

PLANS THEME AND THE PRINCIPLES

Principle - Manage by stages

- *A PRINCE2 project is planned, monitored and controlled on a stage by stage basis*
- Project and stage plans allow for this

Principle - Focus on Products

- *A PRINCE2 project focuses on the definition and delivery of products, in particular their quality requirements*
- All plans contain specific quality criteria (in Product Descriptions) and quality activities (in the schedule)

Principle - Manage by Exception

- *A PRINCE2 project has defined tolerances for each project performance target to establish limits of delegated authority*
- Tolerances are agreed and applied to each level of plan (time and cost in particular)

PLANS DEFINED

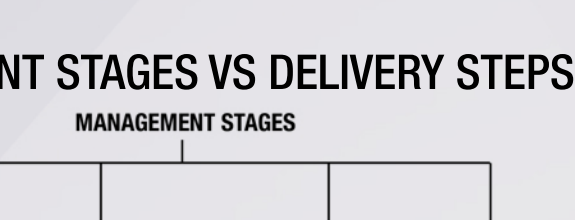
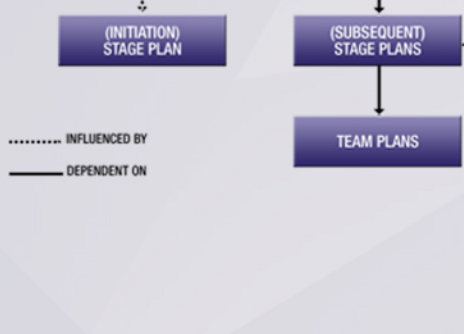
What is a plan

- A Plan is a document describing how, when and by whom a specific target or set of targets is to be achieved
- The backbone of the management information system

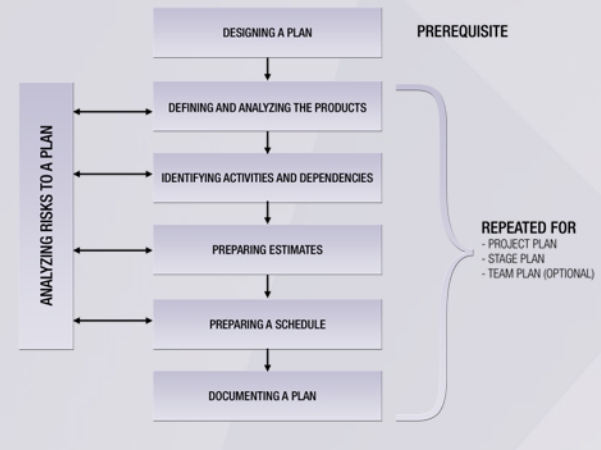
What is a planning

- The process of making or maintaining a plan
- PRINCE2 requires a product-based approach to planning

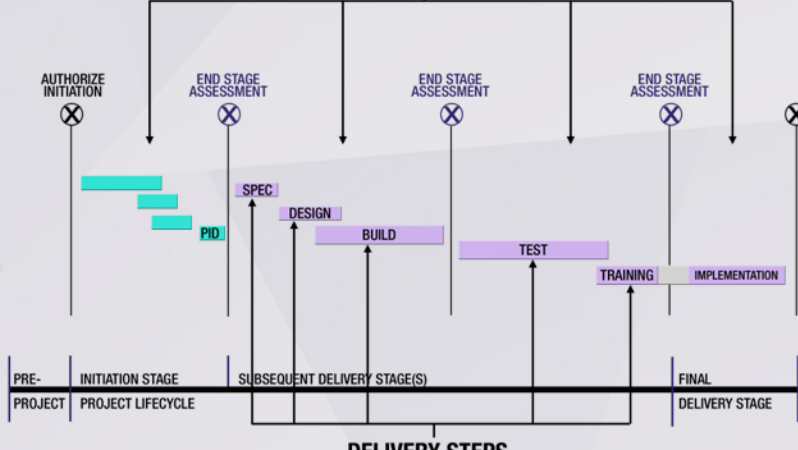
PLAN PURPOSE AND THE THREE LEVELS OF PLAN



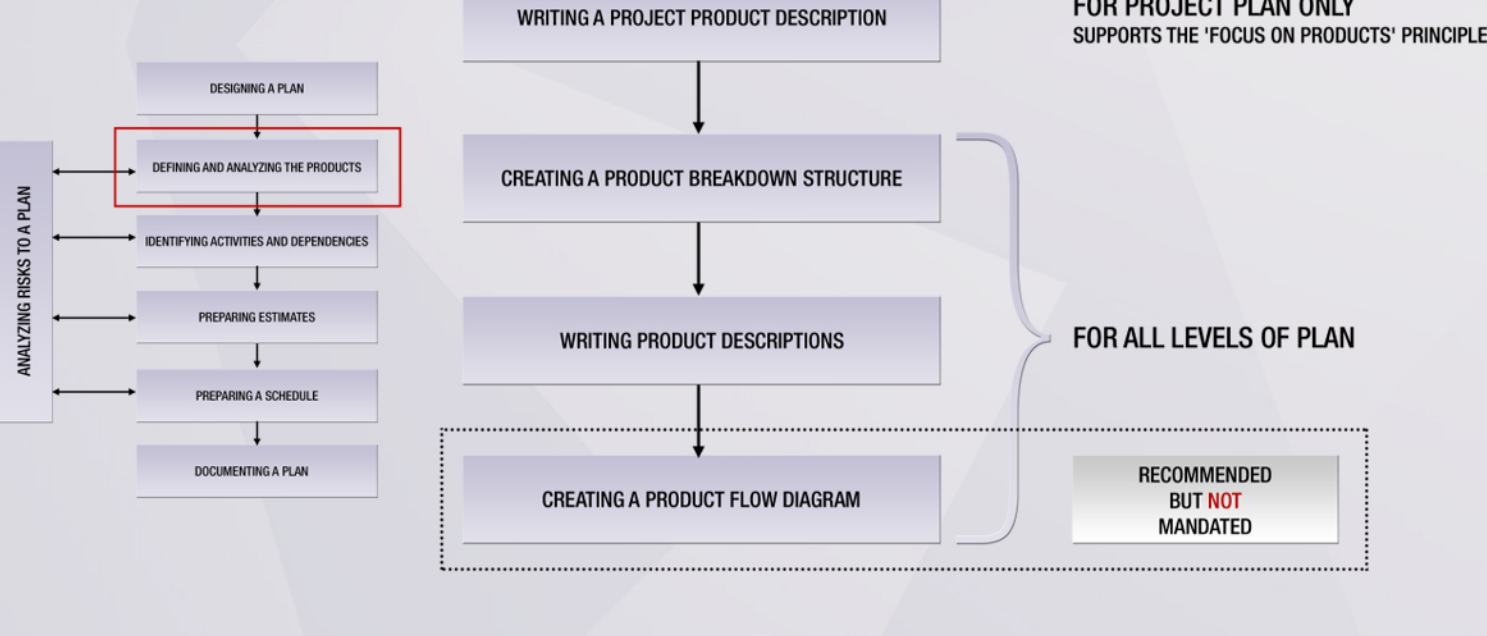
PRINCE2 APPROACH TO PRODUCT-BASED PLANNING



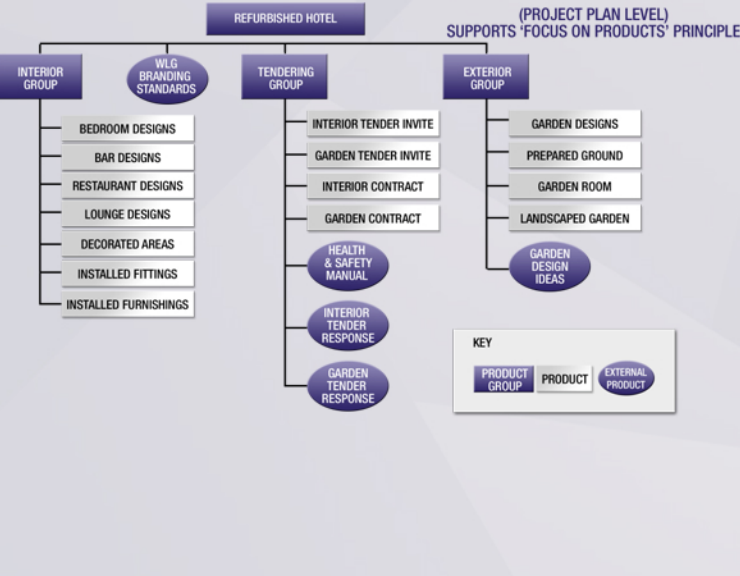
MANAGEMENT STAGES VS DELIVERY STEPS



DEFINING AND ANALYZING THE PRODUCTS



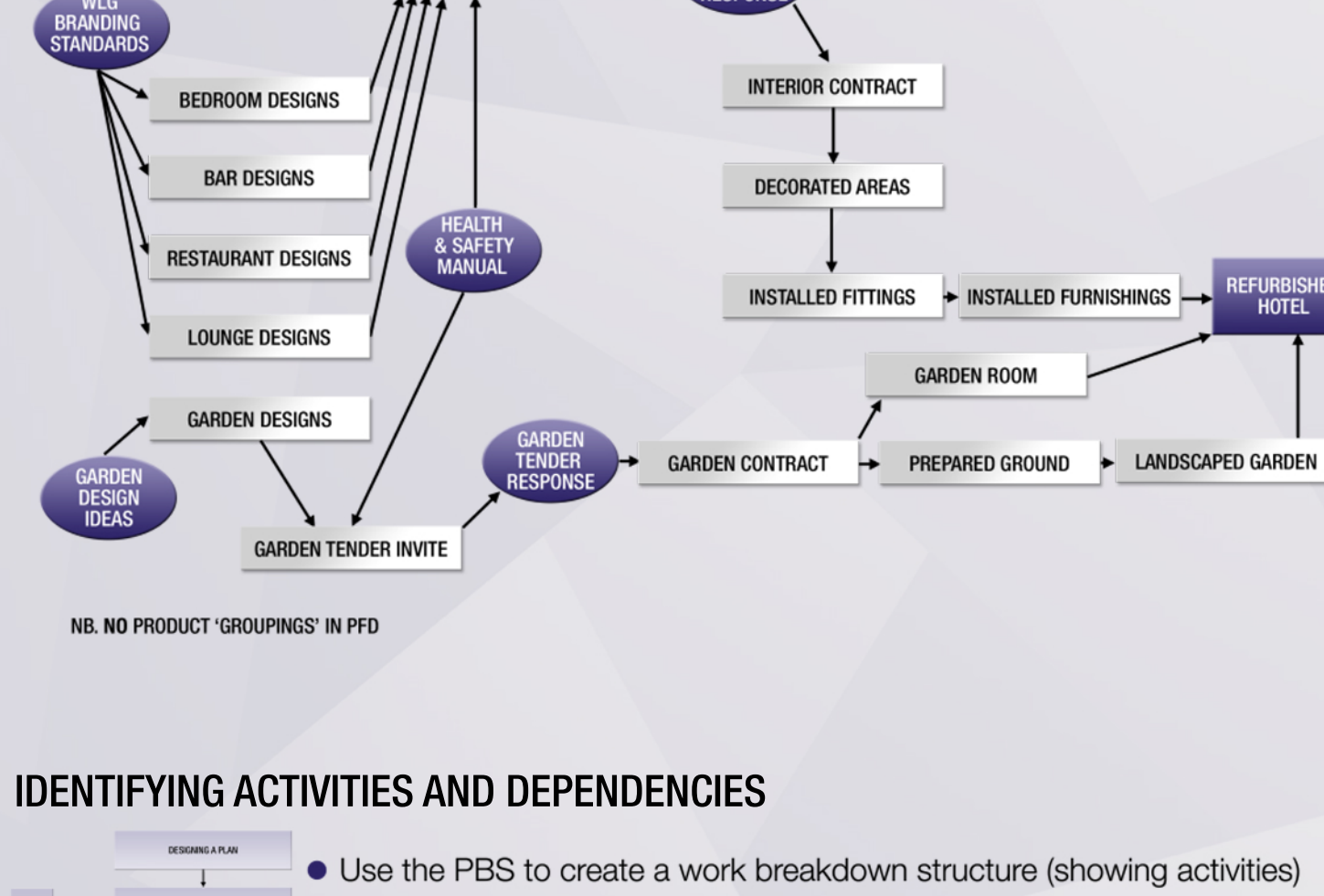
PRODUCT BREAKDOWN STRUCTURE



PRODUCT DESCRIPTION



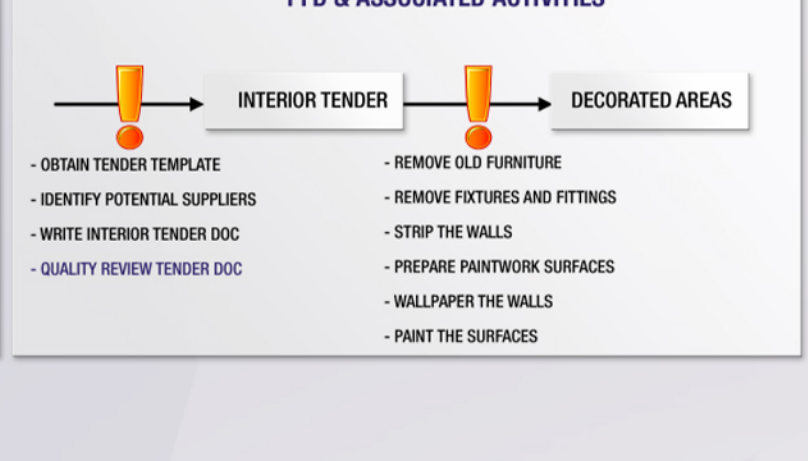
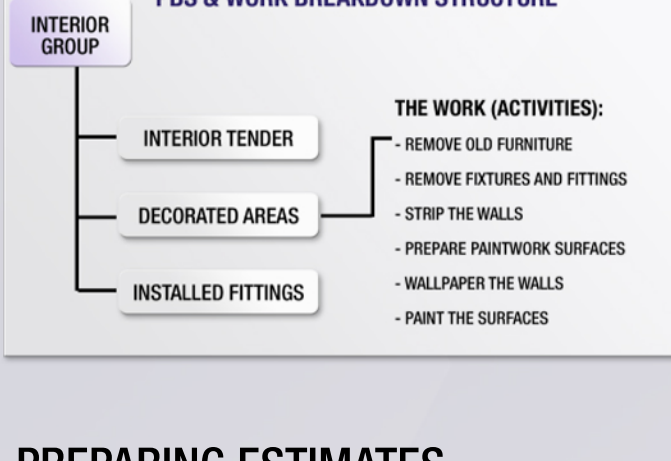
EXAMPLE PRODUCT FLOW DIAGRAM



IDENTIFYING ACTIVITIES AND DEPENDENCIES

- Use the PBS to create a work breakdown structure (showing activities)
- OR
- Use the PFD to help identify the activities

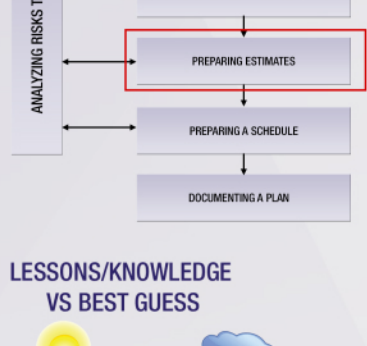
Also include management and quality control activities



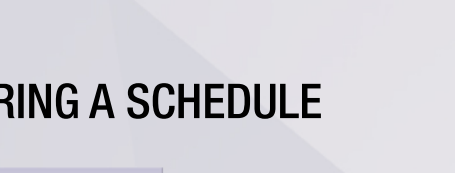
PREPARING ESTIMATES

PRINCE2 does not prescribe any particular estimating techniques

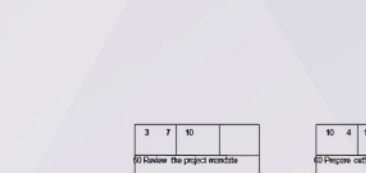
- Identifying the types of resources required
- Estimate the effort required for each activity
- Challenge the estimates for accuracy!



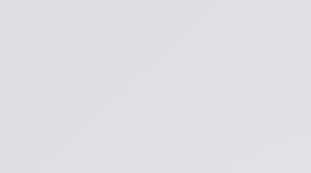
TOP DOWN/BOTTOM UP



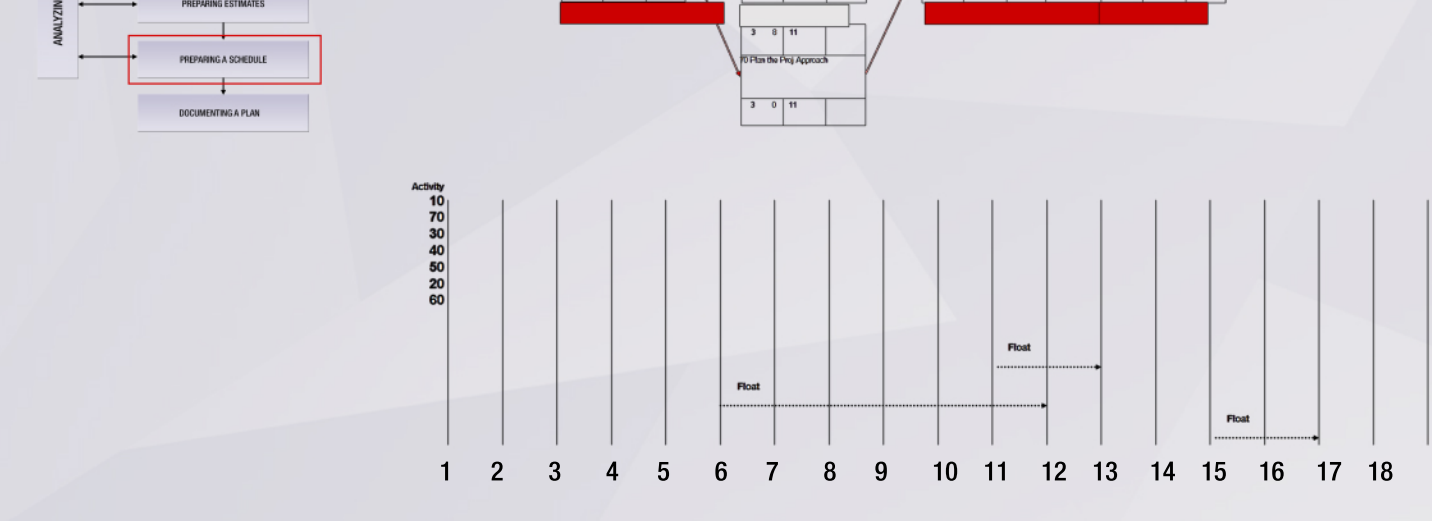
THREE-POINT ESTIMATING



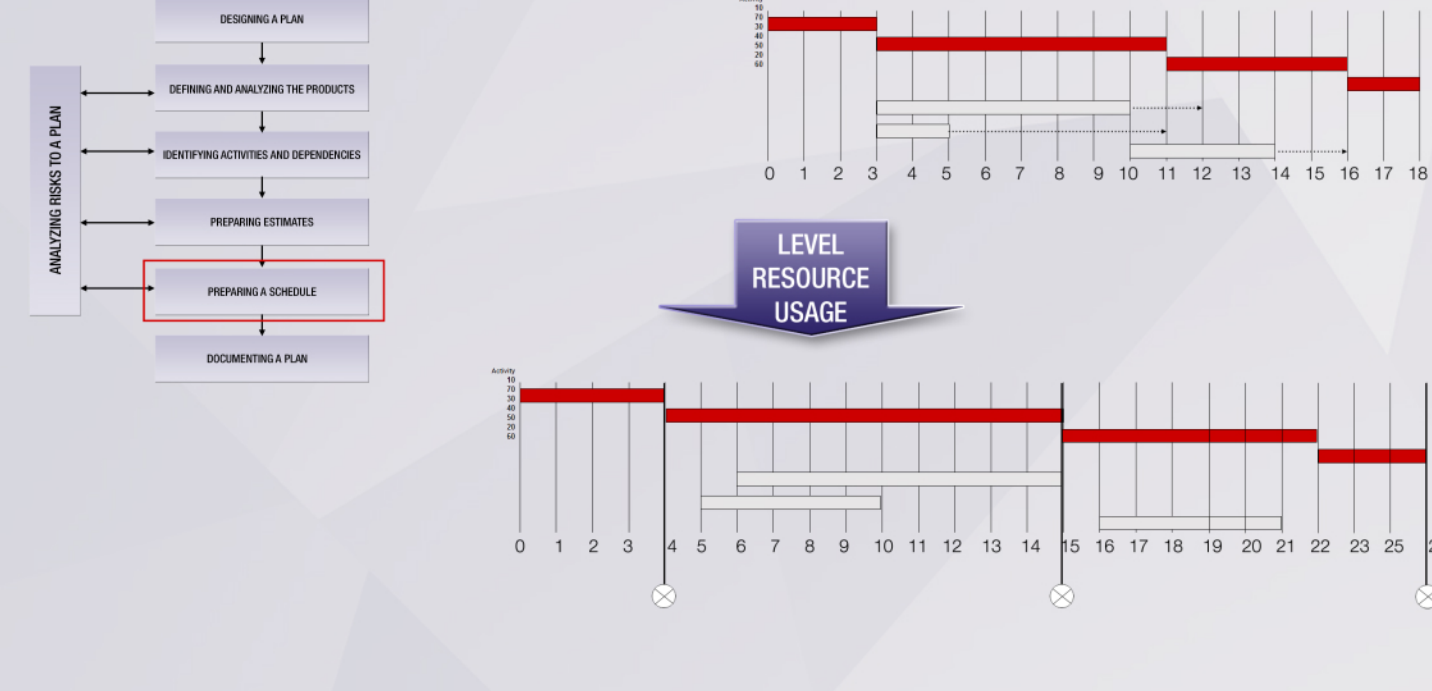
LESSONS/KNOWLEDGE VS BEST GUESS



PREPARING A SCHEDULE

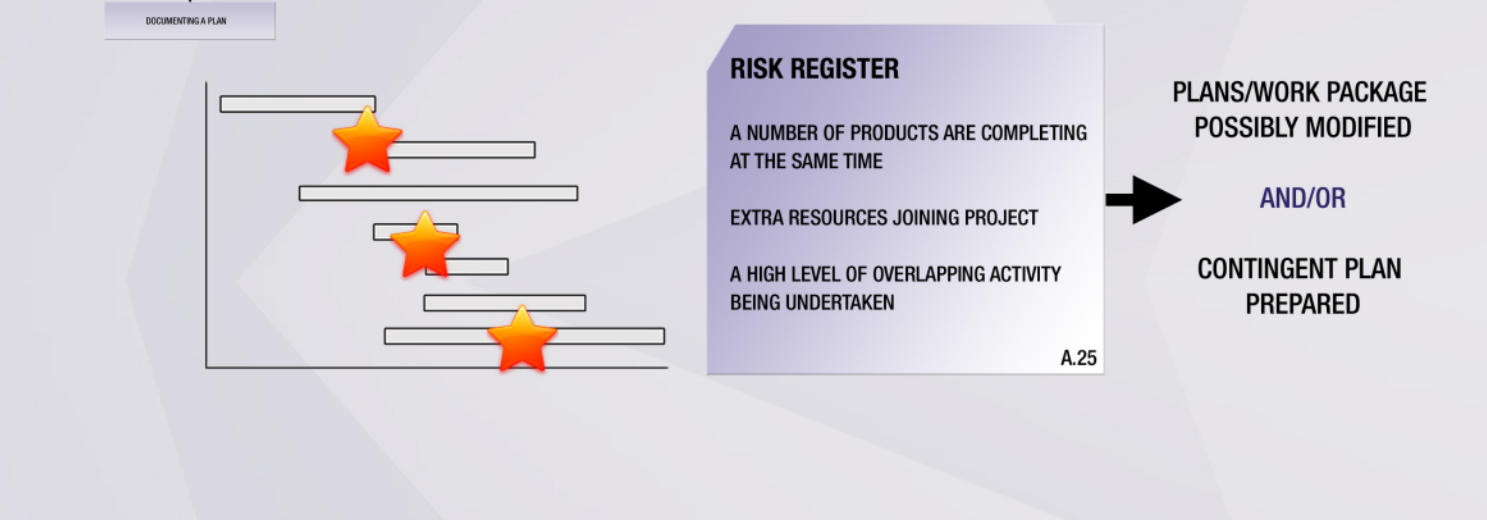


RESOURCING THE PLAN

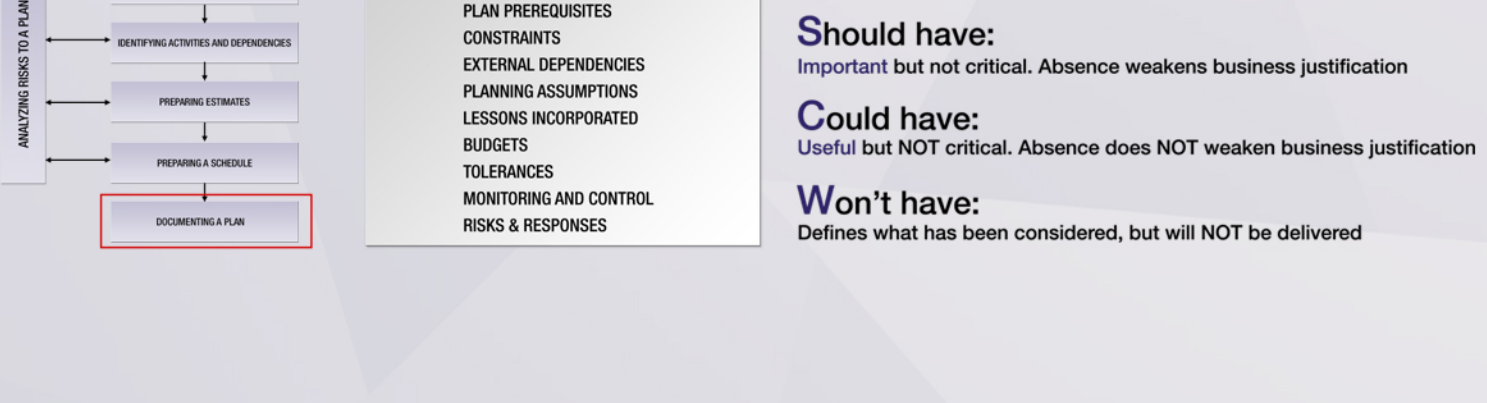


ANALYSE RISKS TO A PLAN

- Identify risks within the plan's products, activities, resources, estimates and schedule
- Enter risks into the risk register



DOCUMENTING A PLAN

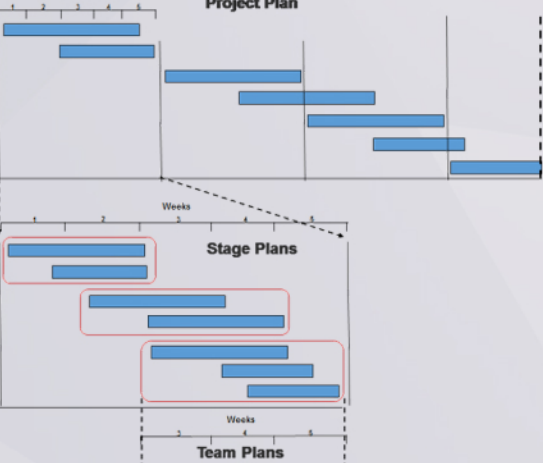


MoSCoW PRIORITIZATION TECHNIQUE

- Must have:** Essential and critical to business justification
- Should have:** Important but not critical. Absence weakens business justification
- Could have:** Useful but NOT critical. Absence does NOT weaken business justification
- Won't have:** Defines what has been considered, but will NOT be delivered

TAILORING PLANS

COMMERCIAL CUSTOMER/SUPPLIER ENVIRONMENT



SIMPLE PROJECTS

- Team Plans unlikely to be used (as optional)
- Product Descriptions for key deliverables and use of product checklist
- Stage Plan detail incorporated straight into Project Plan

PROGRAMME ENVIRONMENT

- Planning standards defined by programme monitoring & control strategy
- Dedicated planners can help P.M. prepare/maintain project and stage plans