

A summary of chapter 19 in the PRINCE2® reference manual

Tailoring PRINCE2 to the project environment

19.1 What is tailoring?

- adapting the methodology to the project scale, complexity, geography, culture, whether it is part of a programme or a stand-alone project.
- appropriate use of PRINCE2 in any given project
- the adoption of PRINCE2 across a company is embedding not tailoring.

19.2 General approach to PRINCE2

- tailoring does not omit elements, because PRINCE2 is a web of elements
- it's more about the adaptation of the method to external and project factors, so you don't overburden the project but still provide the right level of control.
- it's about applying the method with grace and ease

APPLYING THE PRINCIPLES

- Principles are not omitted or tailored
- they are used to adapt the themes, without losing value

ADAPTING THE THEMES

- It's not necessary modifying the method
- The environmental and project factors are incorporated into the projects strategies and controls
- The level of control required will affect how frequent and formal monitoring and reviewing will be

APPLYING THE ORGANISATIONS TERMS AND LANGUAGE

- It may be necessary to change the language of certain terms to incorporate the language use of the corporate or programme

ADAPTING THE MANAGEMENT PRODUCTS

- The management products may be adapted – but then the product descriptions must be modified or a template must be provided, remember to include the quality criteria

ADAPTING THE ROLES

- Although basic role descriptions are provided in appendix C, these should be adapted to match the individuals actual capability and authority. Also keeping in mind the context of the project

19.3 EXAMPLES OF TAILORING

Projects in a program environment
Project scale
Commercial customer/supplier environment
Multi-organization projects
Project type
Sector type
Sector differences
Project management bodies of Knowledge

19.4 PROJECTS IN A PROGRAM ENVIRONMENT

- Program – is a temp flexible organisation structure that is created to manage a group of related projects and activities – to deliver outcomes and benefits that relate to a company's strategic objectives.
- A project is generally disbanded upon completion of delivery, a programme helps transform an organisation.
- So a program exists until all benefits are realised – this could take a few years.

How PRINCE 2 can be tailored when working in a programme environment

By looking at how to adapt the themes:

Business Case

The project business case will be accumulated in the programme business case may only consist of the benefits or budget and how the project will contribute to the programme. Justification of project will be sitting in the programme business case.

The business case may be created and managed by the programme

Could exist prior to initiating a project

Benefits could be defined and tracked and managed by programme

Benefits review plan could be part of the program's benefits realisation plan

Organisation

In a program – the Senior Responsible owner – is overall accountable that the programme meets its objectives and delivers benefits.

There is also a programme manager and one or more business change managers....could also have lead supplier and project executive of the projects within the programme.

The SRO – confirms the project executive role.

Programme manager is responsible for the day to day activities of the Programme on behalf of the SRO

The business change manager is responsible for the benefits throughout the programme – bridge between business and programme.

Project team structures need to be integrated so that:

Clear lines of responsibility

Duplication is avoided

Reports and reviews are efficient

Integration of roles could include:

Program being executive for more than one projects

Business Change manager in programme could be senior user on the project.

Project support could be provided by the programme

Programs design authority could be projects change authority or project assurance

The projects communication strategy could be derived from the programmes stakeholder engagement strategy.

Quality

QMS derived from the programmes QMS

Quality assurance and quality control could be from the programme management team.

Programmes design authority could advise the PM on the quality methods

Plans

Standards for plans will be in the programmes monitoring and control strategy

Programme may have planners that can help PM with project and stage plans

Programme dependency network will detail the projects deliverables will be used by other related projects.

Risk

Projects RMS will be derived from the programme RMS

Define a common set of risk categories

Risk evaluation techniques

Mechanisms to escalate to the programme level

Change

Projects configuration Management strategy will be derived from the programmes information management strategy. This describes interfaces.

The projects change authority may include the programmes design authority.

Progress

The programmes monitoring and control strategy may influence the projects reviews and reports and any project management standards

Project level tolerances will be defined by the programme

Management stages will be influenced by the programme plan

Processes

The process most affected by being part of a programme is start up.

The programme could undertake this process almost entirely. Except the

Project manager will still be responsible for the initiation stage plan.

Management products

Some management products for programmes and projects have the same names...you could either preface with the word Project or Programme or you could make them look very different in style – so it's obvious to see which is which.

It needs to be decided whether the programme or project will maintain the registers and logs – e.g. Risk register – one for the program or one for each project.

9.5 PROJECT SCALE

The scale is relevant to the project's size and experience of the organisation hosting the project.

Scale is not only size, but also complexity, risk and importance.

Organisations should consider standardizing scale

Simple Project

-must adhere to the 7 principles

-it is in the way the themes, processes and management products are used that is tailoring.

When you relax an element of PRINCE2 –should regard it as taking a risk

Themes:

- Can consolidate roles and functions
- Roles can be combined but not eliminated
- Executive and senior user can be combined – both from the customer environment
- Board can do their own Project assurance
- PM may be project support
- Project manager can do the team manager roles.
- Business Case – must have business justification
- Plans – simple plan – schedule of who does what, and what products are being produced by whom and key milestones
- Quality – an understanding of levels of quality required
- Risk – risk analysis, actions for risk responses, and communicating risk status in the checkpoint or highlight reports
- Change – simple method of controlling change and managing configuration.
- Progress – some form of agreed controls and reporting requirements.

Processes

Must apply all processes

Startup can be less formal

Do not bypass it

Could combine startup and initiation

Management Products

- board may receive some reports orally
- Minimally pm must document this exchange in the daily log
- Reports could be in an email
- PID – could be a set of slides
- Could manage a small project w only 4 sets of documents:
 - PID
 - Highlight reports
 - Daily log
 - End project report

- What may not be needed
 - Stage plan – in the project plan
 - Checkpoint reports
 - Work packages
 - End stage reports
 - Issue reports – could be in the daily log

19.6 COMMERCIAL CUSTOMER SUPPLIER ENVIRONMENT

- assumes there will be a customer who will specify desired result and pay, and a supplier who will provide the resource and skills.
- There must be at least 2 sets of :
 - Reasons for the project
 - Management systems
 - Governance
 - Corporate cultures

19.6.1 Themes

Business Case

- Customer and supplier...for a successful project both must have continued business justification.
- Costs must include internal and external
- Risks- project risks and on-going operational risks
- Each parties BC may be private or semi-private.
- Often the supplier only sees the reasons section of the user BC

Organisation

- If the senior supplier is from an external organization – could have them not be part of the reviews that are sensitive, or could appoint a person responsible for performance of supplier contracts
- If there are a few suppliers – then it is recommended that they all sit on the board
- If there are more than 3 / 4 then contracts manager can sit on the board on their behalf, or they may appoint a primary contractor.
- If there is a procurement stage – the customer's procurement department could be senior supplier for that stage

Project Manager

- Normally comes from the customer side, supplier's pm will be team manager – there can only be one project manager

Supplier governance may mean that they have to treat the WP within the supplier organization as a project within supplier org.

Quality

QMS will define - whether the project will adhere to the customer or supplier QMS or both.

Plans

Contract could cover the whole project – with milestones and payments aligned to each management stage. This helps to look at possible premature close...there must be breakpoints in contracts for both sides.

One could either manage procurement in IP or Procurement can be a separate stage after IP.

If you manage procurement during IP – it reduces plans during IP.

Team plans may be private...in which case checkpoint reports containing progress will be sufficient for PM.

Risk

May be a need for more than one risk register.

If only one is used – must state who's risk it is.

Change

The change control in the CMS and the contract must align.

If a change budget is used, it needs to be aligned to the customers purchasing procedures and the supplier business approval procedures.

Progress

Progress must be aligned to both organizations needs

Contents of reports may vary

Processes

Processes from the customer side will not need to be tailored.

From the supplier side, startup will be pre-contract...may be a response to the customer RFQ.

Some IP activities will take place pre-contract – strategies, plans, controls – to assess viability.

Contract negotiation is managed in Change control.

Also align the supplier's business approval processes with Starting up a project process. A tactical

Management Products

PID focuses on how the party's obligations are fulfilled.

PID could be part of contract documentation

Work package may take the form of a contract

9.7 MULTI-ORGANIZATION PROJECTS

Joint ventures
Collaborations
Projects between departments, governments or agencies
Consortiums
Partnerships
There may be one authority but several customers, or several supplier groups.
So they might be multi-owned projects.
Guidance for this is the same as Customer supplier
However could become very complex and slow
Could adopt a programme structure.

9.8 PROJECT TYPE

Lifecycle Models

Such as waterfall or agile
Prince2 works well with these – as they focus on activities to create and verify products.
Tailoring involves:
Aligning management stages to the development lifecycle
Using tolerances to match the development focus
Integrating specialist roles into the project management team structure
Using Prince 2 pm products
Providing hooks for managing product delivery process.

The evolving project

Is a project that does not start and end with a predefined specification.
In this case business case represents a best and agreed forecast.

The outline business case will have a wide range of outcomes and benefits
Detailed business case will be updated mid-project will have a narrower forecast.

Feasibility project

In Prince2 this would be a separate project.
It will have 1 project plan, 1 bc, one set of risks, at the end one recommendation.
This output is only an option

19.9 SECTOR DIFFERENCES

Prince2 can still be applied whether private or public sector.

Senior Responsible Owner

Is the individual with overall responsibility for ensuring that a project or programme meets its objectives and delivers the benefits.

In a programme environment – Executive reports to the SRO. SRO may also act as the Executive.

In a single project – SRO would undertake the executive role

PROJECT BODIES OF KNOWLEDGE

OGC review

OGC – reviews projects at key decision points – provides assurance – could be at stage boundaries.

Review 1 – business justification

Review 2 – delivery strategy

Review 3 – investment decision

Review 4 – readiness for service

PMBOK

Covers a broad spectrum of competencies and techniques the PMs may need to apply