



No Nonsense PRINCE2™



Key facts and cross topic
themes, with a little help
from the Romans!

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Organisation

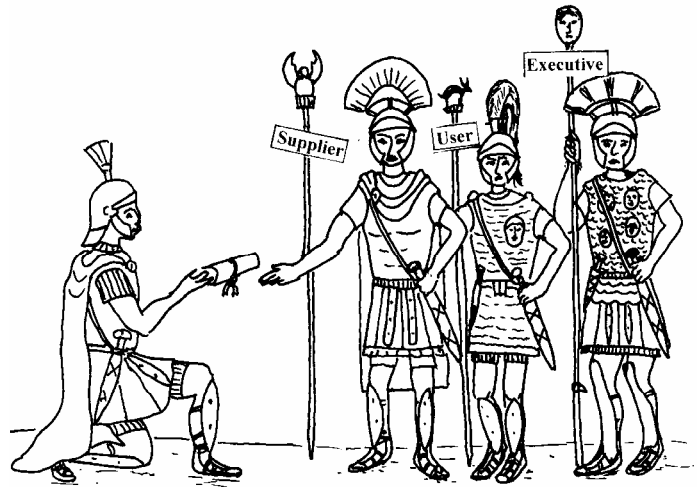
What's it all about?

This part of the method defines standard roles that exist in every P2 project, plus the principles behind them. It defines the project organisation chart, roles, responsibilities, and levels of decision making authority.

Why bother?

Good organisation is essential because:

- ❑ organisation is the basis of delegation and control
- ❑ every project will have people in it
- ❑ stakeholders need to have a voice
- ❑ it provides an interface between the outside world, the project manager and teams
- ❑ combined with sensible use of Controls, good application of P2 Organisation can cut out a lot of meetings.



Key Facts

The Project Mandate that triggered SU may include information about key people and stakeholders.

The whole of the Project Organisation Structure is designed and appointed during the Starting up a Project (SU) process. It can be revised at any time, however at the very least should be reviewed during Managing Stage Boundaries (SB) process because it may need to change from Stage to Stage.

Reporting lines:

- ❑ the Project Board reports to corporate or programme management
- ❑ the Project Manager reports to the Project Board
- ❑ the Team Manager(s) report to the Project Manager.

The Project Board

The Project Board consists of 3 interests at all times (Business, User and Supplier). Project Board members should be suitably empowered managers able to make decisions and commit resources. Since they are usually very busy people, Project Board members may delegate some of their duties (especially Project Assurance), however they must NOT delegate their decision making duties.

Project Board Role - The Project Executive

- ❑ is ultimately responsible for the project
- ❑ owns the Business Case
- ❑ is appointed by the host organisation.

Project Board Role - The Senior User(s)

- ❑ represent users at management decision making level
- ❑ are responsible for requirements and user resources
- ❑ is often a marketing manager in cases where there is no direct contact with end users.

Project Board Role - The Senior Supplier(s)

- ❑ represent suppliers of project resources at management decision making level
- ❑ are responsible for viability of any technical/specialist work
- ❑ could include a manager of a third party that is supplying a resource into the project (e.g. the manager of a third party company supplying a software development team)
- ❑ could include in-house managers supplying resources into the project (e.g. the manager of a testing team).

Project Board Role - Project Assurance from User & Business & Supplier perspectives

- ❑ all Project Board members must do (or delegate) Project Assurance
- ❑ to assure themselves that the Plans, Business Case and risks are realistic
- ❑ provides a sanity check for busy Project Board members
- ❑ provide wisdom, experience and advice on day to day matters to the Project Manager and Team Manager(s).

The Project Manager

The Project Manager is responsible for day to day control of a project, and executes a previously agreed Plan, within a Tolerance previously agreed with the Project Board.

There must only be one Project Manager, and they must NOT do Project Assurance. In small projects the Project Manager is often a Team Manager too.

Team Manager(s)

Team Managers represent each team and agree work with the Project Manager through the mechanism of Work Packages. Team membership is outside of PRINCE2 because teams are frequently highly specialised.

Project Support

Project Support people can provide expertise and leg power to help with management of teams and the project as a whole. As well as administrative support, a Project Support service might include highly skilled people such as lawyers, procurement experts, recruitment, planning tool experts, accountants etc.



Phrases to Remember

- a) PRINCE2 defines roles NOT jobs, all of which must be filled in some way in every project.
- b) Roles may be combined, split, shared or delegated in any way subject to three rules:
 - Rule 1. only one Project Manager
 - Rule 2. the Project Board may not delegate decision making duties
 - Rule 3. the Project Manager may not do Project Assurance.
- c) Project Assurance can advise on anything, Project Support can help.
- d) The Project Board is the voice to the outside world.