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Starting up a Project (SU) Sunny-side Up

- SU1 Appointing an Executive and a Project Manager**
 - ⊗ PMD
 - ⊗ SU2, SU4, agreed JD
- SU2 Designing a Project Management Team**
 - ⊗ SU1, SU5, agreed JD, PMD
 - ⊗ SU3, PMTs, dJD
- SU3 Appointing a Project Management Team**
 - ⊗ SU2, PMTs, dJD
 - ⊗ agreed JD
- SU4 Preparing a Project Brief**
 - ⊗ SU1, PMD
 - ⊗ SU5, PBR, CQE, AC, RL, oBC, PMD, DL
- SU5 Defining a Project Approach**
 - ⊗ SU4, RL, PBR
 - ⊗ SU2, SU6, PAP
- SU6 Planning an Initiation Stage**
 - ⊗ SU5, PL, PAP, PBR
 - ⊗ DP1, dISP, uRL

Initiating a Project (IP) Iced Peas

- IP1 Planning Quality**
 - ⊗ DP1, PAP, PBR, QMS, PMTs, JD
 - ⊗ IP2, IP5, PQP, QL, CMP
- IP2 Planning a Project**
 - ⊗ IP1, PL, PAP, PBR, PQP
 - ⊗ IP3, IP4, IP5, PP, uRL
- IP3 Refining the Business Case and Risks**
 - ⊗ IP2, PAP, PBR
 - ⊗ IP6, BC, uPP, uRL
- IP4 Setting Up Project Controls**
 - ⊗ IP2, PQP
 - ⊗ IP6, COM, PCT, uRL, uPP, uJD
- IP5 Setting Up Project Files**
 - ⊗ IP1, IP2, PP
 - ⊗ IP6, IL, LLL, uPQP, uCMP
- IP6 Assembling a PID**
 - ⊗ IP3, IP4, IP5, BC, PBR, JD, PAP, PMTs, PP, PQP, RL, PCT, COM, PT
 - ⊗ DP2, PID, SB1

Planning (PL) Painted Lips

- PL1 Designing a Plan**
 - ⊗ SU6, IP2, PAP, PQP, PBR/PID, standards
 - ⊗ PL2, plan design
- PL2 Defining and Analysing Products**
 - ⊗ PL1, MP1, SB1, SB2, SB6, PQP, plan design
 - ⊗ PL3, PL7, CIR, PC, PBS, PD, PFD

Controlling a Stage (CS) Chocolate Sauce

- CS1 Authorising a Work Package**
 - ⊗ CS5, CS7, DP2, DP3, PD, ATP
 - ⊗ MP1, uRL, uCIR, uSP/uEP, WP, uIL, uQL, uPC
- CS2 Assessing Progress**
 - ⊗ MP2, CS9, CR, QL, WP status, TP
 - ⊗ CS5, uSP, uPC, uIL, uCIR
- CS3 Capturing Project Issues**
 - ⊗ PI
 - ⊗ CS4, uIL
- CS4 Examining Project Issues**
 - ⊗ CS3, BC, PP, SP
 - ⊗ CS5, uIL, uRL
- CS5 Reviewing Stage Status**
 - ⊗ CS2, CS4, BC, CIR, IL, PP, RL, SP, QL, PC, CON
 - ⊗ CS1, CS6, CS7, CS8, CP1, SB1, SEN, uDL
- CS6 Reporting Highlights**
 - ⊗ CS5, IL, QL, RL, SP, COM, PC, HR, CR
 - ⊗ DP4, HR
- CS7 Taking Corrective Action**
 - ⊗ CS5, DP4, PC, SP, Deviation
 - ⊗ CS1, DP4, uIL, uRL, uCIR
- CS8 Escalating Project Issues**
 - ⊗ CS5, DP4, PID, PP, BC, RL, SP
 - ⊗ DP4, SB6, CS5, CP, ER, uCIR, uIL, CON, TPC
- CS9 Receiving a Completed Work Package**
 - ⊗ MP3, aWP, QL
 - ⊗ CS2, uCIR, aWP

Managing Stage Boundaries (SB) Sky Blue

- SB1 Planning a Stage**
 - ⊗ IP6, CS5, PL, IL, PID, PP, SEN, cSP, PQP
 - ⊗ SB2, uPMTs, nSP, uRL, uQL
- SB2 Updating a Project Plan**
 - ⊗ SB1, SB6, cSP, nSP, EP
 - ⊗ SB3, SB4, SB5, uIL, EP
 - ⊗ uPAP, uPQP, uPP, uRL, uSP
- SB3 Updating a Project Business Case**
 - ⊗ SB2, PP
 - ⊗ SB4, SB5, uBC, uRL, uIL
- SB4 Updating the Risk Log**
 - ⊗ SB2, SB3, BC, PP, SP, EP
 - ⊗ SB5, uRL, uIL
- SB5 Reporting Stage End**
 - ⊗ SB2, SB3, BC, IL, QL, RL, cSP, nSP/EP
 - ⊗ DP3, DP2, ESR, uCIR, uLLL, nSP/EP, uCOM, ATPr
- SB6 Producing an Exception Plan**
 - ⊗ CS8, PL, aER, IL, RL, cSP, EPr, PP, PID, PSA
 - ⊗ SB2, EP, uER, uPMTs, uQL

Closing a Project (CP) Crazy Plum

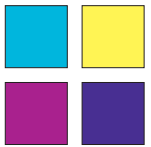
- CP1 Decommissioning a Project**
 - ⊗ CS5, DP3, DP4, CIR, COM, PID, TPC, IL, CIR, CMP, PSA, PDNr
 - ⊗ DP5, PCR, Acceptance, Archive Files
- CP2 Identifying Follow-on Actions**
 - ⊗ CS5, DP3, DP4, BC, IL, RL
 - ⊗ DP5, FAR, PPRp
- CP3 Evaluating a Project**
 - ⊗ CIR, IL, LLL, PID, BC, PQP, QL, RL, DL
 - ⊗ DP5, EPR, LLR, uPP

Managing Product Delivery (MP) Marmalade Pot

- MP1 Accepting a Work Package**
 - ⊗ CS1, PL, WP
 - ⊗ MP2, uRL, uTP, uQL, auth WP
- MP2 Executing a Work Package**
 - ⊗ MP1, authorised WP
 - ⊗ CS2, MP3, CR, uQL, uTP, completed WP
- MP3 Delivering a Work Package**
 - ⊗ MP2, QL, completed WP
 - ⊗ CS9, WP

Directing a Project (DP) Dangerously Pink

- DP1 Authorising Initiation**
 - ⊗ SU6, ISP, PBR, JD, PAP, PMTs, RL
 - ⊗ IP, aISP, aPBR, PSN, ATP
- DP2 Authorising a Project**
 - ⊗ IP2, IP6, SB, PID, nSP, ESR, ATPr
 - ⊗ CS1, SP, aPID, ATP, info
- DP3 Authorising a Stage or Exception Plan**
 - ⊗ SB5, BC, ESR, PID, PP, RL, PMTs, nSP/EP, ATPr
 - ⊗ CS1, CP, aSP/aEP, ATP, info, TPC
- DP4 Giving Ad Hoc Direction**
 - ⊗ SU, IP, CS, CS6, CS8, SB, CP, COM, ER, HR
 - ⊗ CS3, CS8, CP, EPr, PI
- DP5 Confirming Project Closure**
 - ⊗ CP1, CP2, CP3, EPR, LLR, FAR, PPRp, PID, COM, BC, acceptance, PCR
 - ⊗ aEPR, aFAR, aLLR, aPPRp, PCN



Key

- ⊗ Input and 'preceded by'
- ⊗ Output and 'leads to'
- d Draft o Outline
- s Structure a Approved
- n Next u Updated
- r Request c Current
- p Plan

info When progress information is fed to all interested parties.

Terms and Definitions

AC Acceptance Criteria

Criteria that the final product(s) must meet before the customer will accept them.

Acceptance

Includes customer as well as operational and maintenance acceptance.

ATP Authorisation to proceed

The Project Board gives the Project Manager permission to continue the project.

BC Business Case

Justification for a project and its continuation, outlining business benefits and savings.

BL Baseline

Snapshot of a product that remains unchanged/frozen for future reference.

CIR Configuration Item Record

Record of a product's quality, version and owner status; part of configuration management.

CMP Configuration Management Plan

Details how to identify, track, verify and protect a project's products.

COM Communication Plan

Defines the frequency and means of communication between all interested parties.

CON Concession

Off-Spec accepted by PBD without corrective action.

CQE Customer's quality expectations

The expectations of the customer in terms of reliability, cost, accuracy, performance etc. Used to define Acceptance Criteria.

CR Checkpoint Report

A work progress report from a Team Manager to the Project Manager.

DL Daily Log

Records actions of significant events not caught by other documents, i.e. Project Manager's diary.

EA Exception assessment

When the PBD assesses an Exception Plan.

EP Exception Plan

Usually follows an Exception Report covering the remaining period of a WP, stage or project.

EPR End Project Report

Produced by the PM for the PBD; reviews project achievements against the baselined PID.

ESA End stage assessment

Formal or informal review by the PBD and PM of the ESR to decide if to approve the next stage.

ER Exception Report

Explains a forecast deviation beyond tolerance with correction options.

ESR End Stage Report

Produced by the PM for the PBD, reviews actual achievement against the Stage and Project Plans.

FAR Follow-on Action Recommendations

Includes pending RFC and operational risks.

HR Highlight Report

Produced by the PM for PBD reporting the stage's status and progress.

IL Issue Log

Used to record and track Project Issues.

ISP Initiation Stage Plan

Outlines resources required and steps for the initiation stage; created using *Planning*.

JD Job description(s)

Details the responsibilities & roles allocated to member(s) in a project management team.

LLL Lessons Learned Log

Where good and bad points of a project are recorded; basis of a Lessons Learned Report.

LLR Lessons Learned Report

Passes on lessons that can be usefully applied to other projects.

Off-Spec Off-Specification

Something requested that must be provided by a project but currently is not.

PAP Project Approach

Defines the type of solution to be developed and its method of creation, e.g. bespoke, off the shelf.

PAS Project Assurance

The Project Board's verification that a project is being managed correctly and that products are of desired quality.

PBD Project Board

Represents senior management, includes Executive, Senior User and Senior Supplier.

PBR Project Brief

Derived from the Project Mandate used to officially start the project.

PBS Product Breakdown Structure

Hierarchical view of the products to be delivered.

PC Product Checklist

Lists products with key delivery dates.

PCN Project closure notification

Notice from the PBD to end a project and release resources.

PCR Project closure recommendation

The Project Manager recommends to the Project Board that the project should be closed.

PCT Project controls

Project decision points, processes, reports, quality reviews and approvals.

PD Product Description

Details a product's purpose, composition, derivation and quality criteria/tolerances.

PFD Product Flow Diagram

Shows the logical sequences and dependencies between products.

PI Project Issue

General comment, Request For Change, new risk or Off-Spec about a project or its products.

PID Project Initiation Document

Describes a project to Project Plan level and is the basis for PBD approval of the project.

PMD Project Mandate

Forms the terms of reference for the project, is the project's 'trigger', external to the project.

PMT Project management team

Includes the PBD, PM, Team Managers, Project Assurance and project support roles.

PP Project Plan

Describes how and when a project's objectives are to be achieved and at what cost.

PPR Post-Project Review Plan

Measures whether the benefits of a project's outcomes have been realised.

PQP Project Quality Plan

Details how Customer's quality expectations will be met and measured; defines the QMS used.

PSA Product Status Account

Reports on the status of products e.g. approved.

PSN Project start-up notification

From the Project Board, issued in DP1.

PT Project tolerances

Allocated by corporate/programme management to the Project Board.

QMS Quality management system

A set of quality standards and procedures for an organisation.

QL Quality Log

A record of all planned quality reviews with results.

RFC Request for Change

A Project Issue requesting a modification to a product or an approved Product Description.

RL Risk Log

Record of impact, probability, proximity counter measure, status and owner of each risk.

SEN Stage end notification

Notification from the Project Manager that the end of a stage is approaching.

SP Stage Plan

Defines when, how, and at what cost a stage is to deliver its products.

Tolerance

Permissible deviation from a plan before raising the deviation with the next higher authority.

TP Team Plan

Outlines in detail how a team will deliver their Work Package(s).

TPC Trigger for premature close

Leads to CP, can be invoked at any point during the project by the Project Board.

WP Work Package

Work request from the Project Manager to the Team Manager to create products.



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