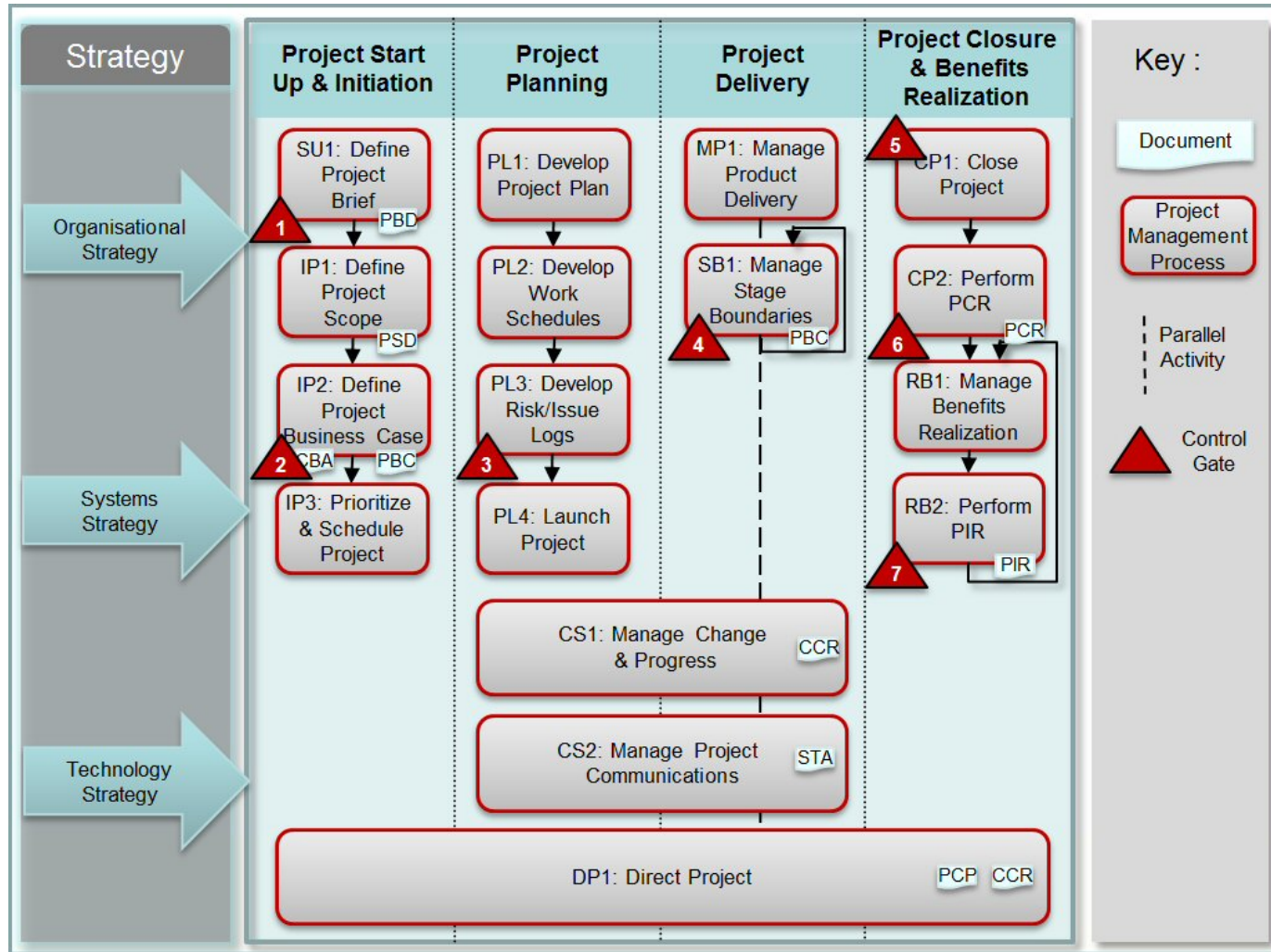


ODPM Project Management Framework - Process Definitions



DOCUMENT PURPOSE

This document provides the reader with a definition of each of the processes within the Lean Project Management Framework, describing for each process its key activities, supporting PM3 activities, and deliverables.

The Control Gates set out below are special project milestones at a key transition point within the Framework. Further definition of a Control Gate can be found in the **Project Control Plan** document.

Process	Definition	PM3 Activities	Documents/Screens
START UP & INITIATION STAGE			
SU1: Define Project Brief	Define the Project Brief Document setting out the rationale for the proposed project	<ul style="list-style-type: none"> Create a Project Plan in an appropriate Personal Portfolio by using Add Project in the PM3 Home Page Projects tab Capture the basic project details in the PM3 Project Details page, minimally including the Project Description, Requested By, Sponsor Name and the initially assessed Project Planned Start and Planned End dates If the project is non-discretionary, set the non-discretionary flag in the PM3 Project Details page [Note: a project is only non-discretionary if there is <i>absolutely no option</i> but to perform it, for example as a result of meeting regulatory compliance requirements or replacing a critical product that is falling out of support. The fact that it is perceived as being critically important to the business does not in itself mean that the project is non-discretionary] If the project has Capital Expenditure, switch the Capex Status field to 'Yes' in the PM3 Financial Status page Use Plan/Access to set the agreed access rights 	Project Brief Document (PBD) PM3 Project Details PM3 Financial Status

Process	Definition	PM3 Activities	Documents/Screens
DP1: Direct Project	<p>Project direction/governance starts: Throughout the project</p> <ul style="list-style-type: none"> • Approve major Project Change Requests (that would require re-baselining the Milestone Plan) • Authorise a project to pass through a Control Gate if, any only if, it is still <ul style="list-style-type: none"> • acceptably on budget (to date and forecasted to end) • acceptably on schedule (to date and forecasted to end) • anticipated to deliver the benefits set out in the Project Business Case • on course to deliver the scope of functionality defined in the Project Scope Document • acceptably resourced • acceptably controlling/mitigating risks and issues • receiving satisfactory stakeholder commitment • conforming with the deliverables/documentation standards 	<p>Identify 'at risk' projects by maintaining a watch on the project's PM3 Dashboard, Delivery Status, Financial Status, Resource Status and Progress Reports; ensure the Project Manger takes corrective action</p>	<p>Approved Project Change Control Requests (CCR) Authorised Project Control Plan (PCP)</p> <p>PM3 Dashboard PM3 Delivery Status PM3 Financial Status PM3 Resource Status PM3 Progress Report</p>
CONTROL GATE 1 - ARE WE ABSOLUTELY CLEAR ABOUT WHAT THIS PROJECT IS INTENDED TO ACHIEVE?			
IP1: Define Project Scope	<ul style="list-style-type: none"> • Conduct MoSCoW prioritization of requested features/functionality of the deliverables <ul style="list-style-type: none"> • Must Have - the functionality that is absolutely essential to meeting the key organisational needs and realizing the proposed organisational value [Hint: If a feature/function can be satisfied in some other way OR if the feature/function were not delivered the user would still want the rest of the solution then the 	<ul style="list-style-type: none"> • Update the PM3 Project Details page minimally adding the Key Objectives, Key Deliverables and Scope fields • If the scoping exercise has affected the Project Planned Start and/or Planned End dates change these on the Project Details page 	<p>Project Scope Document (PSD)</p> <p>PM3 Project Details</p>

Process	Definition	PM3 Activities	Documents/Screens
	<p>feature/function is NOT a Must Have]</p> <ul style="list-style-type: none"> • Should Have - the functionality that is important to meeting the key organisational needs and realizing the highest organisational value, but which may be deferred to the next version/release • Could Have - the functionality that would add organisational value and would be useful to have, but which may be deferred to a later version/release • Won't Have - the functionality that adds limited organisational value and may be deferred indefinitely • Based on the results of the MoSCoW prioritization, define what is explicitly included in, and explicitly excluded from, the system/service/product to be delivered by the project • If applicable, phase the 'in scope' features/functionality into separate projects based on the '80/20 rule' of organisational value vs. development cost • Define the proposed/anticipated solution, whether that be package-based or custom-based, web-based or thin-thick client-based [Note: An RFP may be required to identify the solution] • Define the Project Scope Document(s) setting out the objectives of the proposed project, its functional inclusions/exclusions and any anticipated/proposed IT solution; ensure that all objectives are 'SMART' (Specific, Measurable, Achievable, Relevant and Timebound) 		

Process	Definition	PM3 Activities	Documents/Screens
IP2: Define Project Business Case	<ul style="list-style-type: none"> Perform cost-benefit analysis, completing the Cost Benefit Analysis document Define the Project Business Case document setting out the detailed commercial justification for funding the proposed project [Note that a Business Case must be produced even if no Capex arises] Define the benefits delivery plan 	<ul style="list-style-type: none"> Capture the summary Project Business Case results in the PM3 Proposed Value page Assess the inherent risks of project delivery failure and benefits delivery failure by completing the PM3 Delivery Exposure and Value Exposure pages If the project has Capex set the Planned Capex Submit Date in the PM3 Financial Status page and enter the Capex Budget To End figure in the Overall Financial Status group box [Note: If the Capex has been approved then enter the approved budget; otherwise enter the current estimate] Enter the Revex Budget To End figure in the Overall Financial Status group box Enter the Person-Days Budget To End figure in the Overall Resource Status group box Define in the PM3 Outcome Definition page the outcomes/benefits that the Project must achieve if it is to be deemed successful Define in the PM3 Outcome Measurement page the outcomes/benefits delivery plan 	Cost Benefit Analysis (CBA) Project Business Case (PBC) PM3 Proposed Value PM3 Delivery Exposure PM3 Value Exposure PM3 Financial Status PM3 Resource Status PM3 Outcome Definition PM3 Outcome Measurement
CONTROL GATE 2 - IS THERE A COMPELLING BUSINESS CASE FOR PERFORMING THIS PROJECT?			
IP3: Prioritise & Schedule Project	Once approved, prioritise and schedule the project into the IT Function's workload	<ul style="list-style-type: none"> In the PM3 Project Details page <ul style="list-style-type: none"> attach the project to the appropriate Programme (if any) add the project to the appropriate Organisational Portfolio(s) change the Project's Workflow Status to 'Approved' If the project has Capex and this has now been approved, switch the Capex Status field to 'Approved' in the PM3 Financial Status page 	PM3 Project Details PM3 Financial Status

Process	Definition	PM3 Activities	Documents/Screens
PLANNING STAGE			
CS1: Manage Change & Progress	Project change management starts: Throughout the project delivery respond to Project Change Requests, robustly challenging the need for change but embracing changes that are clearly value-adding (potentially displacing non/low-value adding features/functionality)	Project plan maintenance starts: Throughout the project review and maintain: <ul style="list-style-type: none"> • The PM3 Milestone Plan, closing completed milestones, revising planned completion dates and chasing the completion of milestones/tasks to planned dates. If tasks are being managed in MS Project keep the MS Project Plan and the PM3 Milestone Plan in sync • The PM3 Delivery Status page, ensuring that the Current status lights are Converted to be the Previous status lights and the delivery status RAG lights are correctly set and correlate the project's reality; where appropriate add Explanations for your status ratings; add an overall Delivery Status Summary • The PM3 Financial Details page with Plan Actual information and improved Forecasted information • The PM3 Resource Details page with Plan Actual information and improved Forecasted information • The PM3 Progress Report page • The PM3 Delivery Risks and Delivery Issues pages, closing completed avoidance/mitigation actions, revising planned completion dates and chasing the completion of actions to planned dates If at any point the project is re-baselined, change the Plan Version in the PM3 Project Details page	Change Control Request Control (CCR) MS Project Plan PM3 Milestone Plan PM3 Delivery Status PM3 Financial Details PM3 Resource Details PM3 Progress Report PM3 Delivery Risks PM3 Delivery Issues PM3 Project Details
CS2: Manage Project Communications	<ul style="list-style-type: none"> • Conduct a stakeholder analysis workshop to <ul style="list-style-type: none"> · confirm who exactly the key internal and external stakeholders actually are · whether they are likely to be supportive or 	<ul style="list-style-type: none"> • Update the PM3 Reports page to send the agreed reports to the target audiences with the agreed frequency, e.g. see below 	Stakeholder Analysis (STA) PM3 Reports Page

Process	Definition	PM3 Activities				Documents/Screens
		Audience	Reports	Frequency	Responsibility	
	disruptive <ul style="list-style-type: none"> · how important they are to the success of the project · how they might contribute to the success (or failure) of the project · what their expectations are · what power they have · how they should be communicated with, and · how they might be incentivised to do the most good and the least damage <ul style="list-style-type: none"> • Sponsor/stakeholder management starts: Throughout the project delivery maintain regular communications with the Project Sponsor and Stakeholders, in accordance with the Stakeholder Analysis. Note that a project stakeholder is any individual or group with a vested interest in the success (or failure) of the project 	Project Office	Project Progress + Project Dashboard + Milestone Plan + Project Risks Behind Schedule + Project Issues Behind Schedule	Weekly	Project Manager	
		IT Director Programme Manager	Project Dashboard + Milestone Plan	Monthly	Project Manager	
		Project Team	Progress Report + Dashboard + Milestone Plan + Project Delivery Risks + Project Delivery Issues	Weekly	Project Manager	

Process	Definition	PM3 Activities	Documents/Screens
PL1: Develop Project Plan	<ul style="list-style-type: none"> Hold an Outcome-Driven Planning (ODP) Workshop with the Project Sponsor and key stakeholders to identify the key milestones of the project (i.e. key milestones that must be completed to realize the desired project outcomes). The final tally should be 10-20 milestones across 3-6 Workstreams Define details of the roles and responsibilities specific to this project and the individuals assigned to those roles Define the project planning assumptions Review the project planning assumptions to ensure that they are realistic and reasonable; where they are in fact unrealistic or unreasonable define Delivery Risks (and corresponding avoidance/mitigation actions) to reflect this exposure to project failure Refine the Milestone Plan, adding detailed internal and external dependencies and identifying critical milestones whose slippage could impact the success of the programme as a whole Define the responsibilities for all milestones Define the owners of each WorkStream and Milestone 	<ul style="list-style-type: none"> Capture the agreed WorkStreams and Milestones in the PM3 Milestone Chart page Subsequently refine the PM3 Milestone Plan page by adding Planned Dates If necessary, revise the Project Planned Start and Planned End dates in the Project Details page Add the detailed financial budgetary plans for the Project in the PM3 Financial Details page. Switch the Source selector in the PM3 Financial Status page to be 'Detail-Driven' Add the detailed resource budgetary plans for the Project in the PM3 Resource Details page. Switch the Source selector in the PM3 Resource Status page to be 'Detail-Driven' Add details of the roles and responsibilities specific to this project and the individuals assigned to those roles in the PM3 Roles & Responsibilities page Add the project planning assumptions to the PM3 Notes & Assumptions page Refine the PM3 Milestone Plan, adding detailed internal and external dependencies, flagging any key milestones as 'Key' and promoting critical milestones up the plan hierarchy (if applicable) Add the responsibilities for all milestones to the PM3 Milestone Responsibility page Add the owners of each WorkStream and Milestone in the PM3 Milestone Plan page 	PM3 Milestone Chart PM3 Milestone Plan PM3 Project Details PM3 Financial Details PM3 Resource Details PM3 Financial Status PM3 Resource Status PM3 Roles & Responsibilities PM3 Notes & Assumptions PM3 Milestone Responsibility
PL2: Develop Work Schedules	<ul style="list-style-type: none"> Develop the detailed task Work Breakdown Structure Determine the Critical Path Determine effort estimates at the task level Prepare work schedules assigning tasks to project staff members 	Define and assign the detailed Tasks within Milestones (if the work is to be managed within PM3) <i>or</i> Export the PM3 Milestone Plan to MS Project (if the work is to be managed within MS Project)	PM3 Milestone Plan Work Schedules

Process	Definition	PM3 Activities	Documents/Screens
PL3: Develop Risk/Issue Logs	<ul style="list-style-type: none"> Based on the PM3 Delivery Exposure and Value Exposure ratings defined while preparing the Project Business Case, define a first cut set of Delivery Risks/Issues and Value Risks/Issues Hold a Risk Planning Workshop with the Project Sponsor and key stakeholders to identify further Risks and Issues; categorise each Risk as Open or Accepted Identify critical risks and issues that could impact the success of the programme as a whole Define the Potential Impact of each Open Risk and assign a Likelihood and Severity Rating Define the Impact of each Open Issue and assign a Severity Rating Identify and assign dated key mitigation or avoidance actions to each identified Open Risk Identify and assign dated key mitigation actions to each identified Open Issue 	<ul style="list-style-type: none"> Capture the risk/issue planning results in the PM3 Delivery Risks, Value Risks , Delivery Issues and Value Issues pages Promote critical Project Risks and Project Issues up to the Programme level in the WBS 	PM3 Delivery Risks PM3 Delivery Issues PM3 Value Risks PM3 Value Issues
CONTROL GATE 3 - IS THERE <i>STILL</i> A COMPELLING BUSINESS CASE FOR PERFORMING THIS PROJECT?			
PL4: Launch Project	<ul style="list-style-type: none"> Define and agree which processes and Control Gates from the Framework are applicable to this project [Note: By default all projects perform all processes and pass through all Control Gates] Appoint the Project Board and ensure that they are clear about their roles and responsibilities Define the project organisation chart Establish the project infrastructure Establish the project shared folder structure to maintain project files Brief project team members 	In the PM3 Project Details page <ul style="list-style-type: none"> Change the Project's Workflow Status to 'Active' Switch the project to be published status by selecting the 'Published' dropdown in the PM3 Project Details page 	PM3 Project Details

Process	Definition	PM3 Activities	Documents/Screens
	<ul style="list-style-type: none"> Mobilise the project 		
MP1: Manage Product Delivery	<p>Project product delivery starts: Throughout the project:</p> <ul style="list-style-type: none"> Ensure tasks are being performed to the agreed task budget and schedule Monitor task progress and forecasts Ensure that task work products meet the requirements of the specifications Ensure that task work products meet product quality standards 		
SB1: Manage Stage Boundaries	<p>At stage boundaries (minimally at Control Gates), based on the improved understanding of the requirements:-</p> <ul style="list-style-type: none"> Refine the MSP project plans with more accurate milestone, task, time and resource information Update the Project Business Case with more accurate cost, benefit and risk information 	<p>At stage boundaries (minimally at Control Gates), based on the improved understanding of the requirements:-</p> <ul style="list-style-type: none"> Refine the PM3 Milestone Plan with more accurate milestone information Update the PM3 Financial Details page with Plan Actual information and improved Forecasted information Update the PM3 Resource Details page with Plan Actual information and improved Forecasted information Update the PM3 Forecasted Value page with improved Forecasted Value information Update the PM3 Delivery Exposure page with improved Delivery Exposure information Update the PM3 Value Exposure page with improved Value Exposure information 	<p>Updated PM3 Milestone Plan Updated PM3 Financial Details Updated PM3 Resource Details Updated PM3 Forecasted Value Updated PM3 Delivery Exposure Updated PM3 Value Exposure</p> <p>Updated MS Project Plan Updated Project Business Case (PBC)</p>

CONTROL GATE 4 - IS THERE *STILL* A COMPELLING BUSINESS CASE FOR PERFORMING THIS PROJECT?

CONTROL GATE 5 - IS EVERYBODY READY TO GO LIVE?

Process	Definition	PM3 Activities	Documents/Screens
PROJECT CLOSURE AND BENEFITS REALIZATION STAGE			
CP1: Close Project	<ul style="list-style-type: none"> Refine the benefits delivery plan Provide initial support to those who will assume responsibility for the project's deliverables Handover responsibility 	<ul style="list-style-type: none"> Refine in the PM3 Outcome Definition page the outcomes/benefits that the Project must achieve if it is to be deemed successful Refine in the PM3 Outcome Measurement page the outcomes/benefits delivery plan Change the Project's Workflow Status to 'Live' in the PM3 Project Details page 	PM3 Outcome Definition PM3 Outcome Measurement PM3 Project Details
CP2: Perform Project Completion Review	Conduct an independent review of the project to assess the success of the project and identify key factors that most positively and adversely affected the development process with a view to improving project productivity, work product quality and job satisfaction on future projects		Project Completion Report (PCR)
CONTROL GATE 6 - WAS THE PROJECT A SUCCESS? WHAT LESSONS CAN WE LEARN FOR THE FUTURE?			
RB1: Manage Benefits Realization	<ul style="list-style-type: none"> Monitor and measure the project benefits promised vs. those realized Through a combination of mentoring, training, hand-holding, technical surgeries, FAQ maintenance and user groups ensure that the system features are exploited and the promised benefits are maximized 	<ul style="list-style-type: none"> Capture the benefits promised vs. those realized in the PM3 Realized Value page and Outcome Measurement page Maintain the PM3 Value Exposure assessment, adding/modifying Value Risks and Value Issues as appropriate Monitor and progress the avoidance/mitigation actions of Value Risks and Value Issues, ensuring that failures to maximize the promised project benefits are intercepted and appropriate corrective action taken 	PM3 Realized Value PM3 Outcome Measurement PM3 Value Exposure PM3 Value Risks PM3 Value Issues
RB2: Perform Post-Implementation Review	<ul style="list-style-type: none"> Conduct an independent review of the project assessing the extent to which the benefits promised in the original Business Case have been realized and identify key factors that 	When the project deliverables are finally terminated, change the Project's Workflow Status to 'Terminated' in the PM3 Project Details page	Post-Implementation Report (PIR) PM3 Project Details

Process	Definition	PM3 Activities	Documents/Screens
	<p>most positively and adversely affected the benefits realization process with a view to improving benefits realization on future projects</p> <ul style="list-style-type: none"> Schedule for rewrite/rescope/termination project deliverables that are failing to realize a net business benefit 		

CONTROL GATE 7 - HAVE WE FULLY REALIZED THE BUSINESS BENEFITS PROMISED IN THE ORIGINAL BUSINESS CASE? IF NOT, WHY NOT?