PRINCE2 2017 - Benefit Management Approach.docx

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PRINCE2 2017 - Project product description.docx

PRINCE2 2017 - Quality management approach.docx

PRINCE2 2017 - Quality Register.docx

PRINCE2 2017 - Risk Management Approach.docx

PRINCE2 2017 - Risk Register.docx

PRINCE2 2017 - Work package.docx

[Project]

Benefit management approach

Documenting the approach you will take to benefits management in this project

[Ref filename & version]

Contents

1 Scope

2 Accountability

3 Management actions

4 Measuring achievement

5 Resource requirements

6 Baseline measures

7 Arrangements for project product performance review

Guidance on how to complete

(Note: following completion of the Benefit Management Approach the pages beyond this point can be deleted)

PURPOSE

A benefits management approach defines the benefits management actions and benefits reviews that will be put in place to ensure that the project's outcomes are achieved and confirm that the project's benefits are realized.

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

COMPOSITION

A benefits management approach includes the following:

- the scope of the benefits management approach covering what benefits are to be managed and measured
- who is accountable for the expected benefits
- what management actions are required in order to ensure that the project's outcomes are achieved
- how to measure achievement of expected benefits, and when they can be measured
- what resources are needed
- baseline measures from which the improvements will be calculated
- how the performance of the project's product will be reviewed.

DERIVATION

The benefits management approach is derived from the following:

- business case
- project product description (and the acceptance criteria in particular)
- the programme's benefits management approach and benefits realization plan (when the project is part of a programme)
- the corporate, programme management or customer performance monitoring function (such as a centre of excellence), if one exists.

FORMAT AND PRESENTATION

A benefits management approach can take a number of formats, including:

- a document, a spreadsheet or presentation slides
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to a benefits management approach:

- It covers all benefits stated in the business case.
- The benefits are measurable and baseline measures have been recorded.
- It describes suitable timing for measurement of benefits, together with reasons for the timing.
- It identifies the skills or individuals who will be needed to carry out the measurements.
- The effort and cost to undertake the benefits reviews are realistic when compared with the value of the anticipated benefits.
- Consideration is given to whether dis-benefits should be measured and reviewed.

[Project name]

Business case

Documenting the business justification for undertaking this project

[Ref filename & version]

Contents

1 Executive summary

[should be limited to one page]

2 Reasons

3 Business options

4 Expected benefits

5 Expected dis-benefits

6 Timescale

7 Costs

8 Investment appraisal

9 Major risks

Guidance on how to complete

(Note: following completion of the Business case the pages beyond this point can be deleted)

PURPOSE

A business case is used to document the business justification for undertaking a project, based on the estimated costs (of development, implementation and incremental ongoing operations and maintenance costs) against the anticipated benefits to be gained and offset by any associated risks. It should outline how and when the anticipated benefits can be measured.

The outline business case is developed in the starting up of a project process and refined by the initiating a project process. The directing a project process covers the approval and reaffirmation of the business case.

The business case is used by the controlling a stage process when assessing impacts of issue 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.

COMPOSITION

A business case includes the following:

- ### EXECUTIVE SUMMARY

  Highlights the key points in the business case, which should include important benefits and the return on investment.

- ### REASONS

  Defines the reasons for undertaking the project and explains how the project will enable the achievement of corporate, programme management or customer strategies and objectives.

- ### BUSINESS OPTIONS

  Analysis and reasoned recommendation for the base business options of do nothing, do the minimum or do something. 'Do nothing' should always be the starting option to act as the basis for quantifying the other options. The difference between 'do nothing' and 'do the minimum' or 'do something' is the benefit that the investment will buy.

  The analysis of each option provides the project board and the project's stakeholders with sufficient information to judge which option presents the best value for the organization. It provides the answer to the question: for this level of investment, are the anticipated benefits more desirable, viable and achievable than the other options available?

  The business case for the chosen option should be continually assessed for desirability, viability and achievability as any new risks and/or changes may make one of the other options more justifiable.

- ### EXPECTED BENEFITS

  These result from the desired outcomes to be achieved through the use of the project outputs. The benefits are 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 with corporate, programme management or customer benefits. Tolerances should be set for each benefit and for the aggregated benefit. Any benefits realization requirements should be stated.

The quantification of benefits enables benefits tolerances to be set (e.g. a 10-15 per cent increase in sales) and the measurability of the benefits ensures that they can be proven. If the project includes benefits that cannot be proven, then it is impossible to judge whether the project:

- has been a success
- has provided value for money
- should be (or have been) initiated.

There are many ways to verify the expected benefits. For example, sensitivity analysis can be used to determine whether the business case is heavily dependent on a specific benefit. If it is, this may affect project planning, monitoring and control activities, and risk management, as steps would need to be taken to protect that specific benefit.

- ## EXPECTED DIS-BENEFITS

The impact of one or more outcomes of the project might be perceived as negative by one or more stakeholders. Dis-benefits are actual consequences of an activity whereas, by definition, a risk is uncertain and may never materialize. For example, a decision to merge two elements of an organization 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 realized. This information is subsequently used to help timing decisions when planning (project plan, stage plan and benefits management approach).

- ## COSTS

A summary of the project costs (taken from the project plan), the ongoing operations and maintenance costs and their funding arrangements.

- ## INVESTMENT APPRAISAL

Compares the aggregated benefits and dis-benefits with the project costs (extracted from the project plan) and ongoing incremental operations and maintenance costs. The analysis may use techniques such as cash-flow statement, return on investment, net present value, and 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.

DERIVATION

A business case is derived from the following:

- project mandate and project brief: reasons
- project plan: costs and timescales
- senior user(s): expected benefits
- executive: value for money
- risk register
- issue register.

FORMAT AND PRESENTATION

A business case can take a number of formats, including:

- a document, a spreadsheet or presentation slides
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to a business case:

- The reasons for the project must be consistent with the corporate, programme management or customer strategies.
- The project plan must be aligned with the business case.
- The benefits are clearly identified and justified.
- How the benefits will be realized must be clear.
- What defines a successful outcome is described.
- The preferred business option is stated, along with the reasons why.
- Where external procurement is required, the preferred sourcing option is stated, and why.
- How any necessary funding will be obtained is described.
- 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 organizational 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.

Change control approach

Documenting how you will manage changes during the project

[Ref filename & version]

Contents

1 Introduction

2 Issue management and change control procedure

3 Tools and techniques

4 Records

5 Reporting

6 Timing of issue management, change control and issue activities

7 Roles and responsibilities

8 Scales for priority and severity

Guidance on how to complete

(Note: following completion of the Business case the pages beyond this point can be deleted)

PURPOSE

A change control approach is used to identify, assess and control any potential and approved changes to the project baselines to protect the project's products. It describes the procedures, techniques and standards to be applied and the responsibilities for achieving an effective issue management and change control procedure.

COMPOSITION

A change control approach includes the following:

- **Introduction** States the purpose, objectives and scope, and identifies who is responsible for the approach.
- **Issue management and change control procedure** Describes (or refers to) the issue management and change control procedure to be used. Any variance from corporate, programme management or customer standards should be highlighted, together with a justification for the variances. The procedure should cover activities such as capturing issues, assessing their impact, proposing actions, deciding on actions, and implementing actions.
- **Tools and techniques** Refers to any systems or tools to be used and any preference for techniques that may be used for each step in the issue management and change control procedure.
- **Records** Defines the composition and format of the issue register.
- **Reporting** Describes the composition and format of the reports that are to be produced, their purpose, timing and chosen recipients. This should include reviewing the performance of the procedures.
- **Timing of issue management and change control and issue activities** States when formal activities (e.g. reviews or audits) are to be undertaken.
- **Roles and responsibilities** Describes who will be responsible for what aspects of the procedures, including any corporate, programme management or customer roles involved with the change control of the project's products. Describes whether a change authority and/or change budget will be established.
- **Scales for priority and severity** Describes the scales for prioritizing requests for change and off-specifications and for determining the level of management that can make decisions on the severity of an issue.

DERIVATION

A change control approach is derived from the following:

- the customer's quality expectations
- the corporate, programme management or customer tools and systems used for change control (e.g. any software in use or mandated by the user)
- the programme quality management strategy and information management strategy (if the project is part of a programme)
- the user's quality management system
- the supplier's quality management system
- specific needs of the project product(s) and environment
- project management team structure (to identify those with change control responsibilities)
- facilitated workshops and informal discussions.

FORMAT AND PRESENTATION

A change control approach can take a number of formats, including:

- a stand-alone document or a section of the PID
- an entry in a project management tool.

QUALITY CRITERIA

The following criteria apply to a change control approach:

- Responsibilities are clear and understood by both user and supplier.
- The issue management and change control procedure is clearly documented and can be understood by all parties.
- The chosen change control approach is appropriate for the size and nature of the project.
- Scales are clear and unambiguous.
- The scales are appropriate for the level of control required.
- Reporting requirements are fully defined.
- Resources are in place to administer the chosen method of change control.

Checkpoint report

Reporting the status of the work package
[Date] and [Period]

[Ref filename & version]

Contents

1 Follow-ups

2 This reporting period

Products under development during the period	
Products completed during the period	
Quality management activities during the period	
Lessons identified	

3 Next reporting period

Products to be developed during the period	
Products to be completed during the period	
Quality management activities planned for the period	

4 Tolerance status

5 Issues and risks

Guidance on how to complete

(Note: following completion of the Checkpoint Report the pages beyond this point can be deleted)

PURPOSE

A checkpoint report is used to report, at a frequency defined in the work package, the status of the work package.

COMPOSITION

A checkpoint report includes the following:

- **Date** The date of the checkpoint
- **Period** The reporting period covered by the checkpoint report
- **Follow-ups** The outstanding items from previous reports (e.g. action items completed or unresolved issues)
- **This reporting period :**
  - the products being developed by the team during the reporting period
  - the products completed by the team during the reporting period
  - quality management activities carried out during the period
  - lessons identified
- **Next reporting period :**
  - the products being developed by the team in the next reporting period
  - the products planned to be completed by the team in the next reporting period
  - quality management activities planned for the next reporting 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** An update on issues and risks associated with the work package.

DERIVATION

A checkpoint report is derived from the following:

- work package
- team plan and actuals
- previous checkpoint report.

FORMAT AND PRESENTATION

A checkpoint report can take a number of formats, including:

- an oral report to the project manager (could be in person or over the phone)
- a presentation at a progress review (physical meeting or conference call)
- a document or email issued to the project manager
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to a checkpoint report:

- The report is prepared at the frequency required by the project manager.
- The level and frequency of progress assessment is right for the management 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.
- The report includes an update on any unresolved issues from the previous report.

Communications management approach

Describing the communications activities and stakeholder interactions for the project

[Ref filename & version]

Contents

1 Introduction

2 Communication procedure

3 Tools and techniques

4 Records

5 Reporting

6 Timing of communication activities

7 Roles and responsibilities

8 Stakeholder analysis

Stakeholder	Current Relationship	Desired Relationship	Interfaces	Key Messages	Notes

9 Information needs for each interested party

Stakeholder/ or interested party	Info required from Project	Info required to project	Provider and recipient	Frequency of Comms	Means of Comms	Format of Comms	Notes

Guidance on how to complete

(Note: following completion of the Communications Management Approach the pages beyond this point can be deleted)

PURPOSE

A communication management approach contains a description of the means and frequency of communication with parties both internal and external to the project. It facilitates engagement with stakeholders through the establishment of a controlled and bidirectional flow of information.

COMPOSITION

A communication management approach includes the following:

- **Introduction** States the purpose, objectives and scope, and identifies who is responsible for the approach.
- **Communication procedure** Describes (or refers to) any communication methods to be used. Any variance from corporate, programme management or customer 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** Defines what communication records will be required and where they will be stored (e.g. logging of external correspondence).
- **Reporting** Describes any reports on the communication process that are to be produced, including their purpose, timing and recipients (e.g. performance indicators).
- **Timing of communication activities** States when formal communication activities are to be undertaken (e.g. at the end of a management 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, programme management or customer roles involved with communication.
- **Stakeholder analysis** , including:
  - identification of the interested party (which may include accounts staff, user forum, internal audit, corporate, programme management or customer quality assurance, competitors, etc.)
  - current relationship
  - desired relationship
  - interfaces
  - key messages
- **Information needs for each interested party** , including:
  - information required to be provided from the project
  - information required to be provided to the project
  - information provider and recipient
  - frequency of communication
  - means of communication
  - format of the communication.

DERIVATION

A communication management approach is derived from the following:

- the corporate, programme management or customer communications policies (e.g. rules for disclosure for publicly listed companies)
- the programme's information management strategy
- other components of the PID; in particular, the project management team structure, risk management approach, quality management approach and change control approach
- facilitated workshops/informal discussions with stakeholders
- stakeholder analysis.

FORMAT AND PRESENTATION

A communication management approach can take a number of formats, including:

- a stand-alone product or a section of the PID
- a document, spreadsheet or mind map
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to a communication management approach:

- All stakeholders have been identified and consulted with regard to 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 approach.
- The communication management approach incorporates corporate, programme management or customer communications facilities where appropriate (e.g. using the marketing communications department for distributing project bulletins).

Configuration item record

Unique Identifier		
Project Identifier	Item Identifier	Current Version
Item Title		
Item Details		
Date of last Status Change		
Owner		
Location		
Copy Holders		
Item Type		
Item Attributes		
Stage		
Users		
Status		
Product State		
Variant		
Producer		
Date Allocated to the producer		
Source		
Relationship with other items		
Cross References		

Guidance on how to complete

(Note: following completion of the Configuration Item record the pages beyond this point can be deleted)

PURPOSE

Configuration item records are created only if required by the project's change control approach. Their purpose is 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. If configuration item records are not used then less formal information about the configuration status of products may be part of the product status information.

The set of configuration item records for a project is often referred to as a configuration library. The records may be derived from:

- the change control approach
- the product breakdown structure
- a stage plan and work package
- the quality register, issue register and risk register.

PRINCE2 does not define the composition, format and presentation or quality criteria for this product. The template provided here is a suggestion of the format and structure you could choose to use.

Daily log – [Project]

Project		Daily log scope		
		Project, stage work package etc		
Date of Entry	**Problem, action event or comment**	**Person Responsible**	**Target Date**	**Results**

Guidance on how to complete

(Note: following completion of the Daily Log the pages beyond this point can be deleted)

PURPOSE

A daily log may be used to record informal issues, required actions or significant events not captured by other PRINCE2 registers or logs. It can act 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. 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.

PRINCE2 does not define the composition, format and presentation or quality criteria for this product. The template provided here is a suggestion of the format and structure you could choose to use.

End project report

Recording a review of the project performance

[Ref filename & version]

Contents

1 Project manager’s report

2 Review of business case

3 Review of project objectives

4 Review of team performance

5 Review of products

6 Lessons

Guidance on how to complete

(Note: following completion of the End project report the pages beyond this point can be deleted)

PURPOSE

An end project report is used during project closure to review how the project performed against the version of the PID used to authorize it. It also allows the passing on of:

- any lessons that can be usefully applied to other projects
- details of unfinished work, ongoing risks or potential product modifications to the group charged with future support of the project product in its operational life.

COMPOSITION

An end project report includes the following:

- **Project manager's report** Summarizes the project's performance
- **Review of the business case** Summarizes the validity of the project's business case, including:
  - 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. Evaluates the effectiveness of the project's approaches and controls
- **Review of team performance** In particular, provides recognition for good performance
- **Review of products** , including:
  - **Quality records** Listing the quality activities planned and completed
  - **Approval records** Listing the products and their requisite approvals
  - **Off-specifications** Listing any missing products or products that 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, ongoing issues and risks, and any other activities needed to take the products to the next phase of their life
- **Lessons** A review of what went well, what went badly, and any recommendations for corporate, programme management or customer consideration (and if the project was prematurely closed, then the reasons should be explained). Sourced from the lessons log (see section A.14) or any lessons reports that may exist.

DERIVATION

An end project report is derived from the following:

- PID
- business case
- project plan
- benefits management approach
- issue register, quality register and risk register
- lessons log
- end stage reports (and exception reports, if applicable).

FORMAT AND PRESENTATION

An end project report can take a number of formats, including:

- a presentation to the project board (physical meeting or conference call)
- a document or email issued to the project board
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to an end project report:

- 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.

End stage report

Recording a review of the stage performance

[Ref filename & version]

Contents

1 Project manager’s report

2 Review of business case

3 Review of project objectives

4 Review of management stage objectives

5 Review of team performance

6 Review of products

7 Lessons

8 Issues and risks

9 Forecast

Guidance on how to complete

(Note: following completion of the End stage report the pages beyond this point can be deleted)

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.

COMPOSITION

An end stage report includes the following:

- **Project manager's report** Summarizes the management stage performance
- **Review of the business case** Summarizes the validity of the project's business case, including:
  - benefits achieved to date
  - residual benefits expected (remaining management stages and post-project)
  - expected net benefits
  - deviations from 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. Evaluates the effectiveness of the project's approaches and controls
- **Review of management stage objectives** Review of how the specific management stage performed against its planned targets and tolerances for time, cost, quality, scope, benefits and risk
- **Review of team performance** In particular, provides recognition for good performance
- **Review of products** , including:
  - **Quality records** Listing the quality activities planned and completed in the management stage
  - **Approval records** Listing the products planned for completion in the management stage and their requisite approvals
  - **Off-specifications** Listing any missing products or products that do not meet the original requirements, and confirmation of any concessions granted
  - **Phased handover** (if applicable) Confirmation by the customer that operations and maintenance functions are ready to receive the release
  - **Summary of follow-on action recommendations** (if applicable) Request for project board advice for who should receive each recommended action. The recommended actions are related to unfinished work, ongoing issues and risks, and any other activities needed to take the products handed over to the next phase of their life
- **Lessons** (if appropriate) A review of what went well, what went badly, and any recommendations for corporate, programme management or customer consideration. Sourced from the lessons log (see section A.14) or any lessons reports that may exist
- **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 management stage against planned targets and tolerances for time, cost, quality, scope, benefits and risk.

Where the end stage report is being produced at the end of the initiation stage, not all the above content may be appropriate or necessary.

DERIVATION

An end stage report is derived from the following:

- current management stage plan and actuals
- project plan
- benefits management approach
- risk register, quality register and issue register
- exception report (if applicable)
- lessons log
- completed/slipped work packages
- updated business case.

FORMAT AND PRESENTATION

An end stage report can take a number of formats, including:

- a presentation to the project board (physical meeting or conference call)
- a document or email issued to the project board
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to an end stage report:

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

Exception report

Informing the board about a project in exception
[Date] and [Period]

[Ref filename & version]

Contents

1 Exception title

2 Cause of the exception

3 Consequences of the deviation

4 Options

5 Recommendations

6 Lessons

Guidance on how to complete

(Note: following completion of the Exception Report the pages beyond this point can be deleted)

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.

COMPOSITION

An exception report includes the following:

- **Exception title** An overview of the exception being reported
- **Cause of the exception** A description of the cause of a deviation from the current plan
- **Consequences of the deviation** What the implications are if the deviation is not addressed for:
  - the project
  - corporate, programme management or the customer
- **Options** What options are available to address the deviation and the effect of each option on the business case, risks and tolerances
- **Recommendation** Of the available options, which is recommended, and why?
- **Lessons** What can be learned from the exception, on this project or future projects?

DERIVATION

An exception report is derived from the following:

- current plan and actuals
- issue register, risk register and quality register
- highlight reports, issue reports (for management stage/project-level deviations) or checkpoint reports (for team-level deviations)
- project board advice of an external event that affects the project.

FORMAT AND PRESENTATION

An exception report can take a number of formats, including:

- an issue raised at a minuted progress review (physical meeting or conference call)
- a document or email issued to the next higher level of management
- an entry in a project management tool.

For urgent exceptions, it is recommended that the exception report is oral in the first instance, and is then followed up in the agreed format.

QUALITY CRITERIA

The following quality criteria apply to an exception report:

- 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.
- The 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.

Highlight report

Informing the board about the status of the project
[Date] and [Period]

[Ref filename & version]

Contents

1 Status summary

2 This reporting period

Work Packages	
Products completed	
Products planned (but not started or completed)	
Corrective actions taken	

3 Next reporting period

Work Packages	
Products to be completed	
Corrective actions to be completed	

4 Project and management stage tolerance status

5 Requests for change

6 Key issues and risks

7 Lessons

Guidance on how to complete

(Note: following completion of the Highlight Report the pages beyond this point can be deleted)

PURPOSE

A highlight report is used to provide the project board (and possibly other stakeholders) with a summary of the management stage status at intervals defined by them. The project board uses the report to monitor management 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.

COMPOSITION

A highlight report includes the following:

- **Date** The date of the report
- **Period** The reporting period covered by the highlight report
- **Status summary** An overview of the status of the management stage at this time
- **This reporting period** :
  - work packages, including those pending authorization, in execution, and completed in the period (if the work packages are being performed by external suppliers, this information may be accompanied by purchase order and invoicing data)
  - products completed in the period
  - products planned but not started or completed in the period (providing an early warning indicator or potential breach of time tolerance)
  - corrective actions taken during the period
- **Next reporting period** :
  - work packages, including those to be authorized, in execution and to be completed during the next period (if the work packages are being performed by external suppliers, this information may be accompanied by purchase order and invoicing data)
  - products to be completed in the next period
  - corrective actions to be completed during the next period
- **Project and management stage tolerance status** How execution of the project and management stage are performing against their tolerances (e.g. cost/time actuals and forecast)
- **Requests for change** Raised, approved/rejected and pending
- **Key issues and risks** Summary of actual or potential problems and risks
- **Lessons** (if appropriate) A review of what went well, what went badly, and any recommendations for corporate, programme management or customer consideration. Sourced from the lessons log (see section A.14) or any lessons reports that may exist.

DERIVATION

A highlight report is derived from the following:

- PID
- checkpoint reports
- issue register, quality register and risk register
- stage plan and actuals
- communication management approach.

FORMAT AND PRESENTATION

A highlight report can take a number of formats, including:

- a presentation to the project board (physical meeting or conference call)
- a document or email issued to the project board
- an entry in a project management tool
- a wall chart or Kanban board.

QUALITY CRITERIA

The following quality criteria apply to a highlight report:

- The level and frequency of progress reporting required by the project board are right for the management 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.

Issue register – [Project]

Issue ID	Issue type	Date raised	Raised by	Issue report author	Issue description	Priority	Severity	Status	Date of last status update	Closure date

Guidance on how to complete

(Note: following completion of the Issue Register the pages beyond this point can be deleted)

PURPOSE

The purpose of the issue register is to capture and maintain information on all the issues that are being formally managed. The issue register should be monitored by the project manager on a regular basis.

COMPOSITION

The composition of the issue register will be defined in the change control approach. For each entry in the issue register, the following should be recorded:

- **Issue identifier** Provides a unique reference for every issue entered into the issue register. It will typically be a numeric or alphanumeric value
- **Issue type** Defines the type of issue being recorded, namely:
  - request for change
  - off-specification
  - problem/concern
- **Date raised** The date on which the issue was originally raised
- **Raised by** The name of the individual or team who raised the issue
- **Issue report author** The name of the individual or team who created the issue report
- **Issue description** Describes the issue, its cause and impact
- **Priority** This should be given in terms of the project's chosen categories. Priority should be re-evaluated after impact analysis
- **Severity** 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
- **Status** The current status of the issue and the date of the last update
- **Closure date** The date the issue was closed.

DERIVATION

The issue register is derived in the following way:

- Entries are initially made on the issue register when a new issue is raised.
- The issue register is updated as the issue is progressed. When the issue has been resolved, the entry in the issue register is closed.

FORMAT AND PRESENTATION

The format of the issue register will be defined in the change control approach. It can take a number of formats, including:

- a document, spreadsheet or database
- a stand-alone register or a carry-forward in the minutes of progress review meetings
- an entry in a project management tool
- a part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons, etc.

QUALITY CRITERIA

The following quality criteria apply to an issue register:

- 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.

Issue report – [Project]

Issue identifier		
Issue type		
Date raised	Raised By	Issue report author
Issue description		
Impact analysis		
Recommendation		

Priority		
Severity		
Decision		
Approved by	Decision date	Closure date

Guidance on how to complete

(Note: following completion of the Issue report the pages beyond this point can be deleted)

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 created only 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.

COMPOSITION

The composition of the issue report will be defined in the change control approach. It includes the following:

- **Issue identifier** As shown in the issue register (provides a unique reference for every issue report)
- **Issue type** Defines the type of issue being recorded, namely:
  - request for change
  - off-specification
  - problem/concern
- **Date raised** The date on which the issue was originally raised
- **Raised by** The name of the individual or team who raised the issue
- **Issue report author** The name of the individual or team who created the issue report
- **Issue description** Describes the issue in terms of its cause and impact
- **Impact analysis** A detailed analysis of the likely impact of the issue. This may include, for example, a list of products impacted
- **Recommendation** A description of what the project manager believes should be done to resolve the issue (and why)
- **Priority** This should be given in terms of the project's chosen scale. It should be re-evaluated after impact analysis
- **Severity** 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
- **Decision** The decision made (accept, reject, defer or grant concession)
- **Approved by** A record of who made the decision
- **Decision date** The date of the decision
- **Closure date** The date that the issue was closed.

DERIVATION

An issue report is derived from the following:

- 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
- completed work packages.

FORMAT AND PRESENTATION

The format of the issue report will be defined in the change control approach. Its various formats include:

- a document, spreadsheet or database
- an entry in a project management tool.

Not all entries in the issue register will need a separately documented issue report.

QUALITY CRITERIA

The following quality criteria apply to an issue report:

- 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 in the issue register.
- Decisions are accurately and unambiguously described.

Lessons log – [Project]

Lesson type	Lesson detail	Date logged	Logged by	Priority

Guidance on how to complete

(Note: following completion of the Lessons Log the pages beyond this point can be deleted)

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 approaches and plans. Some lessons may originate from within the project, where new experience (both good and bad) can be passed on to others.

COMPOSITION

For each entry in the lessons log, the following should be recorded:

- **Lesson type** Defines the type of lesson being recorded, namely:
  - project (to be applied to this project)
  - corporate, programme management or the customer (to be passed on to corporate, programme management or the customer)
  - both project and corporate, programme management or the customer
- **Lesson detail** The detail may include:
  - event
  - effect (e.g. positive/negative financial impact)
  - causes/trigger
  - whether there were any early warning indicators
  - recommendations
  - whether it was previously identified as a risk (threat or opportunity)
- **Date logged** The date on which the lesson was originally logged
- **Logged by** The name of the person or team who raised the lesson
- **Priority** In terms of the project's chosen categories.

DERIVATION

The lessons log is derived from the following:

- lessons 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:

- a document, spreadsheet or database
- a stand-alone log or a carry-forward in the minutes of progress review meetings
- an entry in a project management tool
- a part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons, etc.

QUALITY CRITERIA

The following quality criteria apply to the lessons log:

- 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.

[Project name]

Lessons report

Provoking action to help embed positive lessons

[Ref filename & version]

Scope	
Audience	
Timing	(mid stage, end stage or end project)

Contents

1 Executive summary

2 Overall review

3 Review of useful measures

4 Significant lessons

For significant issues it may be useful to provide additional details as follows:

Event	Effect	Causes/Trigger	Early Warnings?	Identified as a Risk?	Recommendations

Guidance on how to complete

(Note: following completion of the Business case the pages beyond this point can be deleted)

PURPOSE

A lessons report may be produced to support the lessons log if more information is required. It can be 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 organization's way of working, and so that the organization 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 be delayed until the end. Typically it can 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 organization (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.

A lessons report may be derived from:

- the PID (for the baseline position)
- the lessons log (for identification of lessons)
- the quality register, issue register and risk register (for statistical analysis)
- quality records (for statistical analysis)
- the communication management approach (for the distribution list).

PRINCE2 does not define the composition, format and presentation or quality criteria for this product.

[Project]
[Stage]
[Team]
Plan

How and when objectives will be achieved.

[Ref filename & version]

Contents

1 Plan description

2 Plan prerequisites

3 External dependencies

4 Planning assumptions

5 Delivery approach(es)

6 Lessons incorporated

7 Monitoring and control

8 Budgets

9 Tolerances

10 Product descriptions

11 Schedule

Guidance on how to complete

(Note: following completion of the Plan the pages beyond this point can be deleted)

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 PRINCE2, 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 management stage and are used as a baseline against which to monitor management 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, change control, communication and any other project controls required.

COMPOSITION

A plan includes the following:

- **Plan description** A brief description of what the plan encompasses (i.e. project, stage, team, exception) and the planning approach
- **Plan prerequisites** Any fundamental aspects that must be in place, and remain in place, for the plan to succeed
- **External dependencies** Dependencies that may influence the plan
- **Planning assumptions** Assumptions upon which the plan is based
- **Delivery approach(es)** A description of the approaches to be used
- **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** Time and cost budgets, including provisions for risks and changes
- **Tolerances** Time, cost and scope tolerances for the level of plan (which may also include more specific management-stage- or team-level risk tolerances)
- **Product descriptions** (see section A.17) Descriptions of the products within the scope of the plan (for the project plan this will include the project's products; for the stage plan this will be the management 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 graphical representations as:
  - a Gantt or bar chart
  - a product breakdown structure (see Appendix D for examples)
  - a product flow diagram (see Appendix D for an example)
  - an activity network

- a table of resource requirements, by resource type (e.g. four engineers, one test manager, one business analyst)
- a table of requested/assigned specific resources, by name (e.g. Nikki, Jay, Francesca).

DERIVATION

A plan is derived from the following:

- project brief
- quality management approach (for quality management activities to be included in the plan)
- risk management approach (for risk management activities to be included in the plan)
- communication management approach (for communication management activities to be included in the plan)
- change control approach
- resource availability
- registers and logs.

FORMAT AND PRESENTATION

A plan can take a number of formats, including:

- a stand-alone document or a section of the PID
- a document, spreadsheet, presentation slides or mind map
- an 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. Table A.1 provides an example of a product checklist.

Table A.1 Example of a product checklist

Product identifier	Product title	Product description approved		Draft ready		Final quality check completed		Approved		Handed over (if applicable)	
		Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
121	Test Plan	02 Jan	02 Jan	07 Jan	07 Jan	14 Feb	21 Feb	21 Feb	28 Feb	N/A	N/A
122	Water pump	02 Jan	02 Jan	13 Mar	13 Mar	14 Jun		30 Jun		14 Jul	

QUALITY CRITERIA

The following quality criteria apply to a plan:

- The plan is achievable.
- Estimates are based on consultation with those responsible for the people 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, programme management or customer 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 approach, change control approach, risk management approach, communication management approach and project approach.
- The plan supports the management controls defined in the PID.

Product description – [Project]

Identifier	
Title	
Purpose	
Composition	
Derivation	
Format and presentation	
Development skills required	
Quality criteria	
Quality tolerance	
Quality method	

Quality skills required	
Quality responsibilities	

Guidance on how to complete

(Note: following completion of the Product description the pages beyond this point can be deleted)

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.

COMPOSITION

A product description includes the following:

- **Identifier** Unique key, probably allocated by the change control method and likely to include the project name, item name and version number
- **Title** Name by which the product is known
- **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
  - 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
- **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 management stage in which the product is to be created
- **Quality criteria** 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
- **Quality tolerance** Details of any range in the quality criteria within which the product would be acceptable
- **Quality method** The kinds of quality method (e.g. design verification, pilot, test, inspection or review) that are to be used to check the quality or functionality of the product

- **Quality skills required** 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 management stage in which the quality inspection is to be done
- **Quality responsibilities** These define the producer, reviewer(s) and approver(s) for the product.

DERIVATION

A product description is derived from the following:

- product breakdown structure
- the end-users of the product
- quality management approach
- change control approach.

FORMAT AND PRESENTATION

A product description can take a number of formats, including:

- a document, presentation slides or mind map
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to a product description:

- The purpose of the product is clear and is consistent with that of other products.
- The product is described to a level of detail that is sufficient to plan and manage its development.
- The product description is concise yet sufficient enough 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 organization and the quality management approach.
- 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 described.
- The senior supplier(s) confirms that the requirements of the product, as defined in the product description, can be achieved.

Product status account – [Project]

Report Scope			
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			

Guidance on how to complete

(Note: following completion of the Product status account the pages beyond this point can be deleted)

PURPOSE

Information about the state of products should be maintained and may be presented, within defined limits, in a product status account. The limits can vary. For example, the report could cover the entire project, a particular management 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.

The product status account may be derived from:

- configuration item records
- a stage plan.

PRINCE2 does not define the composition, format and presentation or quality criteria for this product. This template is provided by way of example.

[Project]
Project brief

Providing a full and firm foundation for the initiation of the project.

[Ref filename & version]

Contents

1 Project definition

2 Outline business case

3 Project product description

4 Project approach

5 Project management team structure

6 Role descriptions

7 References

Guidance on how to complete

(Note: following completion of the Project brief the pages beyond this point can be deleted)

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 PID, after which the project brief is no longer maintained.

COMPOSITION

A project brief includes the following:

- **Project definition** Explains what the project needs to achieve. It should include:
  - background
  - project objectives (covering time, cost, quality, scope, benefits and risk performance)
  - desired outcomes
  - project scope and exclusions
  - constraints and assumptions
  - project tolerances
  - the user(s) and any other known interested parties
  - interfaces
- **Outline business case** (see section A.2) 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** (see section A.21) Includes the customer's quality expectations, user acceptance criteria, and operations and maintenance acceptance criteria
- **Project approach** Defines the choice of solution that will be used within the project to deliver the business option selected from the business case. This will take into consideration the operational environment into which the solution must fit and any tailoring requirements (if known)
- **Project management team structure** A chart showing who will be involved with the project
- **Role descriptions** These describe the roles of those in the project management team and any other key resources identified at this time
- **References** These include references to any associated documents or products.

DERIVATION

A project brief is derived from the following:

- a project mandate supplied at the start of the project
- programme management: if the project is part of a programme, the project brief is likely to be supplied by the programme, and therefore it will not have to be derived from a project mandate
- discussions with corporate, programme management or the customer regarding corporate, programme management or customer strategies and any policies and standards that apply
- discussions with the project board and users if the project mandate is incomplete or if no project mandate is provided
- discussions with the operations and maintenance organization (if applicable)
- discussion with the (potential) suppliers regarding specialist delivery approaches that could be used
- lessons log.

FORMAT AND PRESENTATION

A project brief can take a number of formats, including:

- a document or presentation slides
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to a project brief:

- 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 PID.
- It 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; or designed from scratch or modified from an existing product.
- The project approach selected maximizes the chance of achieving overall success for the project.
- The project objectives and project approaches are consistent with the organization's social responsibility directive.
- The project objectives are specific, measurable, achievable, relevant and time-bound (SMART).

[Project]

Project initiation document

Providing the project with direction and scope.

[Ref filename & version]

Contents

1 Project definition

2 Project approach

3 Business case

4 Project management team structure

5 Role descriptions

6 Quality management approach

7 Change control approach

8 Risk management approach

9 Communication management approach

10 Project plan

11 Project controls

12 Tailoring of PRINCE2

Guidance on how to complete

(Note: following completion of the Project Initiation document the pages beyond this point can be deleted)

PURPOSE

The purpose of the PID is to define the project, in order to form the basis for its management and an assessment of its overall success. The PID 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 PID 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 organization' can quickly and easily find out what the project is about, and how it is being managed.

The PID 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 management stage, to reflect the current status of its constituent parts.

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

COMPOSITION

There follows a contents list for the PID. Project definition and project approach are extracted from the project brief:

- **Project definition** Explains what the project needs to achieve. It should include:
  - background
  - project objectives and desired outcomes
  - project scope and exclusions
  - constraints and assumptions
  - the user(s) and any other known interested parties
  - interfaces
- **Project approach** Defines the choice of solution and delivery approach 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** (see section A.2) Describes 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
- **Role descriptions** These describe the roles of those in the project management team and any other key resources
- **Quality management approach** (see section A.22) Describes the quality techniques and standards to be applied, and the responsibilities for achieving the required quality levels. Where the project is subject to the commissioning organization's quality management policies/strategies, the PID should make reference to them rather than duplicate them. Where

the project is not subject to the commissioning organization's quality management policies/strategies, appropriate strategies/approaches should be documented

- **Change control approach** (see section A.3) Describes how and by whom the project's products will be controlled and protected. Where the project is subject to the commissioning organization's change control policies/strategies, the PID should make reference to them rather than duplicate them. Where the project is not subject to the commissioning organization's change control policies/strategies, appropriate strategies/approaches should be documented
- **Risk management approach** (see section A.24) Describes the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure. Where the project is subject to the commissioning organization's risk management policies/strategies, the PID should refer to rather than duplicate them. Where the project is not subject to the commissioning organization's risk management policies/strategies, appropriate strategies/approaches should be documented
- **Communication management approach** (see section A.5) Defines the parties interested in the project and the means and frequency of communication between them and the project. Where the project is subject to the commissioning organization's communication management policies/strategies, the PID should make reference to them rather than duplicate them. Where the project is not subject to the commissioning organization's communication management policies/strategies, appropriate strategies/approaches should be documented
- **Project plan** (see section A.16) Describes 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, management stage by management stage
- **Project controls** Summarizes the project-level controls such as management stage boundaries, agreed tolerances, monitoring and reporting
- **Tailoring of PRINCE2** A summary of how PRINCE2 will be tailored for the project.

DERIVATION

The PID is derived from the following:

- project brief
- discussions with user, business and supplier stakeholders for input on methods, standards and controls.

FORMAT AND PRESENTATION

The PID 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 sources in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to a PID:

- The PID correctly represents the project.
- It shows a viable, achievable project that is in line with corporate, programme management or customer strategies 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 shows 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, programme management or the customer.
- 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 and approaches are consistent with the organization's 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 PID. For small projects a single document is appropriate. For large projects, it is more appropriate for the PID to be a collection of stand-alone documents. The volatility of each element of the PID 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]

Project product description

Documenting what the project must deliver to gain acceptance.

[Ref filename & version]

Contents

1 Purpose

2 Composition

3 Derivation

4 Development skills required

5 Customer’s quality expectations

6 Acceptance criteria

7 Project level quality tolerances

8 Acceptance method

9 Acceptance responsibilities

Guidance on how to complete

(Note: following completion of the Project product description the pages beyond this point can be deleted)

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 management 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.

COMPOSITION

The project product description includes the following:

- **Title** Name by which the project is known
- **Purpose** This defines the purpose that the project product will fulfil and who will use it. It is helpful in understanding the product's functions, size, quality, complexity, robustness, etc.
- **Composition** A description of the major products and/or outcomes 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
  - the 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 products and/or outcomes 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 prioritized
- **Acceptance criteria** A prioritized list of criteria that the project products and/or outcomes must meet before the customer will accept them. These are 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 organizations. 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
- **Project-level quality tolerances** Specification of any tolerances that may apply for the acceptance criteria
- **Acceptance method** Statement of the means by which acceptance will be confirmed. This may simply be a case of confirming that the project products and/or outcomes have been approved or

may involve describing complex handover arrangements for the project products, including any phased handover of the project products
- **Acceptance responsibilities** Definition of who will be responsible for confirming acceptance.

DERIVATION

The project product description is derived from the following:

- project mandate
- discussions with the senior user and executive, possibly via scoping workshops
- request for proposal (if in a commercial customer/supplier environment).

FORMAT AND PRESENTATION

A product description for the project product can take a number of formats, including:

- a document, presentation slides or mind map
- an entry in a project management tool.

QUALITY CRITERIA

The following criteria apply to a project product description:

- 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 organizations will assess the acceptability of the finished product(s). It should ensure that:
  - all criteria are measurable
  - each individual criterion is realistic
  - the criteria are 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 been considered, including:
  - 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.

[Project]

Quality management approach

Documenting the approach you will take to quality management in this project

[Ref filename & version]

Contents

1 Introduction

2 Quality management process or procedure

3 Tools and techniques

4 Records

5 Reporting

6 Timing of quality management activities

7 Roles and responsibilities

Guidance on how to complete

(Note: following completion of the Quality Management Approach the pages beyond this point can be deleted)

PURPOSE

A quality management approach describes how quality will be managed on the project. This includes the specific processes, procedures, techniques, standards and responsibilities to be applied.

COMPOSITION

A quality management approach includes the following:

- **Introduction** States the purpose, objectives and scope, and identifies who is responsible for the approach
- **Quality management process or procedure** A description of (or reference to) the quality management procedure to be used. Any variance from corporate, programme management or customer quality standards should be highlighted, together with a justification for the variance. The process or procedure should cover:
  - the approach to quality assurance and quality planning
  - quality control: the project's approach to quality control activities. This may include:
    - quality standards
    - templates and forms to be employed (e.g. product description(s), quality register)
    - definitions of types of quality methods (e.g. inspection, pilot)
    - metrics to be employed in support of quality control
  - project assurance: the project's approach to project assurance activities. This may include:
    - responsibilities of the project board
    - compliance audits
    - corporate, programme management or customer reviews
- **Tools and techniques** Refers to any quality management systems or tools to be used, and any preference for techniques which may be used for each step in the quality management procedure
- **Records** Definition of what quality records will be required and where they will be stored, including the composition and format of the quality register
- **Reporting** Describes any quality management reports, including their purpose, timing and recipients
- **Timing of quality management activities** States when formal quality management activities are to be undertaken (e.g. during audits, when this may involve reference to the quality register)
- **Roles and responsibilities** Defines the roles and responsibilities for quality management activities, including those with quality responsibilities from corporate, programme management or the customer.

DERIVATION

A quality management approach is derived from the following:

- project board
- project brief, including:
  - the project management team structure (for roles and responsibilities)
  - the project product description (for the customer's quality expectations and acceptance criteria)
- organizational standards
- supplier and customer quality management systems
- change control requirements
- corporate, programme management or customer strategies
- facilitated workshops and informal discussions.

FORMAT AND PRESENTATION

A quality management approach can take a number of formats, including:

- a stand-alone document or a section of the PID
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to a quality management approach:

- The approach clearly defines ways in which the customer's quality expectations will be met.
- The defined ways are sufficient to achieve the required quality.
- Responsibilities for quality are defined up to a level that is independent of the project and project manager.
- The approach conforms to the supplier's and customer's quality management systems.
- The approach conforms to the corporate, programme management or customer quality policy.
- The approaches to assuring quality for the project are appropriate in the light of the standards selected.

Quality register – [Project]

Quality ID	Product identifier(s)	Product title(s)	Method	Roles and responsibilities	Dates						Result	Quality records
					Quality activity itself			Sign off of completed activity				
					Planned	Forecast	Actual	Planned	Forecast	Actual		

Guidance on how to complete

(Note: following completion of the Quality Register the pages beyond this point can be deleted)

PURPOSE

A quality register is used to summarize all the quality management activities that are planned or have taken place, and provides information for the end stage reports and end project report. Its purpose is to:

- issue a unique reference for each quality activity
- act as a pointer to the quality records for a product
- act as a summary of the number and type of quality activities undertaken.

COMPOSITION

The composition of the quality register will be defined in the quality management approach. For each entry in the quality register, the following should be recorded:

- **Quality identifier** Provides a unique reference for every quality activity entered into the quality register. It will typically be a numeric or alphanumeric value
- **Product identifier(s)** Unique identifier(s) for the product(s) that the quality activity relates to
- **Product title(s)** The name(s) by which the product(s) is known
- **Method** The method employed for the quality activity (e.g. pilot, quality review, audit, etc.)
- **Roles and responsibilities** The person or team responsible for the quality management activities (e.g. auditor or, for quality reviews, presenter, reviewer(s), chair, administrator)
- **Dates** Planned, forecast and actual dates for:
  - the quality activity
  - sign-off that the quality activity is complete
- **Result** The result of the quality activity. If a product fails a quality review, then any reassessment should be listed as a separate entry in the register, as the original quality activity has been completed (in deciding that the result is a 'fail')
- **Quality records** The quality inspection documentation, such as a test plan or the details of any actions required to correct errors and omissions of the products being inspected.

DERIVATION

The quality register is derived in the following way:

- Entries are made when a quality activity is entered on a stage plan for the current management stage. It may be updated when a team plan is created
- The remaining information comes from the actual performance of the quality activity
- The sign-off date is when all corrective action items have been signed off.

FORMAT AND PRESENTATION

The format of the quality register will be defined in the quality management approach. A quality register can take a number of formats, including:

- a document, spreadsheet or database
- a stand-alone register or a carry-forward in the minutes of progress review meetings
- an entry in a project management tool
- a part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons, etc.

QUALITY CRITERIA

The following quality criteria apply to a quality register:

- A procedure is in place that will ensure that every quality activity is entered on the quality register.
- Responsibility for the quality register has been allocated.
- Actions are clearly described and assigned.
- Entries are uniquely identified, including to which product they refer.
- Access to the quality register is controlled.
- The quality register is kept in a safe place.
- All quality activities are at an appropriate level of control.

[Project]

Risk management approach

Documenting the approach you will take to risk management in this project

[Ref filename & version]

Contents

1 Introduction

2 Risk management process or procedure

3 Tools and techniques

4 Records

5 Reporting

6 Timing of risk management activities

7 Roles and responsibilities

8 Scales

9 Proximity

10 Risk categories

11 Risk response categories

12 Early warning indicators

13 Risk tolerance

14 Risk budget

Guidance on how to complete

(Note: following completion of the Risk Management Approach the pages beyond this point can be deleted)

PURPOSE

A risk management approach describes how risk will be managed on the project. This includes the specific processes, procedures, techniques, standards and responsibilities to be applied.

COMPOSITION

The risk management strategy includes the following:

- **Introduction** States the purpose, objectives and scope, and identifies who is responsible for the approach
- **Risk management process or procedure** Describes (or refers to) the risk management process or procedure to be used. Any variance from corporate, programme management or customer standards should be highlighted, together with a justification for the variance. The process or procedure must describe how:
  - risks are identified and assessed
  - risk responses are planned and implemented
  - risk management activities are communicated
- **Tools and techniques** Refers to any risk management systems or tools to be used, and any preference for techniques which may be used for each step in the risk management procedure
- **Records** Defines the composition and format of the risk register and any other risk records to be used by the project
- **Reporting** Describes any risk management reports that are to be produced, including their purpose, timing and recipients
- **Timing of risk management activities** States when formal risk management activities are to be undertaken (e.g. at the end of management stages)
- **Roles and responsibilities** Defines the roles and responsibilities for risk management activities
- **Scales** Defines the scales for estimating probability and impact for the project to ensure that the scales for cost and time (for instance) are relevant to the cost and timeframe of the project. These may be shown in the form of probability impact grids giving the criteria for each level within the scale (e.g. for 'very high', 'high', 'medium', 'low' and 'very low')
- **Proximity** Provides guidance on how proximity for risk events is to be assessed. Proximity reflects the fact that risks will occur at particular times and the severity of their impact will vary according to when they occur. Typical proximity categories will be: imminent, within the management stage, within the project, beyond the project
- **Risk categories** Defines the risk categories to be used (if at all). These may be derived from a risk breakdown structure or prompt list. If no risks have been recorded against a category, this may suggest that the risk identification has not been as thorough as it should have been
- **Risk response categories** Defines the risk response categories to be used, which themselves depend on whether a risk is a perceived threat or an opportunity
- **Early warning indicators** Defines any indicators to be used to track critical aspects of the project so that if certain predefined levels are reached corrective action will be triggered. They will be selected for their relevance to the project objectives
- **Risk tolerance** Defines the threshold levels of risk exposure which, when exceeded, require the risk to be escalated to the next level of management. (For example, a project-level risk tolerance could be set as any risk that, should it occur, would result in loss of trading. Such risks would need to be escalated to corporate, programme management or the customer.) The risk

tolerance should define the risk expectations of corporate, programme management or customer and the project board
- **Risk budget** Describes whether a risk budget is to be established and, if so, how it will be used.

DERIVATION

The risk management approach is derived from the following:

- project brief
- business case
- where relevant, any corporate, programme management or customer risk management guides, strategies or policies.

FORMAT AND PRESENTATION

A risk management approach can take a number of formats, including:

- a stand-alone document
- a section of the PID
- an entry in a project management tool.

QUALITY CRITERIA

The following quality criteria apply to the risk management approach:

- Responsibilities are clear and understood by both customer and supplier.
- The risk management procedure is clearly documented and can be understood by all parties.
- Scales, expected value and proximity definitions are clear and unambiguous.
- The chosen scales are appropriate for the level of control required.
- Risk reporting requirements are fully defined.

Risk register – [Project]

Risk ID	Risk author	Date registered	Risk category	Risk description	Probability	Impact	Expected value	Proximity	Risk response category	Risk response	Risk status	Risk owner	Risk actionee

Guidance on how to complete

(Note: following completion of the Risk Register the pages beyond this point can be deleted)

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 the identified threats and opportunities relating to the project.

COMPOSITION

The composition of the risk register will be derived from the risk management approach. For each entry in the risk register, the following should be recorded:

- **Risk identifier** Provides a unique reference for every risk entered into the risk register. It will typically be a numeric or alphanumeric value
- **Risk author** The person who raised the risk
- **Date registered** The date the risk was identified
- **Risk category** The type of risk in terms of the project's chosen categories (e.g. schedule, quality, legal)
- **Risk description** Describes the risk in terms of the cause, event (threat or opportunity) and effect (in words of the impact)
- **Probability, impact and expected value** It is helpful to estimate the inherent values (pre-response action) and residual values (post-response action). These should be recorded in accordance with the project's chosen scales
- **Proximity** This would typically state how close to the present time the risk event is anticipated to happen (e.g. imminent, within the management stage, within the project, beyond the project). Proximity should be recorded in accordance with the project's chosen scales
- **Risk response categories** How the project will treat the risk in terms of the project's chosen categories. For example
  - for threats: avoid, reduce, transfer, share, accept, prepare contingent plans
  - for opportunities: exploit, enhance, transfer, share, accept, prepare contingent plans
- **Risk response** Actions to be taken to resolve the risk. These actions should be aligned with the chosen response categories. Note that more than one risk response may apply to a risk
- **Risk status** Typically described in terms of whether the risk is active or closed. Inclusion of a date last amended will help track changes of risk status.
- **Risk owner** The person responsible for managing the risk (there should be only one risk owner per risk)
- **Risk actionee** The person(s) who will implement the action(s) described in the risk response. This may or may not be the same person as the risk owner.

DERIVATION

The risk register is derived in the following way:

- Entries are made on the risk register when a new risk is identified
- There may be one or more inherent risks in the project mandate.

FORMAT AND PRESENTATION

The format and presentation of the risk register will be derived from the risk management approach. A risk register can take a number of formats, including:

- a document, spreadsheet or database
- sticky notes on a wall chart
- a stand-alone register or a carry-forward in the minutes of progress review meetings
- an entry in a project management tool
- a part of an integrated project register for all risks, actions, decisions, assumptions, issues, lessons, etc.

QUALITY CRITERIA

The following quality criteria apply to the risk register:

- 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.
- The risk register is kept in a safe place.

Work package – [Project]

Work package identifier	
Title	
Date agreed	**Team manager or person authorized**
Description	
Techniques, processes and procedures	
Development interfaces	
Operations and maintenance interfaces	

Change control requirements	
Joint agreements	
Tolerances	
Constraints	
Reporting arrangements	
Problem handling and escalation	
Extracts or references	

Approval method		
Approval Point	**Person**	**Date**
Initial authorization		
Final acceptance		

Assessment of the work package performance (optional)			
Assessment by		**Date**	

Guidance on how to complete

(Note: following completion of the work package the pages beyond this point can be deleted)

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.

COMPOSITION

Although the content may vary greatly according to the relationship between the project manager and the recipient of the work package, it should cover:

- **Date** The date of the agreement between the project manager and the team manager/person authorized
- **Team manager or person authorized** The name of the team manager or individual with whom the agreement has been made
- **Work package 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
- **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 (e.g. if the project is part of a programme)
- **Change control 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 change control
  - any storage or security requirements
  - 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 (e.g. 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.

There should be space on the work package to record both its initial authorization and its acceptance and return as a completed work package. This can be enhanced to include an assessment of the work and go towards performance appraisal.

Projects with common controls across all work packages may simply cross-reference the controls defined in the project plan or stage plan.

DERIVATION

The work package is derived from the following:

- existing commercial agreements between the customer and supplier (if any)
- quality management approach
- change control approach
- stage plan.

FORMAT AND PRESENTATION

A work package can take a number of formats, including:

- a document
- a conversation between the project manager and a team manager
- an 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 organization, there is a need for a formal written instruction in line with the standards laid down in that contract.

QUALITY CRITERIA

The following quality criteria apply to the work package:

- 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.