ACTIVITIES	ROLES									COMPLEX PRODUCTS																																			OTHER PRODUCTS
	Corporate or Programme Manageme	Executive	Senior User	Senior Supplier	Project Assurance	Change Authority	Project Manager	Project Support	Team Manager	Project Mandate	Role Descriptions	Daily Log	Lessons Log	Proj Mgnt Team Structure	Outline Business Case	Project Product Description	Project Brief	Initiation Stage Plan	Risk Management Strategy	Risk Register	Config'n Management Strategy	Configuration Item Record	Issue Register	Quality Management Strategy	Quality Register	Commun'n Management Strategy	Project Plan	Product Description	Business Case	Benefits Review Plan	PID	Delivery Stage Plan	Exception Plan	Product Status Account	End Stage Report	Follow-on Actions	Lessons Report	Work Package	Team Plan	Checkpoint Report	Highlight Report	Issue Report	Exception Report	End Project Report	
	P=Producer R=Reviewer A=Approver									I=Input O=Output U=Update A=Approved																																		
STARTING UP A PROJECT																																											
Appoint the Executive and Proj Mgr	P									I	O																																	Project Tolerances (I)
	A	P									O																																
							P					O																															
Capture previous lessons		R					P						O																														
Design and appoint the Project Management T		A					P				O	U		O																													
Prepare the outline Business Case	A	P	R	R	R		R								O																												
					R		P					U				O																											
Select the project approach and assemble the Project Brief					R		P					U					O																										
Plan the Initiation Stage					R		P					U						O																									
Authorising Initiation	R	A	A	A	R												A	A																									Project Initiation Notification (O)
INITIATING A PROJECT																																											
Prepare the Risk Management Strategy					R		P				U		I/U	U					O																								Quality Stds (I)
					R		A	P				U								O																							
Prepare the Configuration Management Strategy					R		P				U		I/U	U							O																						
					R		A	P				U										O	O																				
Prepare the Quality Management Strategy					R		P					I/U	I/U			I	I			I/U			I/U	O																			
							A	P																	O																		
Prepare the Communication Management Strategy					R		P					I/U	I/U				I		I	I/U	I		I/U	I		O																
Set Up Project Controls					R		P				U	I/U		U			I		I	I/U	I		I/U	I		I																Project Controls (O), Project Tolerances(I), Tailoring (O)
Create the Project Plan					R		P				U		I	U		I	I		I	I	I		I	I		I	O	O													
					R		A	P														U																				
Refine the Business Case					R		P					I/U	I		I		I			I/U			I/U				I		O	O											
Assemble the PID					R		P				I			I			I		I		I			I		I	I		I		O										Project Controls (I), Project Tolerances(I), Tailoring (I)
Authorising a Project	R	A	A	A	R																									A												Project Authorisation Notification (O)
	A	A	A	A	R																																					
		R	R	R	R								I/U																													
MANAGING A STAGE BOUNDARY																																											
Plan the next Stage					R		P					I/U	I							I/U			I/U				O			I/U	O											Stage end notification (I)
					R		P	R														U/O			U/O																	
Prepare an Exception Plan					R		P					I/U	I							I/U			I/U				O			I/U		O										Exception Plan Request (I)
					R		P	R														U/O			U/O																	
Update the Project Plan					R		P					I/U				I/U				I/U			I/U							I/U	I	I										
Update the Business Case					R		P					I/U								I/U			I/U					U	I/U													
Report stage end												I	I							I			I		I	I			I	I	I		I	O	O	O						Request to proceed (O)
Authorising a Stage or Exception Plan		A	A	A	R																								I	I	I	I			I						Authorisation (O), Progress Information (I)
	A	A	R	R	R																								I							I						
CONTROLLING A STAGE / MANAGING PRODUCT DELIVERY																																											
Authorise a Work Package																					I			I				I			I											Work Trigger (I), Authorisation to Proceed (I)
					R		P																								I/U					O						
							R																														I/A					
							P					U								U				U																		
					R		A	P														U/O																					
					R		R	P																	U																	
Accept a Work Package					R				A																						I					I/A	O					
									R																I																	
Execute a Work Package									P													U			U						I					I	I/U	O				
Review Work Package status							R																		I/U											I	I	I				Work Package Status (I), Stage Status (O)
							P					I/U								I/U			I/U																			
					R		A	P														U																				
					R		P																								I/U										
Deliver a Work Package					R				P													I			I											I/U	U					
Receive completed Work Packages					R		P															I/U			I											I						
					R		A	P																																		
Capture and examine issues and risks							P					I/U								I/U	I		I/U			I	I		I		I	I							O			
Escalate issues and risks							P					I/U								I/U			I/U				I		I		I	I							I/U			
					R		P																																	O		
Taking Corrective Action					R		P																								I/U								I/U			Plan Deviation (I), Work Trigger (O), Request for Advice (O), Project Board Guidance (I)
							P	R														I/U																				
							P					I/U								I/U			I/U																				
Reviewing Stage status							P						U							I/U			I/U		I		I		I	I				I				I		O			Concession (I), Stage Status (I/O), Work Triggers (O), Tolerance threat (O), Plan Deviation (O), Trigger for Stage end (O), Trigger for project end (O), Stage/Project End Notification (O)
					R		P																								I/U											
Report highlights											I	I								I			I		I	I					I		I				I	O				Stage status information (I/O), Communication to interested parties (O)
Escalating Project Issues																																											Tolerance threat (I), PB Decision (I), Trigger for premature close (O), Concession (O)
Giving Ad Hoc Direction		R	R	R	R																																		I	I	I		Request for Advice (I), External Information (I), Corporate Mangement Reports (O), Project Board Guidance (O), Premature Close (O), Exception Plan Request (O)
CLOSING A PROJECT																																											
Prepare planned closure					R		P					I/U				I								I/U																			Trigger for premature close (I), Note of project end (I), Project close recommendation (O), Management information (archive)
					R		R	P																											I								
Prepare premature closure					R		P					I/U											I/U			I/U																	Additional work estimates (O)
					R		R	P																										I								
Hand over products					R		P					I/U								I/U	I		I/U								U					O						Acceptance records (O)
					R		A	P														U																				
Evaluate the project					R		P					I	I							I			I		I											I	O					
Recommend project closure							P					U	U							U			U		U	I					I											Project closure recommendation (O)
Authorise project closure																													A	A	I					A	A					A	Project closure recommendation (I), Project closure notification (O)

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