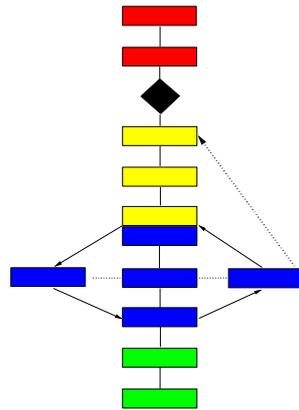


# Project Startup Guide

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This edition applies to Version C5.0 of Managing the Implementation of the Total Project (MITP), and to all subsequent releases and modifications until otherwise indicated in new editions.

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## **PREFACE About This Document**

This document describes how to start up a delivery project.

For information about the MITP life cycle, the key techniques, and the support techniques, see the MITP Handbook. The MITP Handbook also contains a glossary of terms.

### ***Who Should Read This Document***

The 'you' in this document is the Project Manager, but other members of the project team can read and extract useful information from it.

### ***How to Use This Document***

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

### ***ISO9000 Control Information***

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# **1 Project Startup**

## Subtopics

- 1.1 Introduction
- 1.2 Purpose
- 1.3 Activities
- 1.4 Techniques
- 1.5 Project Startup Workshop
- 1.6 Planning
- 1.7 Tracking and Reporting
- 1.8 Reviews
- 1.9 Exceptions
- 1.10 Risk Management

## **1.1 Introduction**

The start of a project is a busy time for everyone: teams have to be built, new methods of working and communication developed, space, facilities, and support arranged, and so on. Project startup aims to help in these early stages by getting the team to define in detail how the project will be managed, and then to start exercising these management techniques.

A key component of project startup is the development of project plans. In fact, from the MITP life cycle view, the startup activity runs much in parallel with the initial planning activity. Together, during startup and planning, you and your team refine the plans to greater levels of detail: from the outline plan to detailed subproject plans (with estimates and schedules), to the overall consolidated project plan. The resulting project plan provides the baseline from which to control and manage the project. Refer to the Planning and Estimating Guide for further information.

The startup and planning activities are separated in the MITP life cycle, because planning is an ongoing activity during the Managing the Project phase, as plans are further refined and updated to reflect the current work and schedules.

## **1.2 Purpose**

The purpose of project startup is to:

- Assemble and build the initial project team
- Develop detailed plans based on the project definition
- Establish the management for the project and get it working
- Acquire all the necessary budgets and other resources needed by the project.

### 1.3 Activities

Startup covers the establishment of the following elements at a level appropriate to the size and complexity of the project:

- Key members of the project management team (especially the project sponsor, Project Manager, Subproject Managers, and the Project Office manager) actively performing their roles.
- People and other resources committed and initial staffing levels achieved.
- An agreed set of plans at project and subproject levels covering all proposed project work. All plans should be at an appropriate level of detail.
- A set of statements covering the project's plans (where these are not covered by subproject plans) for:
  - Resources
  - Build
  - Test
  - Integration
  - Delivery and release approval
  - Change plan
  - Documentation plans
  - Quality
  - Risk
  - Operations and support
  - Education and training.
- A mechanism to measure progress against plans at regular intervals in a way that will allow corrective action to be taken.
- A set of project reviews.
- Working procedures to handle exceptions with responsibilities clearly defined.
- A definition of all internal and external project deliverables.

See "Startup Activity List" in topic 2.0 for more information on the startup activities.

### 1.4 Techniques

You can use the following MITP management techniques during project startup:

- Startup
- Organization and People Management
- Project Control Book
- Progress Tracking
- Progress Reviewing
- Managing Exceptions
- Managing Risks
- Project Office
- Planning and Estimating
- Quality and Conformance

## **1.5 Project Startup Workshop**

### **1.5.1 Typical Format**

A Project Startup Workshop is a convenient method of implementing startup. It is most successful as a two-day event, with time allowed to develop plans, where:

- Day 1 - Planning
- One to two weeks to develop plans
- Day 2 - Procedures

### **1.5.2 Prerequisites**

- The project should be defined:
  - Business requirement agreed
  - Project sponsor appointed
  - Overall system specification defined
  - Overall project objectives agreed.
- Key staff should be on board.

### **1.5.3 Attendees**

key project team members:

- Project manager
- Subproject Manager
- If appropriate, the Project Office manager or equivalent.

### **1.5.4 Follow-On**

Following the workshop, you should be prepared to spend time using the workshop material as a base to:

- Complete plans for all active subprojects
- Complete definition of tracking and controlling processes
- Extend activities to the rest of the project
- Review effectiveness of the management techniques.



## 1.6 Planning

You must plan to:

- Confirm the objectives are feasible
- Show how the objectives will be achieved
- Confirm the deliverables and the bounds of the work
- Obtain a detailed understanding of the work to be done
- Define the total effort
- Specify the resources, skills, and people needed
- Identify dependencies within or beyond the project
- Provide a basis for tracking, reporting, and managing progress
- Provide a basis for commitment to the project.

### 1.6.1 Types of Plan

There are many different types of plan, and there is no standard categorization. It is helpful to classify plans in two ways, by level of detail and purpose and by content and purpose, even though no clear boundaries exist between the two.

#### 1.6.1.1 Plans by Level of Detail and Purpose

Outline plan

Typically at the start of the project to indicate the broad picture. Embraces total work expected to be done. Is often created early, is not necessarily supported by detailed investigation, and may therefore need to be treated as a hypothesis.

Note: If it's called a 'plan' people will treat it as firm, even committed.

Detailed plan

Addresses only part of the work to be done, for example, a subproject for the next two months, and is the basis on which the work is managed day-by-day.

Overall plan

Embraces total work to be done. Is usually derived from the various detailed plans and is therefore auditable. Typically used to control a number of subprojects. Sometimes known as the project plan.

### 1.6.1.2 Plans by Contents and Purpose

There are many different plans that can be built to represent one part or one aspect of a project. The guideline is simple: if a particular plan will be useful, then go ahead and use it. Plans mostly contribute to and support the overall plan include:

- Quality plan
- Deliverables plan
- Activity plan or task plan
- Milestone plan
- Resource plan
- Budgetary plan
- Build plan
- Test and Integration plan
- Delivery and release plan
- Roll-out plan
- Operations and support plan
- Training plan
- Approvals plan
- Review plan
- Security plan.



## 1.7 Tracking and Reporting

You track and report progress to:

- Provide information related to actual achievement against plan for review and reporting purposes
- Provide essential information so that you can identify problems as quickly as possible
- Provide the basis for taking corrective action to keep to the plans
- Maintain the right level of commitment of the project team and sponsor.

### 1.7.1 Project Tracking

Throughout the life of the project, the project sponsor will want to check and confirm that the project is still going to produce the benefits expected, to the cost, time, and quality standards agreed.

You must ensure that you have a record of the resources used by the project, and that you can relate these to the project plan. Only with this background information can you take the necessary management actions to ensure that the project is completed successfully. This information falls into several categories:

- Time, that is, key dates (milestones)
- Resources, for example, people, equipment, software, facilities (see "Resource Management" in Organization and People Management Guide for more information on resources)
- Work completed or in progress
- Costs, for example, of resources, services
- Deliverables, and their progress towards completion
- Issues, risks, and changes.

### 1.7.2 Project Status Reporting

Project status reporting provides information about the condition of the subproject and the project as a whole to those who are responsible for managing the project. Essentially, this is the reporting of status against plans.

Its purpose is to provide accurate, timely, and up-to-date information about the condition of the project in relation to plans so that appropriate actions can be taken to keep the project on target and normally includes the following types of report:

- Progress report
- Expenditure report
- Project status report.

The frequency and contents of these reports may be varied to reflect the type and size of project and the needs of the recipients.

## 1.8 Reviews

You review projects to ensure its successful completion. Reviews allow tracking and reporting to take place. Three major types of reviews are:

- Progress reviews
- Quality reviews
- Assurance reviews
- Technical reviews.

### 1.8.1 Progress Reviews

Provide an efficient mechanism above the level of 'task management' to ensure progress on a regular basis. Areas that will contribute to maintaining progress against plan are:

- Achievement against the plan
- Understanding problems and management of them
- Discussion and agreement of changes to the plans.

As a minimum two types of review should be held:

- Project Manager's review chaired by you and involving key working members of the project
- Project sponsor's review includes less detail and is concerned primarily with policy and strategy.

### 1.8.2 Quality Reviews

The benefits of 'getting it right first time' are well known. Failure to deliver a product that conforms to requirements results in schedule and cost over-runs. Quality reviews for each deliverable, for example, a product or a set of branch office procedures, should be scheduled as tasks as part of the overall project plan. Quality reviews can take two forms:

- Walkthroughs or inspections of a deliverable
- Independent reviews where the deliverable or process is independently examined.

The reviewers can vary according to the timing and significance of the reviews. They can be peers, more senior members of the project team, users, or technical specialists outside the project.

### 1.8.3 Assurance Reviews

To independently assure the project sponsor that the project will meet its objectives. These should be scheduled as part of the overall project plan. You or the project sponsor can also request reviews at any time in response to specific situations.



#### 1.8.4 Technical Reviews

These are reviews to do with:

- Scope
- Software system
- Hardware requirements
- Development processes and tools
- Standards and conventions
- Baseline specifications.



## **1.9 Exceptions**

In any project there will be events that do not go according to plan. You must manage these exceptions. There are four types of exception associated with all projects:

- **Changes**  
Exceptions that have occurred but where it is fairly clear what has to be done to get things back on plan (but these things need to be managed properly).
- **Issues**  
Exceptions that have occurred but where it is not clear what has to be done to get back on plan. In general, a number of chained actions (meetings, decisions, etc.) are required, and these actions may be unpredictable.
- **Problems**  
Exceptions that have occurred but which can be solved by the person who discovered the condition.
- **Errors and Faults**  
Exceptions that arise either because someone has made a mistake (these are errors) or because something is not working properly (these are faults).

Procedures are required to manage these in particular to prevent the project objectives changing as a result of uncontrolled events.

### **1.9.1 Exception Management**

Risks, issues, and changes can be identified at any point in a project, therefore each project process or procedures should be capable of recognizing the existence of them. A process to log, manage to completion (including assessment of changes), and to ensure that the impact of the total set of issues or changes is understood is required. Refer to Exceptions Management Guide for further information.

## **1.10 Risk Management**

A risk is something that might happen in the future and adversely affect the project. Risks are identified and quantified before they happen, to enable the consequences to be reduced or avoided by preventative actions. Provision can be made in the project plans should risk events unavoidably occur. Each risk will need some action to be taken and continually monitored. Refer to Risk Management Guide for further information.



## 2 Startup Activity List

The following list describes the general preliminary activities to be completed before starting a project.

1. Schedule a startup time period, approximately one to two weeks, before starting the project to develop the project plans and the Project Control Book. Don't make the mistake of starting without a plan. Use your team to get a plan done faster, but don't move off "go" without an approved plan. If you do, you will pay for it later.
2. Review estimates and assumptions with the system architect and the client, and re-estimate as necessary to ensure you understand the task and supporting cost estimates.
3. Set up the Project Office files. Make sure the required files are available on site.
4. Prepare project meeting plans and agendas.
5. Meet with the client to review the proposed project, explain the planning and project management process, and gain an understanding of the client expectations for the project approach. If any issues are identified, discuss them immediately with your Project Sponsor.
6. Develop the project plan (phases, activities, tasks - several iterations required throughout this process). Set target date to produce approved baseline plan.
  - Select the project planning tool
  - Define phases and milestones
  - Define deliverables within phases
  - Define activities within phases
  - Define tasks within activities
  - Define task hours
  - Define dependencies
  - Review project plan with management, client, and technical teams - refine and approve
  - Review the plan with the client. Make sure the client understands its responsibility to the project.
7. Define skill requirements - develop with team members and get approvals (if applicable) for the following:
  - Project team roles and responsibilities
  - Organization chart
  - Job descriptions
  - Preliminary staffing requests.
8. Prepare resource plan:
  - Develop staff phasing
  - Secure staffing commitments
  - Publish the resource plan.
9. Prepare technical environment (system architect task):
  - Develop standards and procedures for development
  - Install any software required
  - Determine access to systems.
10. Prepare quality plan:
  - Plan reviews and walkthroughs
  - Define and schedule quality checks for deliverables

- Establish sign off requirements and process
  - Ensure compliance with any quality standards used.
- 11.Prepare work plan:
- Identify and define task assignment sheets
  - Enter plan into project plan tool.
- 12.Develop status reporting plan:
- Determine types of reports required
  - Develop schedule and distribution for reports, that is, which are weekly or monthly and publish the schedule
  - Develop status and time reporting forms
  - Define time and status reporting procedures for team members.
- 13.Develop document control plan:
- This should be done, at least in part, before setting up the Project Office.
  - Establish a method of marking documents so that changes and versions are controlled.
  - Determine who sends documents to the Project Office.
- 14.Develop change control plan:
- Define procedures for processing project change requests
  - Develop change control log.
- 15.Develop facilities plan:
- Identify work space required for team
  - Define terminal and user IDs and PC requirements.
- 16.Develop approval and sign-off plan:
- Identify deliverables to be approved and approval responsibility levels
  - Define procedures for obtaining approval, including timeframe, forms, reviews
  - Define procedures for resolving documents that are not approved.
- 17.Review optional plans and determine which are required:
- Team training plan (required for new technology or to increase skill level):
    - Identify team members requiring training
    - Collect training material - technical manuals, courses
    - Schedule training
    - Identify and agree funding.
  - Project completion plan
- 18.Perform risk assessment:
- Identify and quantify project risks
  - Define containment plans and actions
  - Schedule risk reviews.
- 19.Prepare project plan summary
- 20.Set up all project management requirements:
- Your to-do list and schedule
  - Customize your on-line documents and print.
- 21.Prepare orientation package to provide new project team members with a single source of project-related information, including the following:
- Project history and overview
  - Project organization
  - Project team roles and responsibilities
  - Project meetings



- Project team job descriptions
- Project communications
- Problems and issues procedure
- Project change control procedure
- Status reporting
- Administrative facilities
- Health and safety procedures
- Documentation reference.

Note: Assume the project will grow and there will always be new people joining. Write everything down.

22. Develop kickoff agenda and schedule meetings.
23. Conduct kickoff meetings.



## 2.1 Required Project Plans

### 2.1.1 Resource Plan

- Identify vacation and education schedules for team (enter into project planning tool)
- Define backup and contingency requirements
- Develop a contact list, including the following team members, as applicable with associated system ID, telephone number, and location for:
  - Client project team members
  - Systems assurance
  - Industry contacts
  - Services consultant
  - Services specialists
  - Administrative support
  - Client name, address, and phone number.
- Notify staffing manager of resources required.

### 2.1.2 Work Plan

- Plan with paper and pencil before using any tool.
- Prepare a task assignment sheet for each task and review with technical team. Consider using the project team and especially the system architect to help prepare these sheets. Organize task assignment sheets by phase and activity

Note: Task sheets should be used in conjunction with the project plan to communicate specific assignments. The project plan will cover who and when, and the task sheet will cover what and how. Let the project planning tool work for you; don't fill out 500 task sheets for coding. Fill out one to specify the details that pertain to coding, then use project plan to specify the person, date, and time for each specific program.

- Enter tasks into the project planning tool.
- Prepare project reports:
  - Gantt chart sorted by resource ID: use total hours/month/resource to prepare
  - Reports for each person.

### 2.1.3 Status Reporting Plan

- Keep your team involved in preparing the client status report. If the team is large, use the technical leader. If it is small, try rotating the responsibility. This keeps the team involved in what and how things are presented to the client.
- Don't confuse the status report to the client with reports from your team. Make sure you get the right information at the right time.
- Try to align significant events or task ends with the frequency of the status reporting, for example, weekly, fortnightly, monthly.
- Ensure that suppliers have the same reporting regime as client and other subprojects.



#### 2.1.4 Document Control Plan

- Develop procedures for maintaining the Project Office, that is, when you send information to administration for filing in Project Office, how are documents numbered? How do you maintain any duplicate Project Office files that you require?
- Verify that procedures are in place for disaster recovery (overall and project management) or develop as required.
- Outline of document control plan.

#### 2.1.5 Change Control Plan

- Get agreement on the plan as soon as possible.
- In some cases, change control processes may be dictated by the client. Check for this.

#### 2.1.6 Facilities Plan

- List of items that could be needed in support of your project:
  - Desks and chairs
  - Telephones
  - Terminals and Ids
  - Badges and keys
  - Parking authorization
  - Storage space (bookshelf, filing cabinets)
  - Copy machine access
  - Supplies
  - Printers
  - Handicapped access
  - Restrooms
  - Emergency exit and procedure
  - Break room, cafeteria, gym
  - Security for building after hours (getting into and out of building)
  - Smoking policy
  - PC for project planning tool
- Health and safety:
  - Evacuation procedures
  - Alarms
  - Chemical reviews
  - Local safety requirements.

### 2.1.7 Quality Plan

- After each major phase of a project is completed, it is critical that client personnel responsible for all relevant functional areas sign off on completion of the phase. To ensure this, a formal quality plan is necessary. For each deliverable that needs to be signed off, list those people whose signatures are required and their areas of responsibility.
- Include a signature line on the cover page of deliverable, or
- Develop a form that includes the following:
  - Name of document
  - Delivery date
  - Prepared by: Name and Title
  - Approved by: Name, Title, and Date
  - Revision number (if appropriate)
  - Expected response date.
- List deliverables and who is expected to sign off, that is, before signing, the Project Office Manager may delegate to others for review before approval or may be required to get approval from above
- The quality plan should also include details of all scheduled walkthroughs, inspections, and approvals for the deliverable. Ensure that these are included in the plan with confirmed owners of the actions.

### 2.1.8 Meeting Plan

- Types of meetings that may be required:
  - Walkthroughs for design specifications progress, test results to validate products produced, and requirements document
  - Status meetings  
Periodically review the necessity of separate status meetings.
  - Technical issues
  - Project plan reviews
  - Marketing strategy to identify follow-on opportunities
- Who is in charge of each meeting
- Who attends which meeting
- Agenda for each meeting
- When and where are meetings scheduled or held
- Who prepares and distributes minutes, if required.



## **2.2 Project Team Roles**

Refer to the person in charge as the Project Manager, not the project leader.

- Review the Project Office's responsibilities and assumptions.
- See sample organization chart, Figure 1.
- See sample job descriptions following organization chart.

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Figure 1. Example of a Project Organization Chart

## 2.2.1 Job Descriptions

### 2.2.1.1 Project Office

The Project Office provides the interface between the (client name) departments and the project team. The Project Office performs the following tasks:

- Organize (client name) participation on the project, providing:
  - Information
  - Data
  - Decisions
  - Approvals.
- Review and approve project deliverables
- Attend project status meetings
- Receive the project status reports
- Resolve the user problems reflected in project status reports
- Obtain timely decisions requested by you.

### 2.2.1.2 Project Manager

You provide overall management to the project and direct the activities of the project team members. You are in charge of day-to-day activities, are the decision maker for project related issues and are responsible for:

- Establishing project work plans, estimates, and schedule
- Establishing project training and staffing requirements
- Conducting project planning and project status meetings
- Presenting plans and status to executive management
- Tracking and reporting project progress:
  - Cost
  - Schedule
  - Products.
- Preparing project status reports
- Establishing and administering the change control procedure
- Reviewing and approving project change requests
- Preparing and making presentations at project reviews
- Establishing standards with the client, if deliverable guidelines are not specified in the contract
- Interfacing with the Project Office and agreeing on the project plans, approaches, and products
- Reporting hours expended on assigned tasks and making reasonable estimates to complete each week for assigned tasks that have been started.

### 2.2.1.3 System Architect

The system architect, under your direction, is responsible for the technical integrity of the project. In this role the architect:

- Assists you in preparing the detailed project plan by defining the tasks and scheduling responsibilities of each team member
- Assists you in preparing the orientation materials and conducting the orientation of the project participants.



- Produces project procedures and standards. Procedures include procedures for module control, compilation, link-editing, project communications, and packaging for systems test.
- Reviews and evaluates project change requests for you. Writes project change requests for functions not included in the original proposal scope.
- Provides technical direction to the project team.
- Designs the preliminary system architecture.
- Reviews each subsystem design for completeness and accuracy.
- Resolves design issues between application areas.
- Coordinates the resolution of technical issues.
- Participates in technical design reviews.
- Provides technical interface with user personnel.
- Monitors user issues and resolution.
- Monitors the setup and maintenance of the development environment.
- Monitors the integrity of the project objectives, requirements, and the development of the project deliverables, as defined in the proposal and in approved amendments.
- Coordinates and participates in the design and program walkthroughs.
- Selectively reviews unit test plans and test results to ensure the quality of testing.
- Participates in project status meetings and project reviews.
- Reports hours expended on assigned tasks and make reasonable estimates to complete each week for assigned tasks that have been started.

### **2.3 Communications Log**

- Maintain a log for outgoing and incoming correspondence that lists, at least, the date, to, from, and subject.
- Maintain a conversation log: who did you talk to, what did you decide or promise.

### **2.4 Optional Project Plans**

You may need the following plans:

- Team Training Plan:
  - May be required as part of the overall resource plan
  - Training may be obtained from the following sources (make list as specific as possible):
    - Technical manuals
    - Formal education
    - Systems
    - Industry specialists
    - Education services.
- Project Completion Plan
  - The task list for completion could include the following:
    - Return all manuals and documents obtained from client
    - Return badges and parking permits
    - Delete system Ids
    - Return equipment
    - Schedule and plan recognition events, if any
    - Box up project materials and find a place in the office to store materials.
    - Coordinate with administration personnel
    - Review Project Office file to make sure it is complete
    - Conduct client satisfaction survey.

### **2.5 Tips for Improving Morale**

- Define your expectations early.
- Keep your team well-informed on the overall project.
- Solicit input from your team, evaluate their recommendations, and follow through with the best ideas.
- Give your team members feedback both formal and informal.

### **2.6 General Tips and Techniques**

- Try to get involved as early as possible in proposal development and in writing the statement of work.
- Avoid starting work without the following:
  - Signed-off contract or statement of work
  - Well-defined overall approach to the project
  - The right staff at the right time.



- If the statement of work is not clear and precise in any area, work with the client to clarify mutual understanding, and then process a project change request to formalize the agreements.
- Originate a project change request as soon as you detect a deviation from the statement of work.



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work plan 2.1.2



## Readers Comments

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