



Project Solution Suite

Project Management Method

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1 Introduction

Our organisation undertakes many projects, both internally and for external clients. How well we perform these tasks affects how we are perceived by our clients, by our partners and by the public. It impacts on the profitability of the organisation. It is also a key element in defining our professionalism.

To deliver project outcomes reliably, we have developed a rigorous and comprehensive project management method that is based on the PRINCE2 method and which incorporates the experience of our project managers in our environment. We will use the method to ensure that the project work we undertake is well considered, stays within budget and timetable, and meets its objectives.

There are many project management methods available, some of which are proprietary to a particular vendor organisation, some of them extremely expensive. The most successful are based on a systematic approach to defining objectives and on clearly defined responsibilities and consultative mechanisms. The method we have adopted is regarded worldwide as "best practice".

All of our projects are to be managed using the project management procedures detailed in this manual. It is based on the OGC publication "Managing Successful Projects with PRINCE2". Senior project staff are expected to familiarise themselves with the PRINCE2 method.

This manual should be regarded as a living document that can be continuously improved. The [Customisation: XXX] is responsible for the maintenance of the manual and welcomes any suggestions for improvement. The production of this manual complements other development work being undertaken to deliver value-added services and to implement effective systems to meet the operational requirements of the organisation.

2 Overview of the Method

2.1 Elements

Principles

Section 3 outlines the principles underpinning our method in more detail.

Processes

Section 4 outlines the process model that is at the core of our method in more detail.

Interfaces

Section 5 defines how our project management method is integrated into other processes and procedures.

Templates

Section 6 lists the document templates that are available to support project managers at each phase and stage of our method.

2.2 Types of Project

What is a Project?

An early decision is required to determine whether the undertaking is a project or a task.

A project is a management environment especially created to bring about change, either creating something new, modifying something that exists, or doing away with something. The end product of a project can be tangible, such as an upgrade to an automated control system, or intangible, such as an improved client perception of our marketing materials.

How do I tell if I have a Project?

The questions in the following table can be used to assess whether or not the work under consideration should be managed as a project. If the answer to 8 or more is 'Yes' then the undertaking qualifies as a project, but if not it should be managed as a task.

Table 1 – Testing for a Project

| Test question | Yes | No |
|--|-----|----|
| Is the undertaking going to produce something that has not been done before or did not exist before? | | |
| Will a novel set of specialist processes or techniques be needed to generate the product? | | |
| Will the benefits of using the product be identified and agreed/ endorsed prior to starting the undertaking? | | |
| Will the generation of the product be in accordance with a defined set of requirements or a clearly expressed need? | | |
| Will the activities needed to generate the product require the preparation of a formal plan in order to manage those activities? | | |
| Will the generation of the product require the involvement of more than one person in the performance of the actions/ activities? | | |
| Will the generation of the project require personnel to be organised into a temporary team with specific roles and responsibilities? | | |
| Will the generation of the product occur within a defined amount of time (will there be a planned start and end date)? | | |
| Will generation of the product require the allocation of a budget? | | |
| Will generation of the product have attendant risks that are not well understood prior to starting the undertaking? | | |
| Will the personnel generating the product require temporary accommodation and/or office furniture and equipment? | | |

Project Sizing

The way that the Project Management Method is applied to projects depends on the needs of the project, and tailoring of the method to suit individual projects is necessary. Table 2 gives guidance on defining projects based on their complexity; however, it should not be rigidly