MITP Handbook

MITP
v5.1

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Preface

About This Document

This document is a quick reference guide to the ALLTURN GROUP INTERNATIONALManaging the Implementation of the Total Project (MITP) methodology, designed for use by project managers. The document is in three topics:

Topic 1   An introduction to MITP

Topic 2   A list of tasks for each of the activities in the MITP life cycle. For most tasks, there is a cross-reference to the technique you should use for this task.

Topic 3   A summary of each MITP technique and the tasks for each technique. The tasks for each technique are grouped according to the MITP life cycle phases.

You should note that the tasks do not have to be performed in the order in which they are presented, and that many of the tasks are iterative. Project management often involves many processes being active at the same time. In some instances, the boundaries between techniques are not clear cut; where techniques interact, cross-references are given.

This document is designed to help you use MITP to manage your project and to conform to the MITP standards. The MITP standards are based on internationally-recognized quality standards and processes such as ISO9000 and Baldrige. This means that:

- This MITP Handbook defines a set of standards (see the MITP and ISO9000 Standards and Conformance Guide)
- Your project follows these standards
- All project team members are in agreement and committed
- Everything about your project is clearly documented
- Your project is subject to conformance reviews (see the MITP and ISO9000 Standards and Conformance Guide)

Who Should Read This Document

The 'you' in this document is a project manager, but other people can read it too and extract useful information from it. If you are a new or relatively inexperienced project manager, you are advised to appoint a mentor to guide you.

How to Use This Document

The table of contents provides a clear road map to the main topics outlined in this document.

ISO9000 Control Information

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1. Introducing MITP

Subtopics
1.1   Project Management and MITP

1.1   Project Management and MITP

This topic provides some background information about MITP and this handbook:

- "What is a Project?" in topic 1.1.1
- "Making the Project a Success" in topic 1.1.2
- "What is MITP?" in topic 1.1.3
  - "MITP Life Cycle Model" in topic 1.1.3.1
  - "MITP Techniques" in topic 1.1.3.2
  - "MITP Standards and Quality" in topic 1.1.3.3
  - "Project Control Book" in topic 1.1.3.4
- "Where Next?" in topic 1.1.4

1.1.1 What is a Project?

A project is a vehicle for achieving a predictable change. All organizations change over time at what can be described as a 'normal' rate of change, indicated by the lower line in Figure 1.
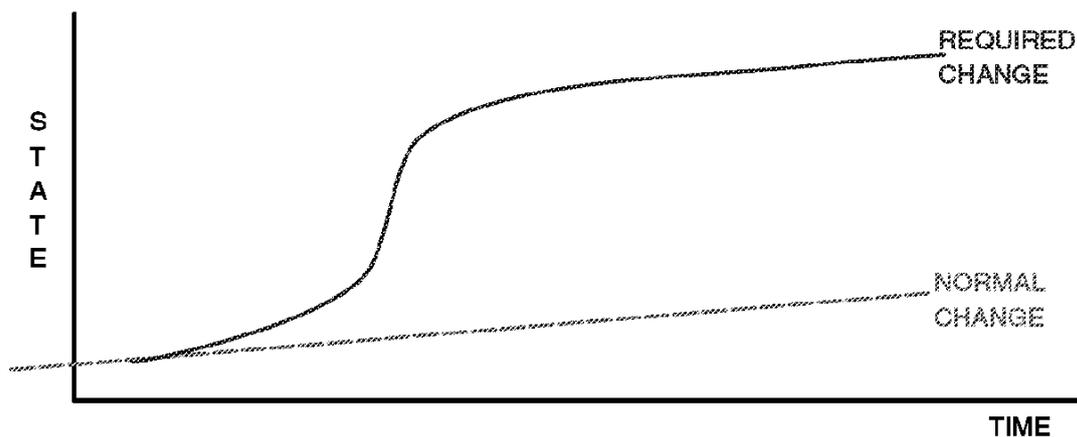
Figure 1. Organizational Rates of Change

Whatever 'state' the organization is in today, it will be a different state in a year's time. The normal rate of change from one state to another varies from company to company. Large bureaucratic companies with a process-oriented culture tend to change slowly, often held back by cumbersome processes and committees. Smaller companies, and those with a project-oriented culture, may change more quickly. But whatever the company culture, there will be a gradual change over time.

A faster than the normal rate, as indicated by the top line in Figure 1, is needed when the organization wants to change, usually as the result of a trigger. A trigger may be external (for example, competitive pressure, legislation, or opportunity), or internal (for example, self-improvement, need, or even a bright idea). A project (or series of projects) is needed to manage the change. Figure 2 shows the relationship between the project and the organization changes.
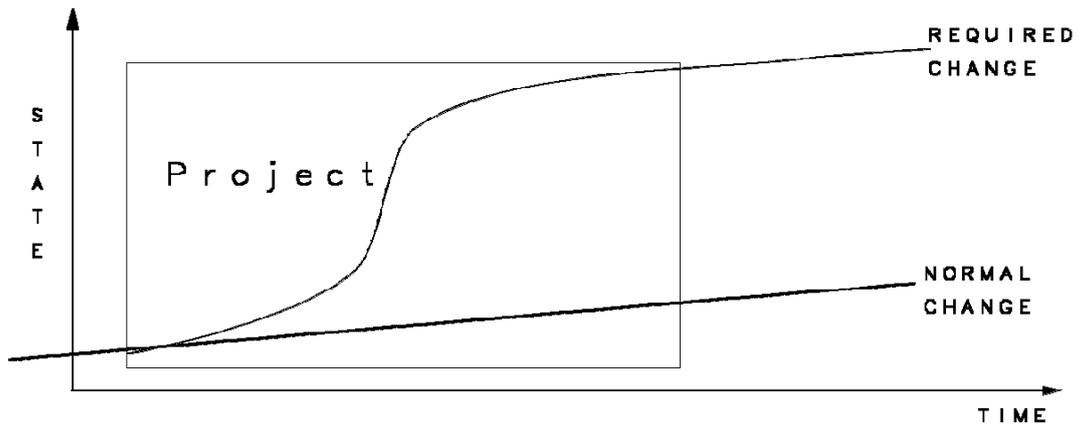
Figure 2. Position of Project Relative to Rates of Change

The management of a project requires flexible processes because:

- The work of the project has to be managed to deliver on time within budget to an acceptable quality, but changes may occur during the project that cause the best-laid plans to need revision.
- Projects bring conflicts that have to be resolved, because:
  - People resist change
  - The project will not use normal, everyday processes
  - The project organization will usually cut across the normal, everyday organization
  - Projects incur costs from day one; benefits only become apparent much later
  - There is nearly always a conflict between time, money, function, and quality
- All projects are different:
  - The project objectives will be unique
  - The people will be different
  - The environment will be different, even within the same client organization, and the project management system must be adaptable to the client culture

1.1.2 Making the Project a Success

Projects are no longer limited to just developing products or automating existing procedures. They now are linked to business benefits. Increasingly, they involve significant changes that may affect an entire organization. Successful projects require the effective management of these changes from start to finish, across the whole organization.

You have a view of those factors which are key to project success. There is often a focus and indeed some comfort in looking at the specific, detailed picture. Well-established techniques such as Gantt charts and critical path analysis help in this area. At the same time, however, you must maintain a clear picture of the overall strategy by answering such questions as:

- Is this project solving the right problem?
- Is there genuine top management support?
- Are the user's needs adequately understood?
- Has the project the right skills and resources?
- Will the project be accepted by the users?

1.1.2.1 Key Success Factors

To address this need for balance between the strategy and the detailed picture, ten key success factors have been identified for any project. The questions associated with each factor enable a profile of strengths and weaknesses to be built. Specific areas within the project can then be addressed. Consider each in turn, either for a specific project or for your general management process. How do you rate? Which are the areas causing you concern?

The key factors in a project's success are:

Top Management Support	It is important to establish that top management are committed to the project and willing to support it in the event of a crisis. • Does an executive 'sponsor' represent us effectively to top management? • Do top management delegate the necessary authority and responsibility to us? • Is the project getting the resources it needs? • Is the project endorsed by the sponsor(s)?
Project Definition	Before real commitment can exist, it is vital to have a clear, agreed vision of the project: its scope, objectives and general direction. • Does everyone identify with and understand clearly the nature, purpose, and benefits of the project? • Is there an effective process for defining and documenting objectives, assessing risk and producing an outline plan? • Does top management periodically review and reconfirm the key aspects of the definition?
Project Schedule	Successful progress depends on a detailed specification of the individual action steps(or tasks) required. The project schedule relates the work of the project to the timescale. • Are there working plans which are credible, usable and achievable

and at the right level of detail?
- Has an appropriate 'quality plan' been produced?

Project Resources This covers both people and things. Resources are the means of accomplishing the work of the project. Are the right people working on the project team? Often individuals are assigned through convenience and expediency.
- Are the available resources (people AND things) adequate to achieve the plan?
- Do project team members understand their role and how their performance will be measured?
- Is adequate training (and time for it) available for the team?
- Are part-time resources really committed, or will their 'normal' work always take priority?

Monitoring and Feedback Without monitoring and feedback there can be no real control of project destiny. It is important that the monitoring and feedback mechanism works for the project rather than the reverse.
- Are all important aspects of the project monitored (e.g. adherence to schedule and budget, resource utilization, team morale etc.)?
- Do regular meetings provide the project team with feedback on progress?
- Is project progress summarized to management in a timely and effective manner?

Communication Communication is key and it is difficult to have too much. Personal ownership of the project can only be achieved through an open and effective network of communication.
- Is there good general participation in and contribution to decisions?
- Do you have a mechanism for communicating project information and status to all the project staff?
- Are there processes for ideas, suggestions, requests and grievances which are known, used, and valued?
- Do regular meetings provide the project team with feedback on progress?

Exception Handling All projects must handle the unexpected.
- Is there an effective process to identify and manage exceptions?
- Does top management approve the key containment actions?
- Are risks understated because people don't want management to hear the undiluted implications?

User Consultation The 'user' refers to the client or beneficiary of the project. User consultation and implementation and not just at the outset. communication are vital throughout the There should be no surprises as the project delivers to the user.
- Were users given every opportunity to provide input early in the development of the project?
- Do they understand and approve the 'benefits case'?
- Are they kept informed of progress, and involved in relevant changes?

User Acceptance It is not sufficient to establish and implement a project and then to transfer it to the 'user' assuming acceptance and use. It is necessary for the project team to market and sell the project to gain acceptance,

	ownership and overall success. Is there a process for the acceptance and approval of deliverables? Are there agreed standards for the quality of deliverables? Is there good documentation and backup (for example, help desk) to facilitate the use of deliverables?
Determination	Determination can overcome many obstacles and deficiencies. Most projects undergo crises of some sort, and determination to succeed is key particularly after the enthusiasm of the early days has disappeared . Are the sponsor and manager totally (and publicly) committed to making it happen? Do people believe in this project, and demonstrate it with a strong team spirit? Do people want to participate in the project, and even compromise elsewhere to ensure its success?

1.1.2.2 Roles and Responsibilities

A number of roles are involved in project management. Depending upon the size of the project, one person may undertake one or more roles.

Project Sponsor	The project sponsor is usually a senior executive who: • Owns the project • Delivers the benefits • Gains most from the project's success, loses the most from its failure
Project Review Board	While the role of the project review board can be fulfilled by the project sponsor (time permitting), some organizations find that project success is enhanced by providing this function separately. Note that this is not a general steering committee but a body created specifically to support the project. It will comprise senior management from interested parts of the enterprise. The project review board: • Ensures that long term business requirements are met • Ensures that the project objectives remain consistent with the (possibly changing) goals of the enterprise • Ensures that project interfaces with the remainder of the enterprise are handled effectively • Ensures that the cost/benefit case of the project is maintained • Agrees overall scope, cost, timescale and resources • Marshalls the necessary resources and ensures commitment to the project • Monitors project progress and priorities • Resolves points of dispute • Approves implementation plans
Project Directo	A Project Director may be needed on a very large project. On small to medium projects, these roles are undertaken by the Project Manager.
The project director:	The project director: • May be responsible for a portfolio of business-related projects within an organization • Is responsible for client satisfaction with the project • Ensures the quality of the project management • Manages high level business issues • Negotiates significant changes
The Project Manager:	The projectmanager: • Is responsible for achieving the project objectives • Manages the project on a day-to-day basis

Project Office	On a small project, the role of the Project Office could be undertaken by the Project Manager.The project office supports the project processes including: • Custody of plans and controls • Project progress tracking • Issue and change management • Maintenance of library of project deliverables • Organization of meetings • Maintains project information such as contact details and holiday plans • Alerts the Project Manager to out-of-line situations
Subproject Managers	Subproject Managers have the same responsibilities as project managers, but at the subproject level.
Mentor	If you are a new or relatively inexperienced Project Manager, you might find it useful to have the assistance of a mentor, who should be a very experienced Project Manager.

1.1.3 What is MITP?

Managing Implementation of the Total Project (MITP) is a methodology for managing projects. MITP was used in full for the first time on Information Technology (IT) projects, but has been developed so that it can be used for any project, whether IT is involved or not.

MITP is based on a consistent set of principles and guidelines that have been developed and used successfully over many years. Unlike some competitive methods, MITP has proved to be more flexible and adaptable to different client environments, and this is its strength.

When a project is in progress, there are many events that happen asynchronously and in parallel. So managing a project is not a step-by-step process; rather it is like a circus performer keeping a number of plates spinning simultaneously on sticks.

This diversity of activity may lead you to think differently about your project at different times. For example:
- Where the project is, relative to the timescale start and finish
- Where the current focus is (finance, people, and so on)
- Which piece of documentation needs updating
- Who needs to be informed about something

At times, you might ask yourself:
- How do I do a particular task?
- What am I supposed to do next?
- Am I doing this correctly?

MITP is a methodology to guide you. It is not prescriptive in the detailed processes to be undertaken.

The components of MITP are:
- The MITP life cycle model
- The MITP techniques
- The MITP standards and quality
- The MITP Project Control Book

1.1.3.1 MITP Life Cycle Model
The MITP life cycle model is structured in four phases:
1. Identifying the project
2. Establishing the project
3. Managing the project
4. Ending the project

The MITP Life Cycle Model can be applied to any project that delivers a solution, or delivers change. See Figure 3.

The life cycle model looks at a project from start to finish, over its 'life', and is portrayed as a simple flowchart. Each box on the flowchart is an 'activity', and there is guidance in "Navigating the MITP Life Cycle Model" in topic 2.0 on each of the key tasks to be performed for each activity. This guidance, and the cross-references to techniques in "Using the MITP Techniques to Manage Your Project" in topic 3.0, will help you to meet minimum standards for MITP conformance.
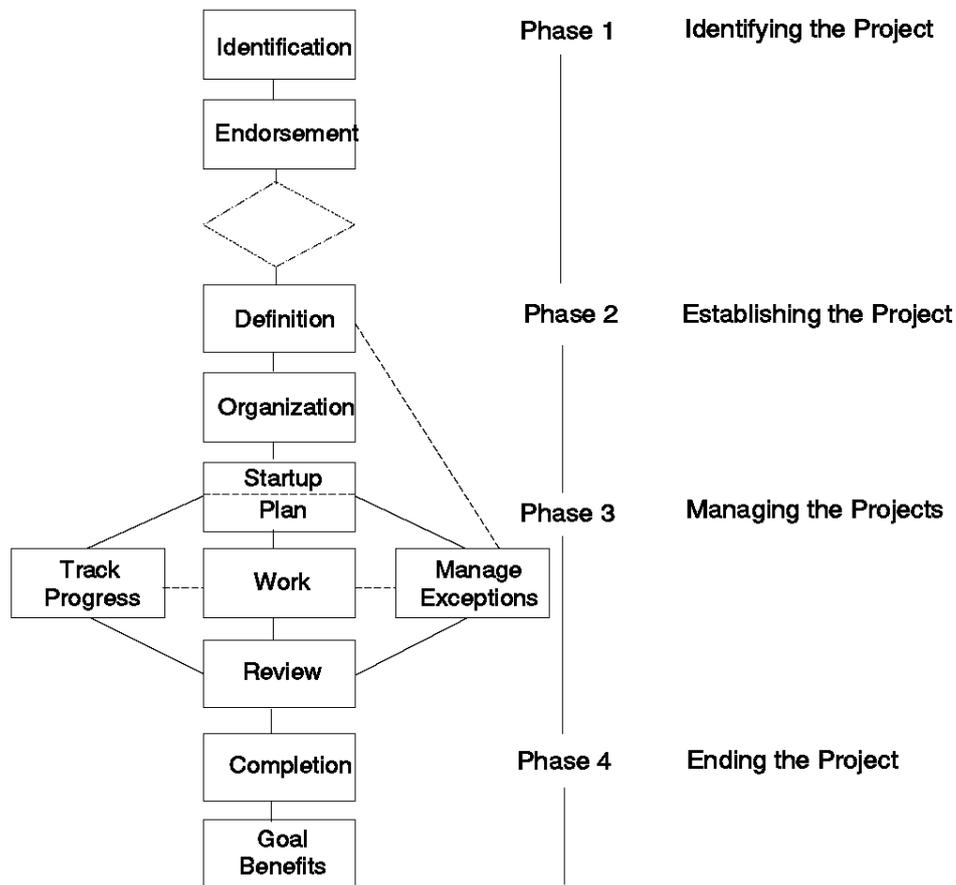

Figure 3. MITP Life Cycle Model for Delivery Projects

The MITP life cycle model is structured in four phases, each with a number of key activities. The boundaries between project phases and activities are not always rigid in practice, as an experienced Project Manager can often bring forward tasks and organize them in parallel with tasks in an earlier phase. Less-experienced Project Managers should, however, resist the temptation to rush into phase 3, in order to start on the work of the project.

Phase 1: Identifying the Project

In Phase 1, the objective is to find out more about the client's goals (the triggers for change, the business requirements), and to outline one or more projects to achieve the goals. This activity is called Identification.

Following this, and based on the information gathered (typically expressed in a business case), a management decision is made on whether or not the project is viable or desirable-the GO/NO GO decision. This activity is called Endorsement.

Phase 2: Establishing the Project

The objective of Phase 2 is to ensure that everything is properly set up for the project before the actual work starts. The Definition activity concentrates on defining the project in detail and getting commitment to it from the key team members, including senior management (the sponsor). The Organization activity builds the project structure, defines roles and responsibilities, gets the team location established, and defines the project communications plan. The Startup activity sets up the project procedures and management processes (tailored to the client environment), gets the team on board and educates them.

Phase 3: Managing the Project

Phase 3 is the most dynamic part of the project; the arrows in Figure 3 indicate interlinked activities as well as a general flow of events. The MITP techniques enable you to keep control of these activities throughout this phase. In this phase of the project, you are managing the actual project Work, as well. The work may be broken down into subprojects, each of which should be managed using MITP. Occasionally, there may be a subproject contracted out to a supplier, who may wish to use their own project management methods and procedures. This is acceptable, provided that the interfaces to MITP for tracking and reviewing are clearly defined.
Outline plans will already be in place, but the Plan activity produces sufficiently-detailed plans to allow the work to proceed and to control the project. A detailed, agreed plan should be filed as a baseline against which you can Track Progress. The Plan activity also includes replanning necessary because of changes or exceptions.

The Track Progress activity produces information for the Review activity, in which you communicate progress and take decisions on corrective action.

Manage Exceptions is a generic activity to cover all out-of-line or unexpected events during a project. These may be problems, issues, or defects in quality, or there may be changes due either to an incorrect or incomplete definition, or to the client wishing to add something. Less-experienced Project Managers should beware the enthusiastic team member who may increase the size of the project by suggesting "We might as well do this while we are doing that". This 'creeping change' will expose the schedule and the budget, and, if unmanaged, will cause problems.

Phase 4: Ending the project
Project Completion is the formal ending of the project when the project sponsor and senior management assess how well the project's objectives have been met in terms of function, quality, performance, cost and schedule. The scene is also formally set to plan the Post-Implementation Review for measuring the achievement of the Goal or the business Benefits, and for ensuring that the lessons learned from the project are not lost.

Before the project is completed, a process for handing over the project to an operational unit should be planned, as well as a plan for dispersing the project personnel and resources to the normal, everyday business environment. More detail on each activity in the MITP life cycle model can be found in "Navigating the MITP Life Cycle Model" in topic 2.0.

1.1.3.2 MITP Techniques

The MITP techniques provide you with guidance on how to accomplish various MITP activities. They are organized into Key Techniques and Support Techniques. Key techniques are mandatory for any project and apply to all MITP life cycle phases. Support techniques may not always be needed, and the optional support techniques are shown like this in Table 1. Also, some of the support techniques apply only to certain phases, and these are indicated in the table.

Note: Support techniques can often be used to support more that one key technique. In Table 1, support techniques are placed with the most appropriate key technique, but the boundaries are not rigid. For example, Project Office and the Project Control Book support all the key techniques.

Table 1. MITP Techniques and Life Cycle Matrix		
Key Techniques	Support Techniques	Life Cycle Phases
Manage Scope and Objectives	Project Identification	1
	Project Endorsement	1
	Definition	2
	Startup	2
	Portfolio Management	1,2,3,4
	Program Management	1,2,3,4
Manage Risk	Risk Management	1, 2, 3, 4
Manage Work and Deliverables	Work Breakdown Structure (WBS)	1, 2, 3, 4
	Planning and Estimating	1, 2, 3, 4
	Inventory Management	1, 2, 3, 4
	Configuration Management	1, 2, 3, 4
	Application Development	1, 2, 3, 4
	(AD) Projects	1, 2, 3, 4
Manage Organization and People	Organization and People Management	1, 2, 3, 4
	Health and Safety	1, 2, 3, 4
Manage Exceptions	Change Management	2, 3, 4
	Problem Management	2, 3
	Issue Management	2, 3
	Error and Fault Management	2, 3
Manage Progress	Progress Tracking	2, 3, 4
	Progress Reviewing	2, 3, 4
	Project Completion	4
Manage Quality	Quality and Conformance	1, 2, 3, 4
Manage the Environment	Project Office	1, 2, 3, 4
	Project Control Book	1, 2, 3, 4
	Financial Management	1, 2, 3, 4
	Supplier Management	1, 2, 3, 4

"Using the MITP Techniques to Manage Your Project" in topic 3.0 of this book is organized in the same way, and for each of the support techniques, the key tasks and deliverables are given, for each phase of the MITP life cycle model.

1.1.3.3 MITP Standards and Quality
The MITP and ISO9000 standards can be found in the MITP and ISO9000 Standards
and Conformance Guide. Conformance to standards is by independent review for each
project, which can be called at any time by the reviewer.

1.1.3.4 Project Control Book
The Project Control Book is a structured way of managing project data. It is a repository
for plans, controls, and procedures used in a project. The 'book' is traditionally a
looseleaf binder into which project documentation is collated throughout the life of the
project. It therefore acts as a common reference for the project. It can also be managed
electronically, through host or PC-LAN systems.

The Project Control Book currently has a core set of standard sections. The content of
the binder will vary by project, so no two binders are the same. But the advantage of
having a Project Control Book is that Project Managers in an organization can work to
common structures, and replace each other on projects without major disruption.

A good Project Control Book is also a prerequisite for conformance to the MITP and
ISO9000 quality standards.

The following are the standard Project Control Book sections:

Section	Contents
1	Organization and People
2	Planning and Estimating
3	Work Breakdown Structure
4	Progress Tracking
5	Progress Reviewing
6	Progress Reporting
7	Risk Management
8	Change Management
9	Issue Management
10	Problem Management
11	Error and Fault Management
12	Quality Management
13	Correspondence
14	Base Information
15	Finance Management
16	Supplier Management
17-20	Reserved for future use
20+	Extra sections you may choose to add

The Project Control Book Guide is designed to help you set up your Project Control
Book. Part 1 of the Project Control Book Guide contains the procedures, which you can
tailor for your particular project. Part 2 of the Project Control Book Guide contains the
forms which you can tailor for your particular project, and which will be filed, when
completed, in the appropriate sections of your Project Control Book.

1.1.4 Where Next?

The remainder of this document is divided into two topics:

Topic 2, "Navigating the MITP Life Cycle Model" in topic 2.0 This topic will help you navigate though the MITP life cycle model.
For each activity within the life cycle model, key tasks are shown and, where appropriate, these are linked to a technique in "Using the MITP Techniques to Manage Your Project" in topic 3.0. Information given for each activity is:

Purpose	The objective of the activity.
Prerequisites	What you need before you can perform the activity.
Deliverables	What the activity produces.
Task	A list of tasks for this activity. You should note that the sequence does not imply an order in which you have to do the tasks. Note also that the tasks do not go down to very fine detail, because:

- MITP is flexible in its processes. Applying the method can be achieved in different ways; MITP is not prescriptive on process.
- You can, and should, use your professional judgement on what needs to be done, when, and how, to achieve the project objectives.

Techniques	If appropriate, each task cross-references one or more techniques.
Estimates	Estimates for the activity.
Further information	Cross-references to related MITP guides, which contain detailed descriptions of the techniques. In addition, the Project Control Book is the reference point for all processes and forms

Topic 3, "Using the MITP Techniques to Manage Your Project" in topic 3.0
This topic is divided into eight topics, one for each of the MITP key techniques, as given in Table 1 in topic 1.1.3.2. Within each key technique, the support techniques are summarized under the following headings:

Purpose	The objectives of using the technique
Prerequisites	What you need before you can apply this technique
Further Information	Cross-references to the MITP documentation. The documents available for any given technique may be:

- A guide containing a detailed description of the technique
- A checklist to assist with implementation and assurance
- A fanfold reference card for quick reference
- Foils and notes for presentation and training

In addition, the Project Control Book is the reference point for all processes and forms.

Steps	What you have to do for this technique, for each MITP life cycle phase. These tasks are based on the MITP standards, and the necessary deliverables at each phase
Deliverables	The outputs from the technique for each MITP life cycle phase

2. Navigating the MITP Life Cycle Model

Subtopics

2.1 Phase 1-Identifying the Project

The activities in MITP Phase 1 are:
- "Activity - Identification (Identify the Need for the Project)" in topic 2.1.1
- "Activity - Endorsement (Commit to the Project)" in topic 2.1.2

See Figure 3 in topic 1.1.3.1.

2.1.1 Activity - Identification (Identify the Need for the Project)

Purpose   To determine whether there are business needs that would be addressed through the instigation of one or more projects

Prerequisites	Deliverables
None	- Business case - Project Identification Report - Feasibility Report

Tasks	Techniques
• Identify business need/opportunity	"Project Identification" in topic 3.1.1
• Produce the business case	"Financial Management" in topic 3.8.3
• Conduct feasibility study	Project dependent
• Identify potential project(s)	"Project Identification" in topic 3.1.1

Further Information
- Project Identification Guide
- Project Endorsement Guide
- Financial Management Guide
- Program Management Guide

2.1.2 Activity - Endorsement (Commit to the Project)

Purpose   To obtain formal agreement from the sponsor to proceed with the project or projects To determine whether there are business needs that would be addressed through the instigation of one or more projects

Prerequisites	Deliverables
Business case Project Identification Report	- Outline plan - Sponsor commitment to proceed - Project manager confirmed - Risk Assessment Report - Signed contracts

Tasks	Techniques
• Confirm there is a project	"Project Endorsement" in topic 3.1.2
• Establish contractual responsibilities and reporting structure	"Supplier Management" in topic 3.8.4 "Organization and People Management" in topic 3.4.1
• Specify quality objectives	"Quality and Conformance" in topic 3.7.1
• Outline alternative solutions	"Project Endorsement" in topic 3.1.2
• Select the most viable solution	"Project Endorsement" in topic 3.1.2
• Assess risks	"Risk Management" in topic 3.2.1
• Obtain approvals to proceed	"Supplier Management" in topic 3.8.4
• Prepare outline plan	"Planning and Estimating" in topic 3.3.2 "Work Breakdown Structure" in topic 3.3.1

Further Information

- Project Endorsement
- Supplier Management
- Organization and People Management Guide
- Risk Management Guide
- Quality Management Guide
- MITP and ISO9000 Standards and Conformance Guide
- Planning and Estimating Guide
- Work Breakdown Structure Guide

2.2 Phase 2-Establishing the Project

The activities in MITP Phase 2 are:
- "Activity - Definition (Define the Project)" in topic 2.2.1
- "Activity - Organization (Organize the Project)" in topic 2.2.2
- "Activity - Startup (Start the Project)" in topic 2.2.3

See Figure 3 in topic 1.1.3.1.

2.2.1 Activity - Definition (Define the Project)

Purpose   To define and document clearly the terms of reference for the project and the expectations of the sponsor.

Prerequisites	Deliverables
Project sponsor commitment to proceed	- Project Definition Report - Project Control Book - Project quality objectives - Work Breakdown Structure and identified deliverables - Risk Assessment Report

Tasks	Techniques
• Define the project scope and objectives	"Definition" in topic 3.1.3
• Identify work structure schedules, and resource requirements	"Work Breakdown Structure" in topic 3.3.1 "Planning and Estimating" in topic 3.3.2 "Financial Management" in topic 3.8.3 "Organization and People Management" in topic 3.4.1
• Specify the project management processes	"Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2
• Identify assumptions and dependencies	"Definition" in topic 3.1.3
• Identify risks and containment actions	"Risk Management" in topic 3.2.1
• Produce quality and acceptance criteria	"Quality and Conformance" in topic 3.7.1
• Set up the Project Control Book	"Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2
• Confirm acceptance criteria	"Quality and Conformance" in topic 3.7.1

Further Information
- Project Definition Guide
- Work Breakdown Structure Guide
- Planning and Estimating Guide
- Financial Management Guide
- Organization and People Management Guide
- Risk Management Guide

- Quality Management Guide
- MITP and ISO9000 Standards and Conformance Guide
- Project Office Guide

2.2.2 Activity - Organization (Organize the Project)

Purpose   To build an organizational structure, and roles and responsibilities. suited to the type of project and its location.

Prerequisites	Deliverables
• Project Definition Report • Project Control Book	• Updated Project Control Book •

Tasks	Techniques
• Define roles, responsibilities, and organization	"Organization and People Management" in topic 3.4.1
• Identify and recruit project members	"Organization and People Management" in topic 3.4.1
• Establish the project location	Not applicable
• Prepare the communication plan	"Organization and People Management" in topic 3.4.1 "Progress Reviewing" in topic 3.6.2
• Update the Project Control Book	"Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2

Further Information
- Organization and People Management Guide
- Progress Reviewing Guide
- Project Office Guide
- Project Control Book Guide

2.2.3 Activity - Startup (Start the Project)

Purpose   To start putting in place the organization, resources, and management processes

Prerequisites	Deliverables
• Project Definition Report • Updated Project Control Book • Working environment in place	• Updated Project Control Book • Outline project plan • Quality plan

Tasks	Techniques
• Assemble the team	"Organization and People Management" in topic 3.4.1
• Educate the team on project and management processes	"Startup" in topic 3.1.4 "Project Control Book" in topic 3.8.2 "Progress Tracking" in topic 3.6.1 "Progress Reviewing" in topic 3.6.2 "Managing Exceptions" in topic 3.5 "Managing Risks" in topic 3.2
• Implement project management process	"Startup" in topic 3.1.4 "Project Control Book" in topic 3.8.2 "Progress Tracking" in topic 3.6.1 "Progress Reviewing" in topic 3.6.2 "Managing Exceptions" in topic 3.5 "Managing Risks" in topic 3.2
• Set up the Project Office and work environment	"Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2
• Update the Project Control Book	"Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2
• Produce high-level plan	"Planning and Estimating" in topic 3.3.2
• Produce quality plan	"Quality and Conformance" in topic 3.7.1

Further Information
- Project Startup Guide
- Organization and People Management Guide
- Progress Tracking Guide
- Progress Reviewing Guide
- Exceptions Management Guide
- Risk Management Guide
- Planning and Estimating Guide
- Project Office Guide
- Project Control Book Guide
- Quality Management Guide
- MITP and ISO9000 Standards and Conformance Guide

2.3   *Phase 3-Managing the Project*

The activities in MITP Phase 3 are:

- "Activity - Plan (Plan the Project)" in topic 2.3.1
- "Activity - Track Progress (Monitor the Project)" in topic 2.3.2
- "Activity - Review (Review the Project)" in topic 2.3.3
- "Activity - Manage Exceptions (Handle the Unexpected)" in topic 2.3.4
- "Work": this activity involves carrying out the specific project, that is, everything except project management. This activity is excluded from this document.

See Figure 3 in topic 1.1.3.1.

2.3.1   Activity - Plan (Plan the Project)

Purpose   To develop outline plans and definitions into a detailed plan to be used for producing the work and reviewing progress

Prerequisites	Deliverables
• Project infrastructure in place • High-level plans	• Detailed project plan • Updated Project Control Book • Detailed quality plan

Tasks	Techniques
• Agree acceptance criteria for each deliverable	"Definition" in topic 3.1.3
• Define specific subprojects	"Work Breakdown Structure" in topic 3.3.1 "Planning and Estimating" in topic 3.3.2
• Document deliverables and inventory	"Configuration Management" in topic 3.3.4 "Inventory Management" in topic 3.3.3
• Refine key milestones	"Planning and Estimating" in topic 3.3.2 "Progress Tracking" in topic 3.6.1
• Produce detailed subproject plans	"Work Breakdown Structure" in topic 3.3.1 "Definition" in topic 3.1.3
• Consolidate subproject plans into overall project plan	"Planning and Estimating" in topic 3.3.2
• Update the Project Control Book	"Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2

Further Information
- Project Definition Guide
- Work Breakdown Structure Guide
- Planning and Estimating Guide
- Configuration Management Guide
- Inventory Management Guide
- Progress Tracking Guide
- Project Office Guide
- Project Control Book Guide

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2.3.2 Activity - Track Progress (Monitor the Project)

Purpose   To be constantly aware of the project status against the plan, to be able to preempt and react to changes and exceptions

Prerequisites	Deliverables
• Detailed baseline plan in place • Project management processes implemented	• Progress reports • Updated Project Control Book

Tasks	Techniques
• Monitor progress against plans	"Progress Tracking" in topic 3.6.1 "Supplier Management" in topic 3.8.4 "Quality and Conformance" in topic 3.7.1 "Financial Management" in topic 3.8.3
• Document project status	"Progress Tracking" in topic 3.6.1 "Supplier Management" in topic 3.8.4 "Quality and Conformance" in topic 3.7.1 "Financial Management" in topic 3.8.3
• Update the Project Control Book	"Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2

Further Information
• Supplier Management Guide
• Progress Tracking Guide
• Financial Management Guide
• Quality Management Guide
• MITP and ISO9000 Standards and Conformance Guide
• Program Management Guide
• Project Office Guide
• Project Control Book Guide

2.3.3 Activity - Review (Review the Project)

Purpose   To manage quality of plans and deliverables according to the Quality Plan

Prerequisites	Deliverables
• Progress reports • Review schedule • Work output	• Review minutes and actions • Updated Project Control Book • Sponsor and other project reports

Tasks	Techniques
• Inform project team at all levels of status	"Progress Reviewing" in topic 3.6.2 "Quality and Conformance" in topic 3.7.1 "Organization and People Management" in

	topic 3.4.1
• Evaluate impact of exceptions on project	"Managing Exceptions" in topic 3.5 "Managing Risks" in topic 3.2
• Create and implement actions plans	"Managing Exceptions" in topic 3.5 "Managing Risks" in topic 3. 2
• Manage client expectations	"Quality and Conformance" in topic 3.7.1
• Update the Project Control Book	"Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2

Further Information
- Progress Reviewing Guide
- Quality Management Guide
- MITP and ISO9000 Standards and Conformance Guide
- Organization and People Management Guide
- Risk Management Guide
- Exceptions Management Guide
- Project Office Guide
- Project Control Book Guide

2.3.4 Activity - Manage Exceptions (Handle the Unexpected)

Purpose   To control the impact of exceptions or changes on the plan and to ensure the right decisions are made

Prerequisites	Deliverables
• Baseline plan	• Exception reports
• Tracking reports	• Action plans
• Exception management processes	• Updated Project Control Book

implemented

Tasks	Techniques
• Identify and evaluate project discrepancies	"Managing Exceptions" in topic 3.5 "Managing Risks" in topic 3.2 "Progress Tracking" in topic 3.6.1 "Progress Reviewing" in topic 3.6.2
• Create and implement action plans	"Managing Exceptions" in topic 3.5 "Managing Risks" in topic 3.2 "Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2
• Manage discrepancies	"Managing Exceptions" in topic 3.5 "Managing Risks" in topic 3.2 "Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2
• Update the Project Control Book	"Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2

Further Information
- Exceptions Management Guide

- Risk Management Guide
- Progress Tracking Guide
- Progress Reviewing Guide
- Project Office Guide
- Project Control Book Guide

2.4 Phase 4-Ending the Project

The activities in MITP Phase 4 are:
- "Activity - Completion (Complete the Project)" in topic 2.4.1
- "Activity - Goal Benefits (Assess Project Effectiveness)" in topic 2.4.2

See Figure 3 in topic 1.1.3.1.

2.4.1 Activity - Completion (Complete the Project)

Purpose   To dismantle the project and to ensure that normal business operations can take over

Prerequisites	Deliverables
• Completion and acceptance criteria met • All work completed	• Project completion report • Follow-on plan • Client satisfaction report • Updated Project Control Book

Tasks	Techniques
• Close down the project	Project Completion" in topic 3.6.3 "Project Office" in topic 3.8.1 "Project Control Book" in topic 3.8.2 "Organization and People Management" in topic 3.4.1
• Verify the completion of contract-related matters	"Supplier Management" in topic 3.8.4 "Financial Management" in topic 3.8.3
• Implement client satisfaction review	"Quality and Conformance" in topic 3.7.1
• Plan a post-project workshop	"Project Completion" in topic 3.6.3
• Ensure that normal business operation can take over	Not applicable

Further Information
- Project Completion Guide
- Supplier Management Guide
- Financial Management Guide
- Quality Management Guide
- MITP and ISO9000 Standards and Conformance Guide
- Organization and People Management Guide
- Project Office Guide
- Project Control Book Guide

2.4.2 Activity - Goal Benefits (Assess Project Effectiveness)

Purpose   To learn from experiences of the project and to continue to that business benefits are enjoyed

Prerequisites	Deliverables
• Project or major milestone completed	• Benefits statement • Updated Project Control Book • Archived project

Tasks	Techniques
• Hold a post-project workshop	"Project Completion" in topic 3.6.3
• Confirm project closedown is complete	"Project Completion" in topic 3.6.3
• Identify and document business benefits associated with the project	"Project Completion" in topic 3.6.3
• Monitor benefits on an ongoing basis	Not applicable

Further Information
• Project Completion Guide
• Program Management Guide

3 Using the MITP Techniques to Manage Your Project

Subtopics

3.1 *Managing Scope and Objectives*

The overall objectives of MITP scope and objectives management are:
- To establish a single set of business goals and objectives for the entire project to work towards
- To align the project with the aims of the sponsoring organization
- To define a set of deliverables and subprojects
- To define the initial assumptions, dependencies, risks and project management system

The techniques for the Manage Scope and Objectives key technique are:
- Project Identification
- Project Endorsement
- Definition
- Startup
- Portfolio Management
- Program Management

3.1.1 Project Identification

A project is a means of enabling a business change. Before a project can be defined, required changes to the business have to be defined.

Purpose
To take the need for change and divide it into one or more projects.

Prerequisites
None.

Further Information
Project Identification Guide
Project Identification Workshop Foils and Notes

Steps and Deliverables
The following table lists the steps and deliverables for the Project Identification technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
• Agree an initial scope for the project	Not applicable	Not applicable	Not applicable
• Establish key milestones			
• Constrain the scope of the project to an			

	Deliverables		
achievable size			
• Identify the main project deliverable(s) and key deliverable contributors			
• Confirm the identity of the project manager			
Hint			
• Run a Project Identification Workshop (PIW) with the client			
• Project Identification Report defining the scope of the project and the main deliverables	Not applicable	Not applicable	Not applicable
• Feasibility Study Document			
• Confirmation that you are the project manager			

3.1.2 Project Endorsement

Before a project can be defined as a finite piece of work, the required changes to the business have to be defined.

Purpose
- To agree an initial scope for the project
- To establish key milestones
- To constrain the scope of the project to an achievable size
- To identify the main project deliverable(s) and key deliverable contributors
- To confirm the identity of the project manager
- To assess risk
- To get agreement to proceed

Prerequisites
A Project Identification Report, feasibility report, or other documented requirement for a project.

Further Information
Project Endorsement Guide

Steps and Deliverables
The following table lists the steps and deliverables for the Project Endorsement technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
• Run a Project Endorsement Workshop (PEW), or equivalent	Not applicable	Not applicable	Not applicable
Deliverables			
• Feasibility Study Document agreed by sponsor	Not applicable	Not applicable	Not applicable
• Confirmation that you are the project manager			

3.1.3 Definition

Definition is the first activity undertaken following the decision to proceed with the project. A well-defined project is essential for success.

Purpose
To define the scope and objectives of the project and to ensure that the work of the project stays within the defined scope.

Prerequisites
- Endorsement completed (see "Project Endorsement" in topic 3.1.2)
- Firm decision to go ahead with the project

Further Information
Project Definition Guide
Project Definition Report Reference Card
Project Definition Workshop Reference Card
Project Definition Foils and Notes
Project Definition Workshop Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Definition technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)

Steps			
• Agree an initial scope for the project, that is, items that are to be included and excluded from the project	• Agree a set of objectives that define the project with the sponsor	• Ensure that project activity is confined to items within the project scope	• Analyze the effectiveness of the definition process
• Constrain the scope of the project to an achievable size	• Agree a detailed definition of the scope and deliverables with the sponsor	• Ensure that the impact of all changes to the project is understood and reflected in the project plans	• Demonstrate completion of all project deliverables
• Identify the main deliverable(s) and, where known, the deliverable provider(s)	• Ensure that responsibility for all deliverables is clearly assigned and accepted	•	• Handover deliverables to receiving organizations
•	• Establish and document procedures to manage the project	•	• Ensure that all deliverables that require maintenance or ownership beyond the project have owners
•	• **Hint**	•	•
•	• Run a Project Definition Workshop using an independent facilitator	•	•
Deliverables			
• Definition of the project scope	• Agreement of sponsor to project scope and objectives	• Approval for each change	• Section analyzing the way the definition of the project was managed for the project completion report
• Approval of the scope by the sponsor	• Detailed specification of project scope and deliverables	• Updated project plans for each change	• Deliverable(s) handed over to the receiving organization(s)

• Identification of the main deliverables and deliverable providers	• High-level Work Breakdown Structure	•	• Accepted ownership for all deliverables that exist after project completion
•	• Documented procedures for managing the project	•	•
•	• Project definition input to implementation plan	•	•
•	• Project Definition Report	•	•

3.1.4 Startup

Project startup aims to help in the early stages of a project by getting the team to define in detail how the project will be managed, and then to start using these management techniques. Use the following techniques to help you with starting a project:

- "Planning and Estimating" in topic 3.3.2 for planning at subproject and overall project level
- "Progress Tracking" in topic 3.6.1 and "Progress Reviewing" in topic 3.6.2 for progress tracking and reviewing
- "Quality and Conformance" in topic 3.7.1 for quality assurance
- "Managing Exceptions" in topic 3.5 for handling unplanned occurrences

Purpose
- To assemble and build into a team all the people needed initially
- To develop detailed plans based on the project definition
- To establish the management for the project and get it working
- To acquire all the necessary budgets and other resources needed by the project

Prerequisites
- Project defined
- Key players on the project identified
- Project endorsement obtained

Further Information
Project Startup Guide
Project Startup Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Startup technique, by MITP life cycle phase.

Identifying the	Establishing the	Managing the	Ending the Project

Project (Phase 1)	Project (Phase 2)	Project (Phase 3)	(Phase 4)
Steps			
• Not applicable	• Hold a project startup meeting and start key members of the project management team (especially, the sponsor, project manager, subproject managers, and project office manager) working on the project	• Not applicable	• Not applicable
	• Commit people and other resources and achieve initial staffing levels		
	• Prepare plans at project and subproject levels covering all proposed project work		
	• Implement a mechanism to measure progress against the plans at regular intervals		
	• Initiate project reviews		
	• Define working procedures to handle exceptions		
	• Define all internal and external deliverables to be produced by the project		
	Hint		
	• Run a Project Startup		

	Workshop		
Deliverables			
• Not applicable	• An agreed set of plans at project and subproject level covering all the proposed project work	• Not applicable	• Not applicable
	• Working procedures to handle exceptions		
	• Definitions of all internal and external deliverables		
	• Updated Project Control Book		

3.1.5 Portfolio Management

A portfolio of projects refers to a group of projects that are associated and interdependent upon each other. When projects are related, they will commonly require a layer of management above the project managers. This management is provided by a Portfolio Manager.

Purpose
To establish management procedures for a group of projects that may be at multi-levels and to apply MITP at a higher level.

Prerequisites
Definition and decision to proceed for each project before it is included in the portfolio

Further Information
Portfolio Management Guide

Steps and Deliverables
The following table lists the steps and deliverables for the Portfolio Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
• Establish priorities and interdependences	• Establish and publish the priorities between the projects in the portfolio	• Inform the Portfolio Manager of progress against dependent deliverables, changes in resource requirements or resource utilization, changes in scope, and changes in risks or risk status	• Contribute to the Project Completion Workshop and the Project Completion Report
	• Establish standards and naming conventions	• Inform the project managers of progress against dependent deliverables, changes in availability of resources, changes in scope of other projects	

		that affect dependencies, and changes in risks or risk status	
	• Identify project activity dependencies	• Negotiate with project managers to establish priorities	
	• Identify initial resource constraints and conflicts between the projects	• Inform senior management and clients of dependencies and risks	
	• Identify and document the inter-project risks		
	• Establish the reporting cycle between the project and the portfolio		
	• Establish the reporting cycle between the portfolio and senior management and the client		
	• Draw up or revise the organization chart for the portfolio		
Deliverables			
• Regular communication with project managers and at senior client level	• Cross-project dependencies	• Review meeting minutes	• A Project Completion Report for each project in the portfolio
	• Organization chart for the portfolio	• Action plans	Note: There is no requirement for a Portfolio Completion Report

3.1.6 Program Management

Program management is the coordinated management of more than one project to achieve a set of business objectives.

Purpose
To enable a company's strategy to be executed through the effective implementation of the changes in business operations.

Prerequisites
A Project Identification Report, feasibility report, or other documented requirements for each project.

Further Information
Program Management Guide

Steps and Deliverables
The following table lists the steps and deliverables for the Program Management technique, by MITP life cycle phase

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
• relevant business plans, strategies, and change initiatives that form an integral part of the program	• Establish the program management processes to ensure the successful implementation of the program blueprint	• Maintain the communications program to ensure appropriate understanding and conformity to the program objectives	• Ensure that each block of program development delivers the programmed projects and benefits that each should realize
• Assess their impact on the affected business areas and define the tangible and intangible benefits	• Ensure that all participants are made fully aware of the program objectives	• Ensure that the project portfolio is satisfactorily implemented and a smooth transition to the business operating environment	• Approve each block and make graded improvements through subsequent program development
• Determine the best candidate grouping of projects and provide a business evaluation of benefits, and compatibility	• Develop a blueprint that forms the nucleus of the program definition statement projects in this	• Ensure that the target program business environment is adequately prepared for the future changes and may take advantage of the	• Assess individual business areas target performance against the planned design shown by the blueprint, as contained within

with plans for support services		proposed business benefits	the program definition statement
• Align the projects with strategic objectives	• Define in detail the interdependences between all program and any other program being executed These should be documented in the project briefs	• Monitor compliance with the program blueprint design and ensure that policies and standards are consistent with corporate requirements	• Provide corrective action statements for areas of considered shortfall to ensure that such actions are implemented and their results measured
• Select the group of projects that achieve the best balance between strategic objectives, change management proposals, affordability, acceptable risk, and what is achievable	• Consolidate and refine the business case for the program for realizing	• Make sure that both benefits and risks are properly managed throughout the program	• Seek additional areas of benefit, examining the value-added opportunities that might result from the facilities being delivered
• Define and document each grouping	• Establish the management system benefits		• Complete the learning process involved
• Obtain authorization for both individual and total business cases from the sponsor			• Close down the program at the end of the final block
• Appoint a program manager who reports to the sponsor. The program manager has responsibility for the day-to-day implementation of the program			
Deliverables			
• Defined program groups	• Program Definition	• Updated program plans	• Updated Program

	Statement		Definition Statement
• Business case	• Project briefs		• Benefits Report
• Authorization from the sponsor			

3.2 Managing Risks

The overall objectives of MITP risk management are:
- To establish and agree a set of actions that minimize the risks to the project
- To allow the approach to the project and the overall plans to be based on an understanding and acceptance of associated risks (not necessarily to minimize risks)

The technique for the Manage Risk key technique is:

3.2.1   Risk Management

A project risk is a forecast of an event that may impact any aspect of the project. A risk may be viewed in terms of its likelihood of occurrence (that is, probability) and its consequence of impact. The former is usually expressed as a percentage; the latter is usually expressed as a cost.

Purpose
To identify potential risks before the project starts, to manage the risks, and identify new risks during the life of the project.

Prerequisites
A Project Definition Report, feasibility report, or other documented requirement for a project, and, once the project is started, a Project Definition Report,

Further Information
Risk Management Guide
Project Risk Management Reference Card
Risk Identification Workshop Foils and Notes
Risk Identification Workshop Reference Card
Risk Management Workshop Foils and Notes
Risk Management Workshop Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Risk Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
• Identify areas of risk, using facilitated workshops	• Identify areas of risk	• Identify areas of risk	• Analyze risks and their outcome
• Evaluate and quantify the risks	• Evaluate and quantify the risks and containment	• Evaluate and quantify the risks and containment	• Prepare risk report for input to the project
• Build the risk plan and obtain	• Build the risk and containment	• Build the risk plan	• completion report

management acceptance	plan		
• Execute, revise, and update Risk Control Process	• Assign risk owners	• Obtain management acceptance	• Obtain management acceptance
•	• Execute, revise, and update Risk Control Process	• Execute, revise and update Risk, Control Process	•
• Hints	• Hints	• Hints	•
• Run a Risk Identification Workshop	• Run a Risk Identification Workshop	• Run a Risk Identification Workshop	•
• Run a Risk Management Workshop	• Run a Risk Management Workshop	• Run a Risk Management Workshop	•
Deliverables			
• Risk reports, logs, and summaries	• Risk reports, logs, and summaries	• Risk reports, logs, and summaries	• Analysis of risks and their outcome for the project completion report(where applicable) to include risk avoidance
	• Revised plans		

3.3 Managing Work and Deliverables

The overall objectives of MITP work and deliverables management are:
- To create a clearly-documented and detailed baseline plan for the project
- To estimate the resource requirement
- To manage and maintain the detailed plans
- To provide a systematic approach to managing the production of the project deliverables

The techniques for the Manage Work and Deliverables key technique are:
- Work Breakdown Structure
- Planning and Estimating
- Inventory Management
- Configuration Management
- Application Development (AD) Projects

3.3.1 Work Breakdown Structure

A Work Breakdown Structure (WBS) is a hierarchical structure containing detailed breakdown of all the work elements making up the project deliverable, and required to achieve the project's objectives. It is a key input to the planning and estimating process. The WBS hierarchy should be directly related to the project's major deliverables, independent of the organizational structure of the project. It is usually depicted as either a tree-like graphical structure or structured text.

Purpose
To prepare and maintain a WBS that can be used as input to other project planning activities.

Prerequisites
Gather as much information about the project as you can. For example:
- Business benefits and measurements
- The Project Definition Report
- The Technical Proposal
- The Supplier Plan
- Any risks and containment plans

Also, identify any people who can help you prepare the WBS.

Further Information
Work Breakdown Structure Guide
Work Breakdown Structure Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Work Breakdown Structure technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
• Identify main and likely areas of activity	Develop detailed WBS to identify steps required to create each deliverable	Maintain up-to-date WBS	Prepare summary of actual work against plans and update WBS
• Obtain requisite skills for each area of activity to provide input to the WBS	Review the WBS for completeness and rework until agreed	Use WBS in any replanning	Add details of the WBS to relevant databases for future reference.
• Develop a WBS	Establish change control for the WBS		
•	Communicate the purpose and nature of the WBS to all		

•	levels of the project		
	Revise project plans from the updated WBS		
Hint	**Hint**	Hints	
• Check whether a WBS already exists for the project, for example, as part of a proposal from a supplier	Focus on getting higher levels right first and develop lower levels later	Keep the WBS at the right level allowing individual managers to plan and control the lower level work	
• Check for relevant WBS models from similar projects that may give early start to next stage	Plan the detail of the current phase/stage only	Re-structure the work as a last resort if original plan becomes invalid	
Deliverables			
• All major and intermediate deliverables and the associated work packages and tasks required to produce them down to the lowest level needed to manage the project.	The WBS for the project plans	Updated WBS	Filed WBS
• The allocation of responsibility for each element of work	Updated project	Updated plans	
• A view of the logical build-up of work into the project deliverables			

3.3.2 Planning and Estimating

A plan is a scheme for accomplishing a purpose; an estimate is a documented statement of the resource needed to complete the plan successfully; and a schedule states the time and sequence of events and activities, namely, what will be done and when.

Purpose
To create and maintain the project plans and estimates.

Prerequisites
Work Breakdown Structure.

Further Information
Planning and Estimating Guide
Project Planning Reference Card
Project Estimating Reference Card
Project Plans Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Planning and Estimating technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
Define the estimating project, define the target project and solution, and acquire the necessary skills and time	Prepare and agree detailed work plans	Maintain project and subproject plans	Analyse the effectiveness of the project plan and the Work Breakdown Structure
Document first concepts and show where further investigation is needed	Decide delivery dates for major deliverables	Monitor viability of the project	Establish and agree post-project activities
Select estimating guidelines	Document and validate estimates for all project activities		
Select an appropriate planning tool	Prepare and agree project and subproject plans		
Deliverables			
Outline plan, including estimates of resources and a schedule	Detailed committed work plans	Updated project and subproject plans	Analysis of the effectiveness of the project plans and Work Breakdown Structure for input

			to the project completion plan
Follow-on action plans	Delivery dates for major deliverables	Documented estimate	
	Documented and validated estimates for all project activities		
	Agreed project and subproject plans		

3.3.3 Inventory Management

A project inventory should include every piece of information, every skill, every physical asset, relationships established with the client, and the teams organized to work on the project.

Purpose
To acquire a thorough understanding of the project and its current status, and to provide input to the work plan.

Prerequisites
You should know:
- What was done in past project phases, if applicable
- The known extent of the work
- Associated deliverables for this project

Further Information
Inventory Management Guide

Steps and Deliverables
The following table lists the steps and deliverables for the Inventory Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
Not applicable	Gather any missing inventory	Gather any missing inventory	Complete the inventory checklists for this phase
	Complete the inventory checklists for this phase	Complete the inventory checklists for this phase	
	Update the project plan	Update the project plan	
Deliverables			
Not applicable	Completed inventory checklists for the phase	Completed inventory checklists for the phase	Completed inventory checklists for the phase

3.3.4 Configuration Management
Configuration Management is the control of the evolution of a product within a project.

Purpose
To add clarity and structure to the processes for planning and managing the quality of project deliverables, to help define the quality criteria and their measurement, to improve the definition of the baselines against which all change requests are assessed, and to help in the understanding of the impact of a change before taking a decision on it.

Prerequisites
Clearly-defined project scope and objectives.

Further Information
Configuration Management Guide

Steps and Deliverables
The following table lists the steps and deliverables for the Configuration Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
Identify and plan the CIs and their interrelationships Set up management processes	Identify and plan the configuration items (CIs) and their interrelationships	Identify and plan the configuration items (CIs) and their interrelationships	File the CI list
Deliverables			
Outline configuration management plan	Updated list of CIs	Project deliverables controlled by CI mangement processes	Filed CI list
Quality criteria	Configuration management processes in plan		
Baseline definitions			

3.3.5 Application Development (AD) Projects

Application development (AD) projects are often complex and deal with the unknown, namely new software under development. MITP for AD wraps around the AD method and its phases, that is, consider the AD part as a subproject, and apply MITP separately to the subproject.

Purpose
To address the requirements of application development and to incorporate AD-specific activities, standards, and procedures within the overall MITP method.

Prerequisites
A Project Definition Report for the overall project.

Further Information
Application Development Projects Guide
AD Projects Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the AD Projects technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
Steps			
Appoint key people(AD project manager, IS project leader, user project leader and test leader)	Identify and define steps	Issue regular status summary reports	Capture vital information for future projects
Define the major milestones	Prepare detailed quality plan	Hold regular technical reviews	Plan post implementation review
Set up organizational and reporting structures	Prepare detailed test plan, covering normal and abnormal test situations	Set up exception management system	
Define quality objectives		Implement contingency management	
Initiate configuration management, (version control, library control, release management)			

Define project policies(relationship s with suppliers, support of system after implementation)			
Deliverables			
Organization and reporting structures	Quality plan	Exception forms, logs, and summaries	Document describing how the project went, for the benefit of future projects
Quality plan	Test plan	Status summary reports	Plan for the post-implementation review
Project schedule			

3.4   Managing Organization and People

The overall objectives of MITP project organization and people management are:

- To establish the project within the sponsoring organization with appropriate levels of authority and influence
- To allow clear delegation of responsibility
- To define roles and responsibilities for key project members and others related to the project
- To obtain approval to start the project
- To build an effective project team
- To establish communications among project team members, and between project team members and the outside world
- To allow you to motivate your team

The techniques for the Manage Organization and People key technique are:

- Organization and People Management
- Health and Safety

3.4.1 Organization and People Management

A small project with few members does not need a large organizational overhead, but a large project needs an organizational infrastructure that allows you to devote time to issues that affect the project's performance, quality, and morale. The human factor is one of the most critical factors in project management. People are not easily led or motivated, particularly in leading-edge or stressful environments. You must view people as the key asset to your project's success, and build a project team that is effective and efficient. You need to identify the reporting and communications structure of the project.

Purpose
To establish and maintain the project organization, including roles and responsibilities of the key project players and the reporting structure, and to build and effective project team with good communications channels between all project team members.

Prerequisites
Clear definition of the scope and objectives of the project.

Further Information
Organization and People Management Guide
Organization and People Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Organization technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Identify the project sponsor	Identify all subproject managers	Maintain organization charts, job descriptions and objectives	Establish and agree all post-project responsibilities
Identify the project manager	Prepare an organization chart for the project	Review performance of individual team members against objectives	Prepare project organization report for inclusion in the project completion report
Select the team type	Prepare job descriptions and objectives for all project members	Motivate the project team	Reward team members
Identify candidates for the Project Office and key subprojects	Put the project team in place	Resolve problems and issues speedily	Document people management experiences for the Project Completion Report
Agree levels of authority of the	Establish delegation levels	Respond speedily to team requests	Disband the team

project manager

Establish
communication
process

Deliverables

The names of the project sponsor and project manager	Names of the project sponsor, the project manager, and the subproject managers	Updated organization chart, job descriptions, and objectives	Project organization report for the Project Completion Report
An organization chart showing the management hierarchy	An organization chart for the project	A happy, hard-working, motivated team with no problems	People management report for the Project Completion Report
The names of candidates for the Project Office and key subprojects	Job descriptions and objectives for all project members		
Levels of authority for the project manager	The project team, its delegation levels, and its communication processes		

3.4.2 Health and Safety

Your responsibility as project manager extends beyond managing the project and the project team. You are also responsible for the health and safety of the project team and anyone else who may be affected by the project's activities.

Purpose
To ensure the project complies with legal health and safety requirements.

Note: The information currently available is based on the U.K. Health and Safety Act, 1974, with additional Regulations, 1992. While this is a comprehensive set of guidelines, if your project is taking place in another country, you will need to check local legislation that may additionally or alternatively apply.

Prerequisites
None.

Further Information
Health and Safety Guide
Health and Safety Reference Card
Health and Safety Foils and Notes

Steps and Deliverables
The following table lists the steps and deliverables for the Health and Safety technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Become familiar with the health and safety requirements	Establish health and safety processes for all project team members, including suppliers	Review project changes against health and safety requirements	Document lessons learned in project completion report
Document any hazardous materials, equipment, and facilities	Establish action log and reporting process	Maintain log of out-of-line or non-conformant situations	Make safe all project hazards before handing over to normal business
	Define and test safety and emergency processes, and educate project team members in these processes	Resolve health and safety situations in accordance with the action plan	Document handover of responsibility for any on-going health and safety situations
		Create health and safety instructions for on-site visitors	
		Deliverables	
Completed	Project health and	Instructions for on-	Report of health

checklists	safety processes	site visitors	and safety issues for inclusion in the Project Completion Report
Project information lists supporting health and safety responsibilities	Safety and emergency processes	Log of out-of-line and non-conformant situations	Report of any on-going health and safety situations
Reviews for conformance	Action log		

3.5   Managing Exceptions

The overall objectives of MITP exception management are:

To understand the things that may prevent the project achieving one or more of its objectives, or that may result in delays or extra costs:

- To establish a process for managing changes through to implementation or rejection
- To establish a process for capturing problems and issues, and resolving them speedily
- To establish a process for resolving errors and faults

The techniques for the Manage Exceptions key technique are:

- Change Management
- Issue Management
- Problem Management
- Error and Fault Management

3.5.1 Change Management

A change is a proposed modification to something which has already been agreed in the project definition. The change may relate to either the work content or to the management of the project.

The change management system is designed to reduce the impact of the implementation by tracking and controlling the changes.

Purpose

- To develop an initial change plan for the proposed approach
- To ensure that a process for capturing changes is in place and that the project team subscribe to it
- To ensure that the change analysis, including impact and action plan, is kept up-to-date as the project evolves
- To identify and plan for new changes which become apparent as the project evolves
- To ensure actions to address changes are kept valid
- To ensure that the change management process is adhered to, and that impacts on the project plan are understood
- To ensure that required changes are correctly evaluated and costed
- To ensure that all outstanding and deferred change requests are fed into future projects
- To analyze the effectiveness of change management for future projects

Prerequisites

A Project Definition Report and a baseline plan.

Further Information

Exceptions Management Guide
Change Management Reference Card

Steps and Deliverables

The following table lists the steps and deliverables for the Change Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Not applicable	Identify and capture of each change request	Hold regular reviews to reassess changes	Analyze changes and their outcomes
	Assess each change	Update change logs	Prepare input to the project completion plan
	Decide whether to accept, reject, or defer the change Incorporate accepted changes	Update change action plan	

	Log accepted changes		
	Deliverables		
Not applicable	An audit trail of project changes, who agreed them, and their costs	Updated change logs	Analysis of changes encountered and action outcome for project completion plan
		Updated change action plan	Outstanding or deferred changes fed into future projects

3.5.2   Issue Management

An issue is:

- Something that stops or slows the progress of the project
- Something that cannot be resolved by the person whom the issue impacts
- An unplanned item, impacting the outcome of the project, which may be outside your authority to resolve

Purpose

- To ensure that you and the sponsor are aware of all issues that arise
- To ensure that a process for capturing and resolving issues is in place and that the project team subscribes to it
- To ensure that issues are being reported and effectively resolved through the issue management process
- To ensure that the issue management process is adhered to, and that impacts to the project plan are understood

Prerequisites

None; an issue can arise at any time.

Further Information

Exceptions Management Guide
Issue Management Foils and Notes
Issue Management Reference Card

Steps and Deliverables

The following table lists the steps and deliverables for the Issue Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Not applicable	Identify and capture of each issue	Identify and capture of each issue	Not applicable
	Appoint an action manager to be responsible for getting each issue resolved	Appoint an action manager to be responsible for getting each issue resolved	
	Log, and review periodically, all outstanding issues	Log, and review periodically, all outstanding issues	
		Deliverables	
Not applicable	Issue forms, logs, and summaries	Updated issue logs	Not applicable
		Updated issue action plan	

3.5.3   Problem Management

A problem is something that stops or slows the planned progress of the project but which can be solved within the project, often by the person the problem impacts.

Purpose

To ensure that you are aware of all problems that arise

To ensure that a process for capturing and resolving problems is in place and that the project team subscribes to it

To ensure that problems are being reported and effectively resolved by the team members concerned

To ensure that, if necessary, problems are escalated to issues

Prerequisites

None; a problem can arise at any time.

Further Information

Exceptions Management Guide

Steps and Deliverables

The following table lists the steps and deliverables for the Problem Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Not applicable	Identify and capture of each problem	Hold regular reviews to reassess problems	Not applicable
	Appoint the appropriate team member to be responsible for resolving each problem	Update problem logs	
	Log, and review periodically, outstanding problems	Update problem plans	
		Deliverables	
Not applicable	Problem forms and logs Updated problem action plan	Updated problem logs	Not applicable

3.5.4 Error and Fault Management

An error is:

- A mistake that has been created by a person
- Ideally corrected by the person who caused it
- Corrected as quickly as possible in the project cycle, as delays cost the project time and money

A fault is:

- Something that is not functioning properly
- Ideally fixed by the person with the relevant skills
- Corrected as quickly as possible in the project cycle, as delays cost the project time and money

Purpose

To ensure that a process for capturing errors and faults is in place and that the project team subscribes to it

Prerequisites

None.

Further Information

Exceptions Management Guide

Steps and Deliverables

The following table lists the steps and deliverables for the Error and Fault Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Not applicable	Capture errors and faults regularly and formally	Capture errors and faults regularly and formally	Not applicable
	Assign ownership to each error and fault	Assign ownership to each error and fault	
	Tracking and review errors and faults regularly	Tracking and review errors and faults regularly	
		Deliverables	
Not applicable	Error and fault logs	Error and fault logs	Not applicable

3.6 Managing Progress

The overall objectives of MITP progress management are:
- To track the progress of the project against the baseline plan
- To maintain a formal audit of everything as it happens
- To inform all necessary people about progress
- To be aware of exception conditions, and plan corrective actions
- To complete the project in a controlled way

The techniques for the Manage Progress key technique are:
- Progress Tracking
- Progress Reviewing
- Project Completion

3.6.1 Progress Tracking

Progress tracking is required to assure you that the project is proceeding according to plan. Information derived from the tracking procedure is presented in the form of reports that can be circulated and discussed at appropriate reviews. See "Progress Reviewing" in topic 3.6.2.

Purpose
To confirm that the project is proceeding according to plan and to inform you of any changes, issues, or problems that have arisen.

Prerequisites
Project plans

Further Information
Progress Tracking Guide
Progress Tracking Reference Card
Progress Reporting Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Progress Tracking technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Not applicable	Define working procedures for measuring and reviewing progress Define working procedures for ensuring effective management action	Measure and report on progress of all activities against plans Collect cost and time information	Prepare an analysis of the progress management procedures
	Document procedures for managing risks, issues, and changes		
		Deliverables	
Not applicable	Working procedures to measuring and reviewing progress	Updated plans	Report on progress management procedures for the project completion report
	Working procedures for ensuring effective management action Documented		

procedures for
managing risks,
issues, and changes

3.6.2 Progress Reviewing

In all projects progress is measured by some form of tracking process. This is performed so that the project manager can be assured that the project is proceeding to plan. Information that is derived from the tracking procedures is presented in the form of reports that can be circulated and discussed at project reviews. The visibility of lack of progress, issues, and out-of-line situations is important so that action can be taken early.

Progress reviews are required in all four stages of the project, but are likely to be a major part of the cyclic process in the project management phase. Reviews are essentially a mechanism for communicating inside and outside the project.

Purpose
Within the project team, to create a sense of ownership and awareness, and to inform management of the status of the project. Outside the project team, to provide reassurance that the project is moving to plan and that issues are addressed.

Prerequisites
Project tracking reports.

Further Information
Progress Reviewing Guide
Progress Reviewing Reference Card
Reviewing Health Check Foils and Notes

Steps and Deliverables
The following table lists the steps and deliverables for the Progress Reviewing technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Not applicable	Review progress, risks, and issues	Review progress, risks, and issues	Review progress, risks, and issues
	Inform project team	Inform project team	Inform project team
	Inform sponsor	Inform sponsor	Inform sponsor
	File minutes in the Project Control Book	File minutes in the Project Control Book	File minutes in the Project Control Book
		Deliverables	
Not applicable	Review meeting minutes	Review meeting minutes	Review meeting minutes
	Updated action logs	Updated action logs	Completed action logs

3.6.3 Project Completion

Project completion should be started towards the end of the project, allowing sufficient time for all the necessary activities to be done concurrently with the ending of the project.

Purpose
To close down the project and dispose of all assets.

Prerequisites
Project completion steps scheduled in the project plan, and the data needed for the completion process, which should be collected throughout the life of the project.

Further Information
Project Completion Guide

Steps and Deliverables
The following table lists the steps and deliverables for the Project Completion technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Not applicable	Not applicable	Not applicable	Hold Project Completion Workshop Complete administration procedures Ensure contractual obligations fulfilled Finalize accounts Conduct client satisfaction interviews Archive project data Return business to normal state Document lessons learned
		Deliverables	
Not applicable	Not applicable	Not applicable	Project Completion Report Follow-on plan Client Satisfaction Report

3.7 Managing Quality

The overall objectives of MITP quality management are:

- To ensure at all stages that the project is viable, that is, it will meet a real need at an affordable price in a practical time frame
- To ensure that the project deliverables meet agreed acceptance criteria
- To ensure that appropriate management procedures are implemented on the project and that MITP standards are followed

The technique for the Manage Quality key technique is:
Quality and Conformance

3.7.1 Quality and Conformance

Quality relates to:
- The requirements of the sponsoring organization
- The project management process
- Any other processes specific to the particular project
- The deliverables of a project

Purpose
- To agree the standards and acceptance criteria for key project deliverables
- To agree the approach to be adopted by the project to achieve the standards and acceptance criteria
- To allow the target plans to include appropriate allowance for quality activities
- To establish the processes for ensuring deliverables meet standards and acceptance criteria
- To monitor the context of the project to confirm regularly that it is still viable
- To ensure that all other project processes adequately support the project quality objective
- Develop all project deliverables to the agreed standards and acceptance criteria
- Continue to ensure processes support the project quality plan
- To demonstrate adherence to the quality plan
- To analyze the effectiveness of the quality plan for future

Prerequisites
None.

Further Information
Quality Management Guide
Quality Management Reference Card
MITP and ISO9000 Standards and Conformance Guide
MITP Standards Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Quality and Conformance technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Document standards and acceptance criteria for key project deliverables	Produce quality plan	Maintain records of quality activities	Document all quality activities for the project completion report
Approve quality objectives, standards, and acceptance criteria	Validate processes to ISO9000	Maintain all project processes to support the quality plan	Make the quality records available

Date: 27-6-2016

	Confirm acceptance criteria		
		Deliverables	
Documented standards and acceptance criteria for key project deliverables Statement of project quality objectives Quality objectives, standards, and acceptance criteria	Quality plan	Updated quality plan	Report on quality activities for the project completion report

3.8   Managing the Environment

The overall objectives for MITP environment management are:

- To ensure that external interfaces to the project are correctly positioned and managed within the scope of MITP, tailoring MITP as necessary
- To help the project fit into the client environment, and not run in isolation
- To manage the flow of costs and benefits into and out of projects
- To ensure that the project delivers the predicted benefits to the sponsoring organization

The techniques for the Manage the Environment key technique are:

- Project Office
- Project Control Book
- Financial Management
- Supplier Management

3.8.1 Project Office

The role of the Project Office is to assist you, the project manager, during the start of the project by creating new processes designed specifically for the project, and throughout the life of the project by maintaining those processes.

Purpose
To provide you with the management and administrative support required to enable you to do your job effectively, and to build and maintain the project management system.

Prerequisites
A Project Definition Report for the project.

Further Information
Project Office Guide
Project Office Reference Card
Project Office Workshop Foils and Notes

Steps and Deliverables
The following table lists the steps and deliverables for the Project Office technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Not applicable	Define the scope, objectives, and requirements of the Project Office	Manage the collection and analysis of detailed project information	Make sure all records, registers, and plans are up-to-date
	Draft the Project Office development plan	Provide a solid base of current information	Complete and archive project files
	Define the Project Office structure and recruit the staff	Provide a common point for the subprojects	Prepare final reports on financial status and benefits
	Run the Project Office Planning Workshop	Ensure the day-to-day project operations run smoothly	Release project team members and dispose of assets
	Prepare the Project Office team job descriptions	Maintain a central record of project documentation	Dismantle Project Office systems
	Establish the PCB	Work closely with you and the subproject managers	
	Document processes for key areas within planning and control, database		

administration,
project support
administration, and
project office
systems
Agree the processes
with the project
team
Implement the
processes within the
project
Train the project
office staff in these
processes
Train the project
team in these
processes
Provide
documentation for
the use and support
of the processes and
systems

Hint
Be proactive

Deliverables

Not applicable	Project Office development plan	Updated PCB	Completion reports on financial status and benefits
	Project Office team job descriptions	Minutes of project reviews and other meetings	Archived records
	A Project Control Book, tailored to suit the project, with the processes developed, installed, and working Trained Project Office staff		

3.8.2 Project Control Book

The Project Control Book (PCB) is designed for practical use on the project, rather than following, for example, the MITP life cycle.

The PCB is the repository for the plans, controls, and procedures for a project, and contains:
The procedures used on the project
The dynamic files that contain the results of the procedures, for example, the plans, risk and change logs, etc.

Purpose
- To define a standard way of producing, issuing. and maintaining project documents
- To help you to control the project
- To provide you and all project members with up-to-date information on the progress of the project
- To provide a reference document of procedures against which project team performance can be measured
- To ensure that the project conforms to MITP standards
- To ensure that the project conforms to ISO9000 quality standards

Prerequisites
A Project Definition Report for the project.

Further Information
Project Control Book Guide
Project Office Guide
Project Office Reference Card
Project Office Workshop Foils and Notes
MITP and ISO9000 Standards and Conformance Guide
MITP Standards Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Project Control Book technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Not applicable	All project team members should follow the procedures laid down in the PCB	The Project Office staff should maintain the documents so that all team members can work with up-to-date information	File the PCB at the end of the project
	The project Office staff should maintain the documents so that		

all team members
can work with up-
to-date information

Deliverables

Not applicable	A PCB containing	An updated PCB	An archived PCB
	• - All procedures relating to the project		
	• All documents relating to the project management system		
	• - All documents relating to the project deliverables		

3.8.3 Financial Management

Fundamental to establishing a new business project is a business case. A business case is the essential work to support executive decision and commitment to implement a business change. It is needed to establish a new project, and as a basis for other decisions through out the life of a project, for example, a decision to incorporate a change to the scope of the project, or to defer or cancel the project.

Purpose
- To ensure the project is viable
- To ensure that the project is on a sound cost/benefit footing
- To get an agreed business case prior to starting the project
- To assist with the agreement on the approach to be adopted
- To create financial measurements for the project
- To confirm project viability
- To establish a sound basis for the cost/benefit tracking of the project
- To establish the project budget
- To ensure that the project continues to achieve its benefits
- To record project costs against budget
- To ensure that the project delivers benefits to the sponsoring organization
- To analyse the business case and financial controls to improve future projects

Prerequisites
None.

Further Information
Project Endorsement Guide
Business Case Reference Card
Financial Management Guide
Financial Management Reference Card

Steps and Deliverables
The following table lists the steps and deliverables for the Financial Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Prepare business case	Prepare financial plan and budget	Monitor costs against baseline	Prepare a report analyzing the business case and the financial plan
	Put in place effective financial controls		
		Deliverables	
Business case	Regular reports containing current and projected costs	Regular reports containing current and projected costs	Report analyzing the business case and the financial

	and benefits, highlighting any variances with expectations.	and benefits, highlighting any variances with expectations	plan for inclusion in the project completion plan
Go/no go decision			

3.8.4 Supplier Management

There is a wide range of possible relationships with third parties, depending on the type of service being offered, but all require careful management to ensure that the results are a professionally-run project and quality deliverables.

Purpose
- To enable a project that has a supplier or third party element to complete successfully
- To establish an effective working relationship with a supplier
- To establish an appropriate management system to manage a supplier

Prerequisites
None.

Further Information
Supplier Management Guide
Supplier Management Reference Card
Supplier Management Foils and Notes

Steps and Deliverables
The following table lists the steps and deliverables for the Supplier Management technique, by MITP life cycle phase.

Identifying the Project (Phase 1)	Establishing the Project (Phase 2)	Managing the Project (Phase 3)	Ending the Project (Phase 4)
		Steps	
Draw up the shortlist of possible suppliers	Run a Project Definition Workshop to: • Build good relationships between all parties • Ensure all parties understand their poles and responsibilitie • Obtain the commitment of all parties • Set realistic expectations	Manage people by • Being visible • Visiting them regularly and attending their meetings • Giving comprehensive initial project briefing to the whole team • Understanding their motivation and objectives	Ensure appropriate recognition for the supplier
Make contact and validate the supplier	Foster team spirit by: • Setting up good lines of communication • Motivating team members	Manage progress by: • Holding regular progress reviews • Communicating progress across the whole project, regularly	Ensure plans exist for all warranty activity

	• Demonstrating a commitment to quality • Understanding career aspirations	and in sufficient detail	
Decide on the extent of supplier involvement	Planning • Establish planning processes • Obtain at least detailed milestone plans from the supplier • Establish interfaces between project offices • Use common planning tools where possible • Identify all interdependence	Manage quality by: • Getting involved, for example in inspections, audits, reviews of test plans • Enforcing quality assurance on all deliverables • Establishing an error review process	Get back all assets
Prepare the contract		Manage changes by: • Enforcing well-defined back-to-back processes • Assessing all possible impacts Manage finances by: • Understanding and agreeing a billing system • Setting up a time recording system • Establishing budget control	Make all closing payments
Produce the Request for Purchase			

<div align="center">Deliverables</div>

Legal contract	Supplier's Project Control Book	Supplier's Project Control Book	Supplier's Project Control Book
Request for Purchase	Your Project Control Book	Your Project Control Book	

Appendix A. Glossary

This appendix contains the MITP5 glossary.

Action owner	The member of the project who is responsible for resolving the exceptions condition.
Activity	A piece of work to be done. An activity will break down into a number of tasks, which in turn may break down into steps.
Assignment	An agreement for a person to carry out a (job) role or task with a specific objective, time period and work place.
Assumptive plan	A plan for which assumptions have been made that have not yet been confirmed.
Baldrige	In the U.S.A., a system for measuring and improving quality which was developed by Malcolm Baldrige. The Baldrige National Quality Award can be achieved at three levels: - Gold ("World Class") - Silver - Bronze
Base Information	Project documentation not categorized in the Project Control Book but filed as useful project information.
Baseline	A position or statement from which change will be identified.
Baseline plan	The version of a plan, with its associated estimate, which has been agreed and accepted as part of the Project Manager's contract, and which is now subject to change management.
Business Case	(1) A document justifying the project in financial terms. It usually contains the projected costs (development and running) and the business benefit which the sponsor is delivering to the sponsoring organization. (2) A formal, detailed and documented justification for the commitment of financial, human or physical resources to a project.
Change	(1) A modification to any of the base material of the project. Usually a change covers a modification to deliverables with the corresponding modification to plans. The prime aim of managing change is to ensure that the scope is kept achievable. (2) An alteration in approach, requirements, base documents, and so on. (3) An action to change the course or scope of the project.
Change request	A request to make a change. Each change request must be assessed to understand the impact on deliverables and plans and then be accepted, rejected or deferred.
Checklist	A list of items or activities that provides a reminder or audit of whether they are applicable or not.

Client	The organization to which the project deliverables are directed.
Completion	When a set of objectives associated with a task or project have been met.
Consolidated plan	The high-level plan which summarizes the interdependent plans.
Contract	A formal and binding written agreement between two parties, such as your organization and a supplier. It could also be between your department and another department in your organization.
Contract specialist	The individual who provides contract advice and speciality skills, including approval of special terms and conditions.
Customer	See Client.
Definition	The process of gaining high-level commitment and a common understanding of a project. It usually covers agreement on goals, objectives, scope, organization, management system and risks.
Deliverable	Work product or output of project work. Deliverables may be internal or external. An internal deliverable may be produced as an intermediate step for future use within the project, whilst and external deliverable is produced for use outside of the project.
Disaster	A catastrophe that significantly affects the continued operation or validity of the project, for example, sudden loss of key project personnel through illness, a major power outage, fire, flood, acts of war, bankruptcy of a key supply.
Disaster Recovery	The ability to come to terms with a disaster, whether the disaster emanates from natural causes or human causes.
DOU	Document of Understanding A DOU is often used as a formal contract between two departments within an organization.
Estimate	(1) An approximate judgement of the effort, cost and time scale to perform a specified piece of work. An estimate often implies total effort or costs without demonstrating a breakdown (see schedule) (2) A quotation for a piece of work which cannot be exceeded without notice being given. (3) A documented statement of the resources required to successfully complete a project. (4) An estimate contains the following information about resources and consumption: - What resources (including time and money) are needed. - Who will supply them. - When they are needed. - How long they are needed. (5) A documented statement of the resources which will be needed

to successfully complete a target project. An estimate must be readily translatable into total money terms.

Exception	(1) An event or occurrence which is not in the plan and which may cause the project not to achieve its objectives. See change, error, fault, issue and problem. (2) Events which do not (or may not) go according to plan; these include changes and issues. Other exceptions exist which are applicable to specific types of project, such as faults and errors, which apply, but are not exclusive, to projects which build products.
Error	A mistake that has been created by a person, ideally corrected by the person who made it, as quickly as possible.
Fault	Something that is not functioning properly, ideally fixed by the person with the relevant skills, as quickly as possible.
Feasibility Study Document	A document containing the choice of solutions to the project need, with the relevant resources required, together with attendant costs, timescales and a business case for each.
Focus Area	(1) A manageable piece of the project, for example, network, user training, data migration. A focus area could be a subproject. (2) A possible area of risk management that can be used to "focus" the participants' thinking during a Risk Identification Workshop.
GANNT chart	A bar chart showing a schedule of tasks against elapsed time.
Goal	The long-term corporate aims which are attacked but not necessarily achieved by the project (see objective).
HASAWA	Health and Safety at Work Act (U.K.-specific) legislation. In the U.K., a Project Manager is responsible for the health and safety of the project team.
Implementation	(1) The part of a project where the development work is put into practical use. (2) That part of a (joint) project where the contract is discharged (see proposal). See also performance and deliverable.
Implementation Review (IR)	An assurance review conducted by someone independent of the project and held at a key milestone or decision point in the project.
Inspection	A quality assurance procedure in which part of a deliverable is checked, usually by means of a meeting of peers chaired by a moderator.
IR	See Implementation Review.

ISO9000	This is an international quality management system. Briefly, it involves:
	- Having a documented quality management system.
	- Being able to demonstrate in practice the following:
	  - Defined standards are being maintained
	  - Management commitment to compliance
	  - Continuous improvement
	MITP conforms to ISO9000. For further details, see the MITP and ISO9000 Standards and Conformance Guide.

Issue	(1) An exception which has occurred which the Project Manager has to manage to completion by taking a series of actions. The Project Manager may not have authority to get the issue resolved, in which case it will have to be escalated. (2) An occurrence which is unplanned and which may be outside the project manager's control.
Issue form	The form on which a project member records an issue and which is sent to the Project Office for logging.
Issue log	The log of all issues raised on the project which is kept by the Project Office.
Key technique	In MITP, one of eight management techniques used to assist the management of a project. Their use is normally mandatory for every project.
Management system	The total system used to manage the project.
Milestone	A significant event (achievement) in the project or subproject, and the means by which management will monitor progress against plan and consumption against budget. The project schedule in the consolidated plan will be based upon milestones.
Objective	A statement of what the project or subproject is to achieve. Objectives should define achievement without specifying the means.
Organization	The reporting structure to be used for the project, which is probably different from the normal business-as-usual reporting. An organization chart would identify key management participants and how they relate for the project.
Overhead	The time spent on support activities for the project, such as progress meetings, inspections and support to other project members.
PCB	See Project Control Book.
PCR	See Project Change Request.

PDR   See Project Definition Report.

PDW   See Project Definition Workshop.

Phase   (1) The MITP Life Cycle model divides a project into four phases:
                - Identifying the project
                - Establishing the project
                - Managing the project
                - Ending the project
                (2) A project may be divided into phases to simplify planning,
                estimating or management. Each phase is planned and managed
                separately and often, but not necessarily, only one phase is active at
                any one time.

PIR   See Project Identification Report.

PIW   See Project Identification Workshop.

Plan   See project plan.

Prerequisites   Those things which must be in place before a project can be
                defined. The standard list of prerequisites might include: Business
                Requirements, Costs and Benefits, Feasibility, Business Case, Risk
                and Key People.

Problem   An issue which the Project Manager has the authority to resolve
                without escalation.

Problem Form   The form on which project members record problems and which is
                forwarded to the Project Office, where the problem is logged.

Problem log   The log of all problems on the project that is kept by the Project
                Office.

Procedure   A detailed definition, for project members, of how an element of
                the management system is to be performed; for example, the
                change management procedure would give instructions on how to
                raise a change request, how to assess the impact of the change, and
                so on.

Process   A predetermined sequence of steps to be followed in order to
                achieve and objective.

Procurement representative   The individual responsible for identifying, negotiating
                with and contracting with suppliers.

Progress   Achievement of tasks, deliverables, and so on against plans.

Progress Review A formal review meeting held at regular intervals at which the
                attendees review the progress to date of the project.

Progress Reporting   A formal report issued at regular intervals that reflects the analysis of project progress tracking to date and the current project status.

Progress Tracking   Comparing actual against plan to date for all aspects of project resources and deliverables.

Project   (1) A vehicle for achieving predictable change.
(2) A set of activities managed as a single operation to bring about a change at a rate which is greater than the normal management processes will allow. Very often a project involves people from more than one reporting line or organization working together. (3) An activity to engineer change.

Project baseline   The set of documents which together provide the necessary precision, and which detail the following:
- Project deliverables
- User requirements
- Technical solution
- Development environment
- Management processes
- All other major factors on which the baseline project plan is founded, prior to changes.

Project Change Request (PCR) A formal request to introduce a change to a project.

Project Control Book (PCB)   The repository for the project management system on a project. The Project Control Book should include all procedures to be followed by the project and the process deliverables of those procedures such as the project definition, change requests, and issue log.

Project Definition Report (PDR)   A document containing a project definition agreed by key players.

Project Definition Workshop (PDW)   A workshop session (typically of one-day duration) in which key players meet to develop and agree a project definition.

Project Endorsement Action Plan   A plan of required actions received to ensure the commitment and signed approval from the appropriate people on the project.

Project Endorsement Phase   The period between the identification and start of a project (Project Definition) when commitment and signed approval is granted. In MITP, the Project Endorsement Phase comes at the end of phase 1.

Project Identification A MITP technique enabling you to identify clearly a potential project.

Project Identification Report (PIR)   A report that outlines the projects envisioned in the project identification workshop.

Project Identification Workshop (PIW)   A workshop held to determine the projects required to meet a set of business objectives.

Project Manager   (1) The person responsible for day-to-day management of the project and for achieving the project objectives.
(2) The person who has a major area of responsibility in delivering a solution to the client and directing subproject managers or workers.

Project Office   (1) Support to the Project Manager. The Project Office is the custodian of plans and controls, and runs the management system on behalf of the Project Manager.
(2) The individual responsible for filing and managing access to proposal documentation, contract file maintenance, client invoicing and ordering products and services.

Project Office Consultant   An experienced Project Office professional providing advice and guidance on the setting up and running of the Project Office.

Project Plan   (1) A documented statement of how a target project will be successfully executed. A subproject plan is that for a subproject; the project plan is for the whole project. (2) A plan which specifies the following:
- How the Project Manager proposes to deliver the project.
- What must be done.
- Who is responsible.
- When it will be done.
- A set of statements defining the above.
Plans include schedules of activities and statement covering, for example, how risk will be managed. (See also schedule and estimate.)

Project Sponsor   A senior executive who has ownership of the project.

Quality   Confirmation that project work, deliverables plans and management systems meet a defined standard.

Quality Control Process   A process to ensure that the project deliverables meet the required specification and standards.

RAR   Risk Assessment Report

Report   To provide status information to management at various levels to confirm the current position and to request actions.

Resource   Any necessary item which may be directly used in and charged to the project, or which is in sufficiently scarce or slow supply that it must be ordered ahead of time or otherwise reserved for use in the

project. For example:
- Money expenditures, whether to be invoiced by an external supplier or to be cross-charged by another department.
- Human resources, whether making, supporting, reviewing or managing.
- Consumable resources, such as supplies and machine time.
- Equipment or office facilities.
- Travel or accommodation expenses.
- Overtime payments.

Resource manager	The individual responsible for matching the resource requests required to design and deliver a solution with the resources available to participate in those processes.
Review	A management meeting. Work on deliverables should not take place in reviews. Progress Reviews consider progress and exceptions; Assurance Reviews consider the deliverables or the management position.
RIR	See Risk Identification Report.
Risk	(1) A possible event or occurrence which will cause the project not to achieve one or more of its objectives. Risks are events which may occur in the future, whereas issues, problems and changes have already occurred. (2) Potential events which may jeopardize the success of the project
Risk Action Plan	A planned set of activities required to minimize risk and manage identified risks.
Risk Analysis	The qualitative and quantitative analysis or risk and second prioritization.
Risk assessor	The individual who provides advice during the solution design process regarding solution completeness, content, risk, cost of risk and quality.
Risk Assessment	The identification, evaluation, and initial prioritization of a risk.
Risk Containment	The assignment of containment actions and (where necessary) contingency plans for dealing with risks assessed.
Risk Control	The regular maintenance of risk action plans; risk reassessment; risk resolution; a process for assessment of new risks; risk reporting and review.
Risk Control Form (RCF)	The form on which each risk is recorded and the actions taken on the risk until its resolution.

Risk Driver

Something that presents a possible risk, for example, a diskette could be a driver for risks regarding confidentiality of data or the introduction of viruses.

Risk Identification Report (RIR)

Report produced by a Risk Identification Workshop that summarizes the risks identified for the project.

Risk Identification Workshop (RIW)

A workshop run to identify, evaluate, and analyze risks for a project.

Risk Management

A series of forward-looking and linked activities and processes, designed to handle risks and reduce their impact on the project:
- Risk assessment
- Risk analysis
- Risk containment
- Risk control

Risk Management Plan The documentation and process used to track the progress and review the status of each risk and its associated actions.

Risk Management Report

A report produced by the Risk Management Workshop of the status of risks for the project.

Risk Management Workshop (RMW). Run following the identification, evaluation, analysis, and prioritization of risks (possibly obtained by means of a Risk Identification Workshop) to formulate risk containment and possibly establish a risk control process and system.

Risk Owner

Someone who retains responsibility for the risk during its life cycle. The risk owner may or may not be the action owner.

Schedule

(1) A description of activities to be undertaken with the time scales in which they are planned to be undertaken.
(2) (In some industries) a list of items to be provided or delivered.
(3) The time and sequence of events and activities, including what will be done and when it will be done.

Scope

(1) The bounds of the project. Everything which is to be handled by the project and, implicitly or explicitly, those things which are not included.
(2) A statement of the work to be done within the project, and of all deliverables to be produced. the scope must include a sufficient definition of the boundaries of the project and, for some items, must be sufficiently precise to allow accurate definition of all work to be done.

Solution

(1) A generic term to describe that which the project is to build or deliver to achieve the objectives.
(2) That which a contractor provides under contract when it is providing more that individual components.

Solution architect	The individual responsible for developing a high-level and then detailed design of a proposed solution. Often, application design and infrastructure design will be performed by different people but the solution architect has overall responsibility for the complete technical solution. Working with this individual might be other people who are fulfilling a technical/solution specialist role by providing technical expertise during solution design.
SOW	See Statement of Work.
Sponsor	The most senior manager with direct (but not day-to-day) responsibility for the project; the Project Manager's manager for the project. The sponsor is responsible for delivering the benefits as defined in the business case to the sponsoring organization.
Startup	Activities needed to get the management system and tasks rolling. This may follow, or overlap, definition activities.
Statement of Work (SOW)	A formal, documented description of the scope of work required to meet a specified objective.
Subproject	In order to ease delegation and ensure clear responsibilities, a project may be divided into a number of subprojects. Each subproject is usually planned and managed separately, with the Project Manager ensuring coordination across the entire project.
Subproject Manager	(1) The manager who has day-to-day responsibility for delivering the subproject objectives. (2) The person who has responsibility for a clearly defined part of the solution and to whom is delegated the responsibility for delivering that part.
Subproject Plan	See Project plan.
Supplier	(1) An organization to whom some part of the project is delegated and who is bound by a contract. (2) The organization in which you are working with your team to produce the project deliverables for your client. (3) Other third-party organizations that are brought in to assist in the supply of the deliverables.
Support technique	Included under one of the key technique headings, may be used to support the key technique. Some support techniques may not always apply to a project.
Target project	The project which is to be planned and estimated, as distinct from the project within which planning and estimating is done. The two may frequently be different.

Task	The work to be done to produce a deliverable. Task time excludes overhead time. For estimating purposes, project work should be broken down into tasks of duration typically 1-2 weeks.
Team Leader	The person who has some area of responsibility for delivering part of the solution and who leads a small set of workers.
Technique	A method of carrying out a set of tasks associated with a project. MITP has eight key techniques and a number of support techniques that are used to assist the management of a project.
Track	The process of measuring progress against plans in order to be able to anticipate or take corrective action for out-of-line situations.
Validation	The work of independently assessing a project plan and estimate in order to provide expert reassurance that they are fundamentally sound and achievable.
Validation Report	A report resulting from an independent assessment of the viability of a project plan and status.
Work Breakdown Structure	A logical, structured way of defining and dividing the project work.
Workshop	A formal gathering of people that is given a set of objectives to meet its conclusion.
Work Element	Any single block or unit of work in the Work Breakdown Schedule, irrespective of size of position and whether or not it is further broken down into smaller units.

Readers' Comments

MITP
MITP Handbook
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Overall, how satisfied are you with the information in this book?

Legend:
1   Very satisfied
2   Satisfied
3   Neutral
4   Dissatisfied
5   Very dissatisfied

	1	2	3	4	5
Overall satisfaction					

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	1	2	3	4	5
Accurate					
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