covered by the report.
- Includes an update on any unresolved issues from the previous report.

Date of Checkpoint	
Period Covered	

This Reporting Period

Products

Product Ref	Product name	Work undertaken	Date Completed

Quality Management (Activities undertaken this period)

Lessons Identified

Next Reporting Period

Products

Product Ref	Product name	Work to be undertaken	Date to be Completed?

Quality Management (Activities planned for this period)

Work Package Tolerance Status (How execution of the Work Package is performing against its tolerances (e.g. cost/time/scope actuals and forecast)

Issues and Risks (Update on issues and risks associated with the Work Package)

End of Stage Report

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

An End Stage Report is used to give a summary of progress to date, the overall project situation, and sufficient information to ask for a Project Board decision on what to do next with the project.

The Project Board uses the information in the End Stage Report in tandem with the next Stage Plan to decide what action to take with the project: for example, authorize the next stage, amend the project scope, or stop the project.

Content

- Project Manager's Report
- Review of the Business Case
- Review of Project Objectives
- Review of Stage Objectives
- Review of Team Performance
- Lessons Report
- Issues and Risks
- Forecast
- Review of Products

Context

The End Stage Report is derived from the: Current Stage Plan and actuals; Project Plan; Benefits Review Plan; Issue Register, Quality Register and Risk Register; Exception Report (if applicable); Lessons Report; Completed/slipped Work Packages and updated Business Case.

An End Stage Report can take a number of formats, including presentation to the Project Board (physical meeting or conference call), as a document or email issued to the Project Board; or as an entry in a project management tool.

Quality Criteria

- The report clearly shows stage performance against the plan.
- Any abnormal situations are described, together with their impact.
- Any appointed Project Assurance roles agree with the report.

Review of the Business Case

Summarising the validity of the project's Business Case

Benefits achieved to date

Residual benefits expected (remaining stages and post-project).

Expected net benefits

Deviations from the approved Business Case

Aggregated risk exposure

Review of Project Objectives

Review of how the project has performed to date against its planned targets and tolerances for time, cost, quality, scope, benefits and risk. Review the effectiveness of the project's strategies and controls.

Review of Stage Objectives

Review of how the specific stage performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk.

Review of Team Performance

In particular, providing recognition for good performance.

Lessons Report

A review of what went well, what went badly, and any recommendations for corporate or programme management consideration.

Issues and Risks

Summary of the current set of issues and risks affecting the project.

Forecast

The Project Manager's forecast for the project and next stage against planned targets and tolerances for time, cost, quality, scope, benefits and risk.

Review of Products

Product Name	Quality Records[64]		Approval Records[65]	Off-specifications[66]
	Planned	Completed		

[64] Quality activities planned and completed
[65] The Requisite approvals for each Product
[66] Any missing products or products which do not meet the original requirements, and confirmation of any concessions granted

Phased Handover

Confirmation by the customer that operations and maintenance functions are ready to receive the release. (If applicable)

Summary of Follow-on Action Recommendations

Request for Project Board advice about who should receive each recommended action. The recommended actions are related to unfinished work, on-going issues and risks, and any other activities needed to take the products handed over to the next phase of their life). (if applicable.

End of Project Report

Nomenclature

Project Name:			
Date:		**Release:**	Draft/Final
Client:			
Owner:			
Author:			
Document Number:			

Revision History

Revision Date	Summary of Changes

Approval

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

Purpose

An End Project Report is used during project closure to review how the project performed against the version of the Project Initiation Documentation used to authorize it. It also allows the:

- Passing on of any lessons that can be usefully applied to other projects.
- Passing on of details of unfinished work, on-going risks or potential product modifications to the group charged with future support of the project's products in their operational life.

Content

- Project Manager's report
- Review of the Business Case
- Review of Project Objectives
- Review of Team Performance
- Lessons Report
- Review of Products

Context

The End Project Report is derived from the: Project Initiation Documentation; Business Case; Project Plan; Benefits Review Plan; Issue Register, Quality Register and Risk Register; Lessons Report and End Stage Reports (and Exceptions Reports, if applicable).

An End Project Report can take a number of formats, including presentation to the Project Board (physical meeting or conference call), as a document or email issued to the Project Board or as an entry in a project management tool.

Quality Criteria

- Any abnormal situations are described, together with their impact.
- At the end of the project, all issues should either be closed or become the subject of a follow-on action recommendation.
- Any available useful documentation or evidence should accompany the follow-on action recommendation(s).
- Any appointed Project Assurance roles should agree with the report.

Project Manager's report

Summarising the project's performance

Review of the Business Case

Summarising the validity of the project's Business Case

Benefits achieved to date

Residual benefits expected (post-project)

Expected net benefits

Deviations from the approved Business Case

Review of Project Objectives

Review of how the project performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk. Review the effectiveness of the project's strategies and controls.

Review of Team Performance

In particular, providing recognition for good performance.

Lessons Report

A review of what went well, what went badly, and any recommendations for corporate or programme management consideration (and if the project was prematurely closed, then the reasons should be explained). This may be a separate document and referenced from this location.

Review of Products

Product Name	Quality Records[67]		Approval Records[68]	Off-specifications[69]
	Planned	Completed		

[67] Quality activities planned and completed
[68] The Requisite approvals for each Product
[69] Any missing products or products which do not meet the original requirements, and confirmation of any concessions granted

Project Product Handover

Confirmation (in the form of acceptance records) by the customer that operations and maintenance functions are ready to receive the project's product.

Summary of Follow-on Action Recommendations

Request for Project Board advice about who should receive each recommended action. The recommended actions are related to unfinished work, on-going issues and risks, and any other activities needed to take the products to the next phase of their life.

PAM 1 ‘Communication’

PAM 2 ‘Training’

PAM 3 ‘Improvement’

PAM 4 ‘Logistics’

PAM 5 ‘The Food Safety Miscellany’

PAM 6 ‘Projects’

PAM 7 ‘Interaction’