



Project Management and IT Governance Round Table meeting



Making
project management
indispensable for
business results™

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Managing Partner of Synopsco and Board Member of ISACA Belgium Chapter

Project Management & IT Governance

Agenda

| | | | |
|-------|-------|---------------------------------|-----------------------------------|
| 17:30 | 17:45 | Introduction | Peter Van Mol |
| 17:45 | 18:10 | Overview of project I : PRINCE2 | Jean-Marc Goeders |
| 18:10 | 18:35 | Overview of project II : PMI | Peter Sarasyn |
| 18:35 | 19:00 | Break | |
| 19:00 | 19:50 | Business alignment | Jean-Marc Goeders - Peter Sarasyn |
| 19:50 | 20:35 | Auditing a project | Peter Sarasyn - Jean-Marc Goeders |
| 20:35 | 20:50 | Q&A | All |
| 20:50 | 21:00 | Closing and ISACA topics | Peter Van Mol |

PRINCE
2

PRojects **IN** Controlled
Environments **2**nd

Topics

- A bit of history
- Who uses PRINCE2 ?
- What is in scope and what is not in scope
- 4 assumptions
- Project ... Process
- Structure : Processes, Components and techniques

PM according to PRINCE2®

A bit of history

- 1970's PROMPT (Project Organisation, Management & Planning Techniques)
Project Management in IT environment
- 1980's UK Government adopts PROMPT II
- 1986 CCTA commissions redevelopment project
- 1989 PRINCE launched
- 1990 PRINCE manuals available
- 1994 Award of contract to develop PRINCE2
- 1996 Launch of PRINCE2
- 2001 CCTA become an integral part of the Office of Government Commerce
- 2002 Revised updated version of the PRINCE2 manual
- 2005 PRINCE2 manual Edition 2005

- All UK Government Departments, the NHS, Local Authorities and Police Forces
- A wide range of private sector companies in the UK and, increasingly, abroad:
 - ICL
 - Reuters
 - ABN AMRO
 - ING Bank
 - Getronics
 - Steria
- Many others worldwide

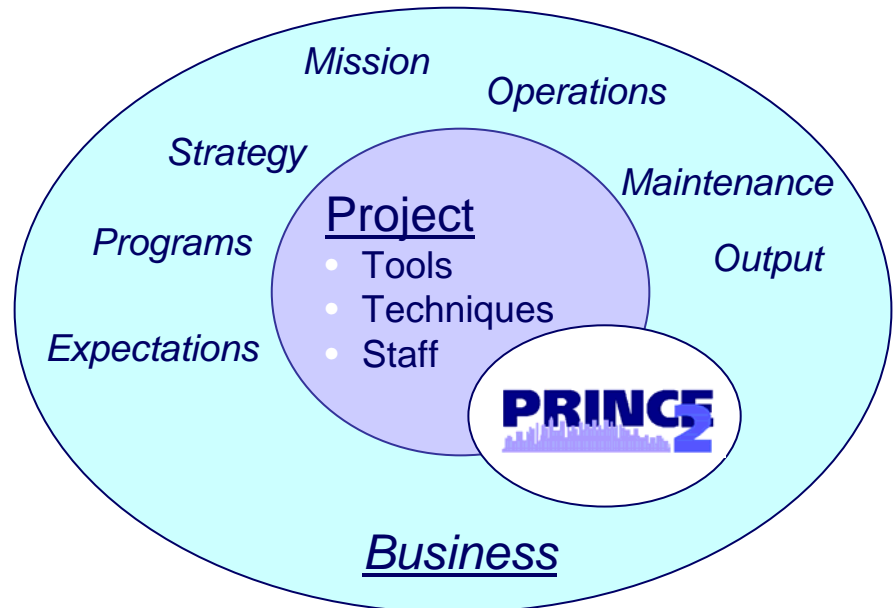
What is in scope and what is not in scope

PRINCE2 is aimed at managing

- The project
- The deployment of staff and resources
- The interaction with its environment

PRINCE2 doesn't cover all project aspects

- Social skills
- Network planning
- Gantt
- Supportive software



4 assumptions

1. Projects are carried out in a changing environment
 - Market
 - Organization
 - People
2. Success = Satisfaction of stakeholders
 - **To deliver what was originally agreed on time and within budget is not enough**
 - Expectations of all stakeholders
3. Business driven
 - Cornerstone = Business case
4. Cooperation of all stakeholders and involvement of all parties
 - in the setup
 - in the management and execution
 - in the acceptance of the outcome

What is a project ?

A definition:

A project is a temporary management environment for the purpose of delivering one or more business products according to a specified Business Case

In other words a project has ...

- A finite and defined lifespan
- Defined and measurable business products justified by a business case
- A corresponding set of activities
- A defined amount of resources
- An organization structure, with defined roles, responsibilities and authorization, to manage the project.

A **PROCESS** is a set of structured activities to produce a result to given objective using resources (ITIL)

PRINCE2 ...

1. PM is a management activity needed to deliver a certain outcome to the project
2. Stakeholder involvement at PM level
3. Focus on business justification and deliverables
4. Integrated risk management into P-Life cycle
5. A defined organization structure
6. Division between technique and management products (deliverables)
7. Controlled start, middle and end
8. Management by exception by the Project Board
9. Project division into manageable and controlled stages
10. Instruments for managing people commitment
11. The normal content of a PRINCE2 project and how processes interact

PM according to PRINCE2®

Structure : Processes, Components and techniques

8 processes

1. Starting up a project (SP)
2. Initiating a project (IP)
3. Controlling a stage (CS)
4. Managing Product Delivery (MP)
5. Managing Stage Boundaries (MSB)
6. Closing a Project (CP)
7. Directing a Project (DP)
8. Planning (PL)

8 Components (knowledge areas)

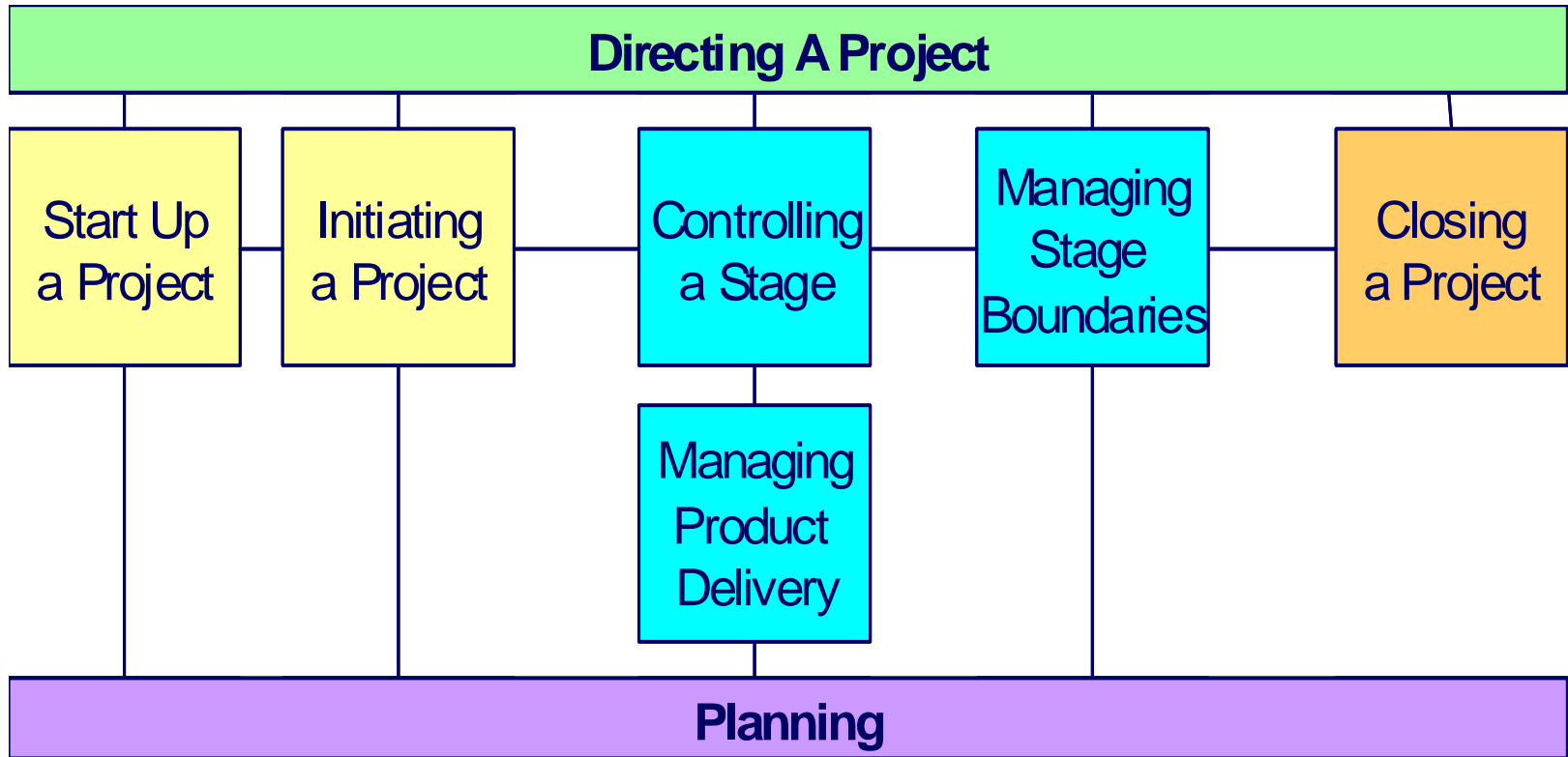
1. Business Case
2. Organization
3. Plans
4. Controls
5. Risk Management
6. Quality
7. Configuration management
8. Change control

3 Techniques

1. Product-based planning
2. Change Control
3. Quality review

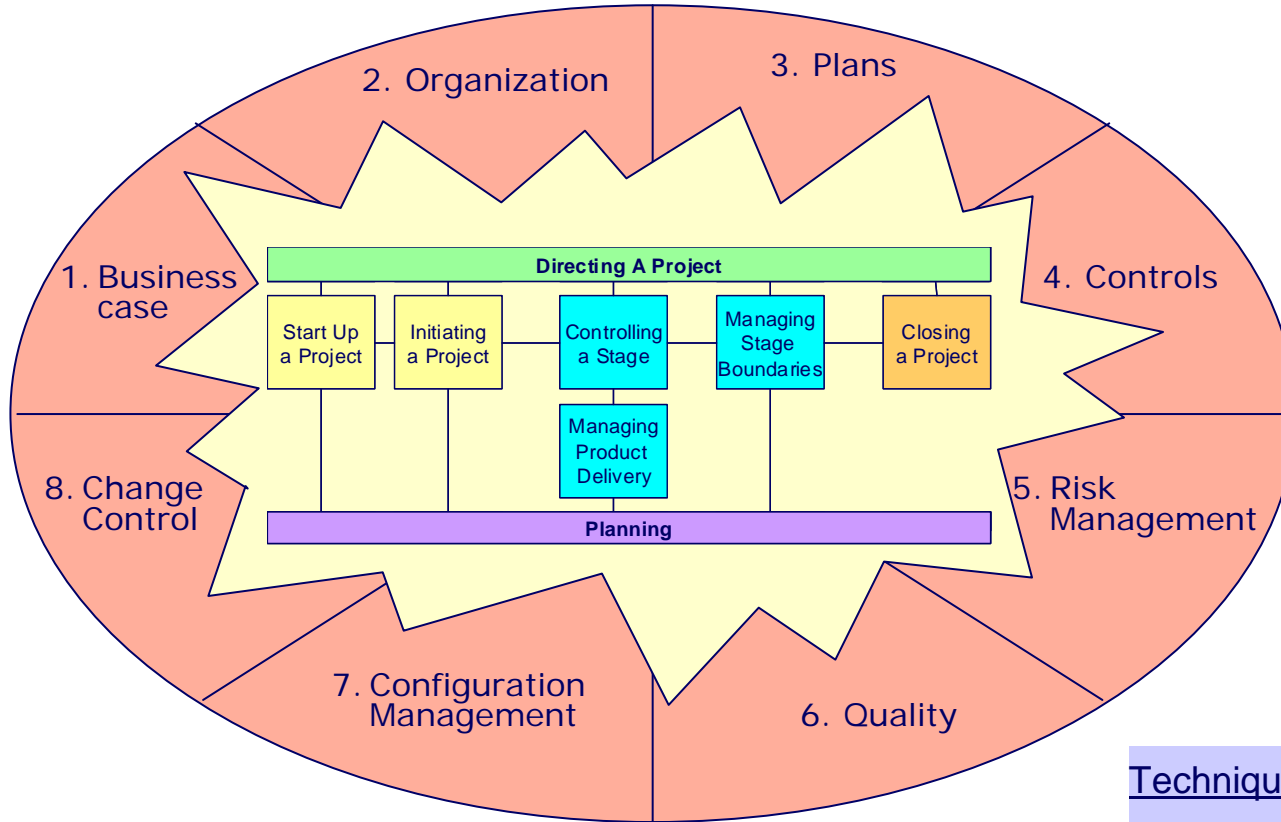
PM according to PRINCE2®

Structure : Processes, Components and techniques



PM according to PRINCE2®

Structure : Processes, Components and techniques

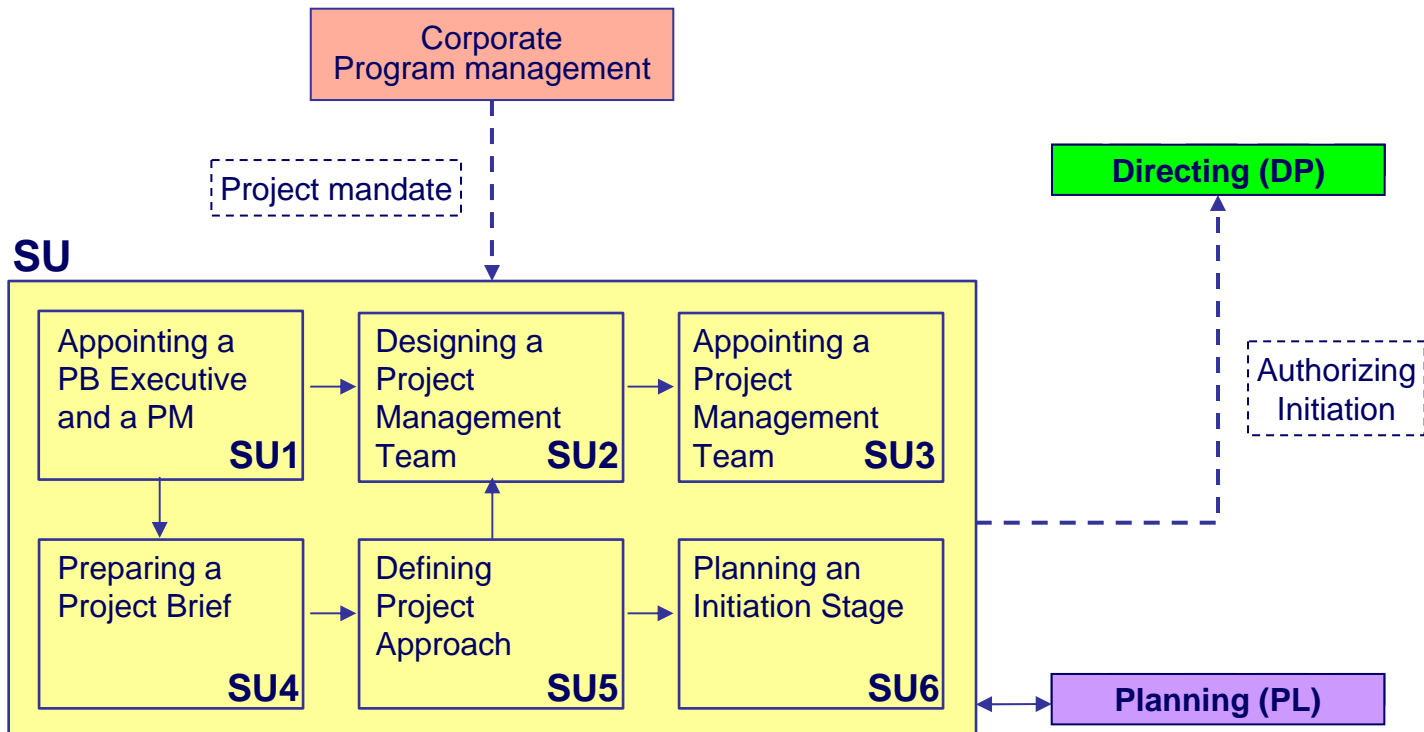
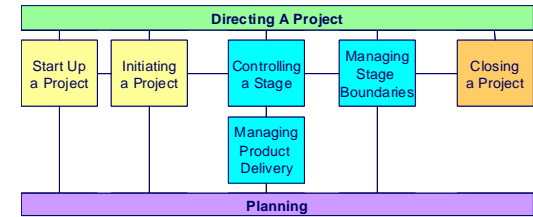
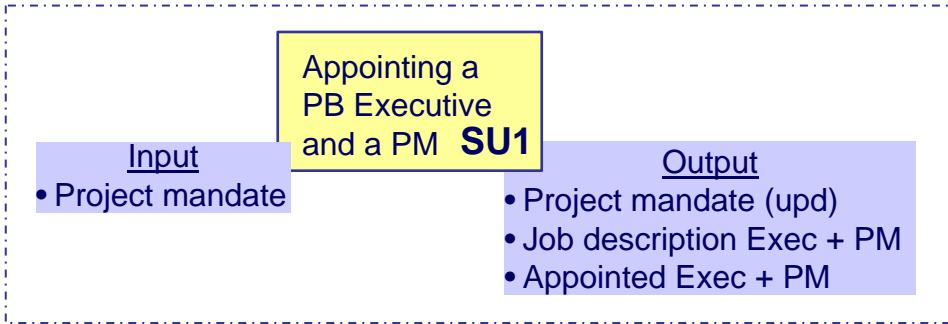


Techniques

1. Product-based planning
2. Change Control
3. Quality review

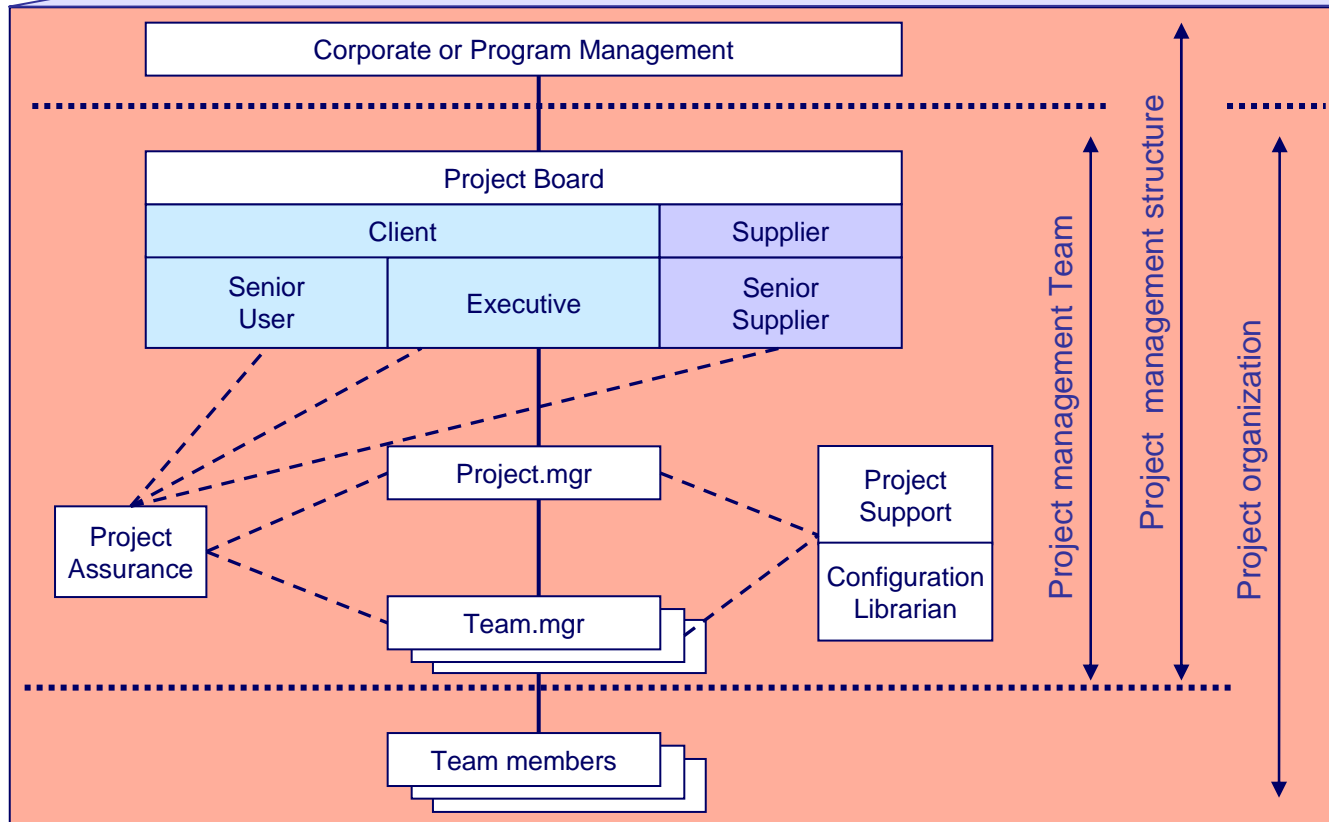
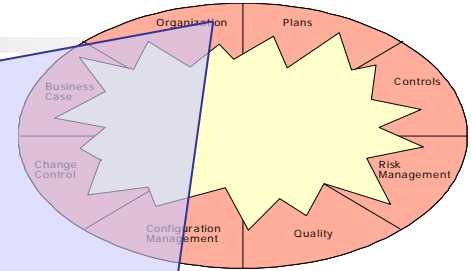
PM according to PRINCE2®

Example of a process: Starting Up a Project - SU



PM according to PRINCE2®

Example of a Component: Organization

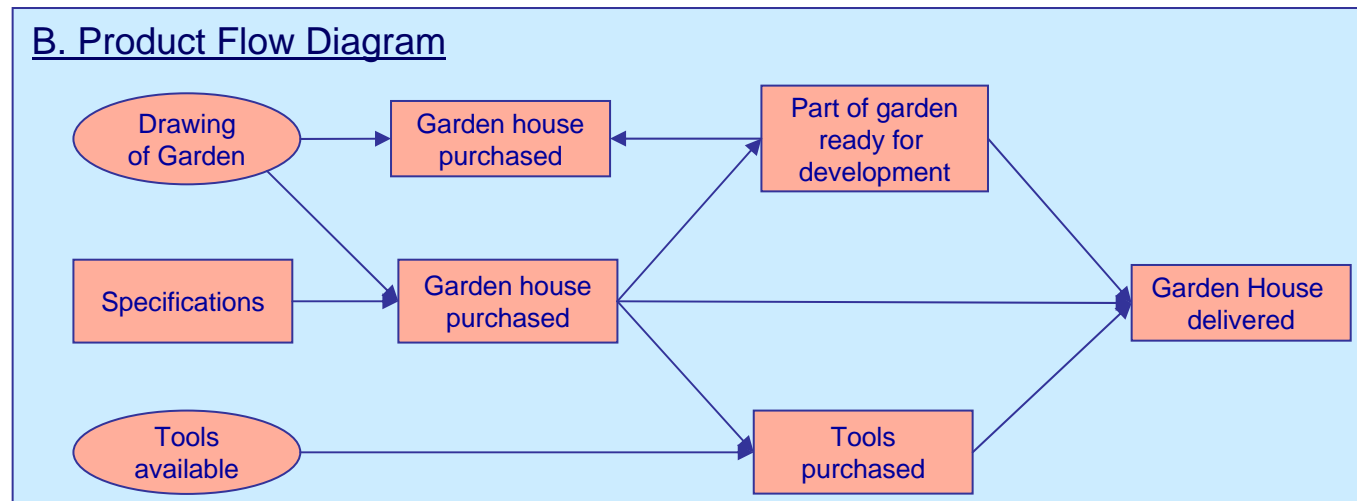
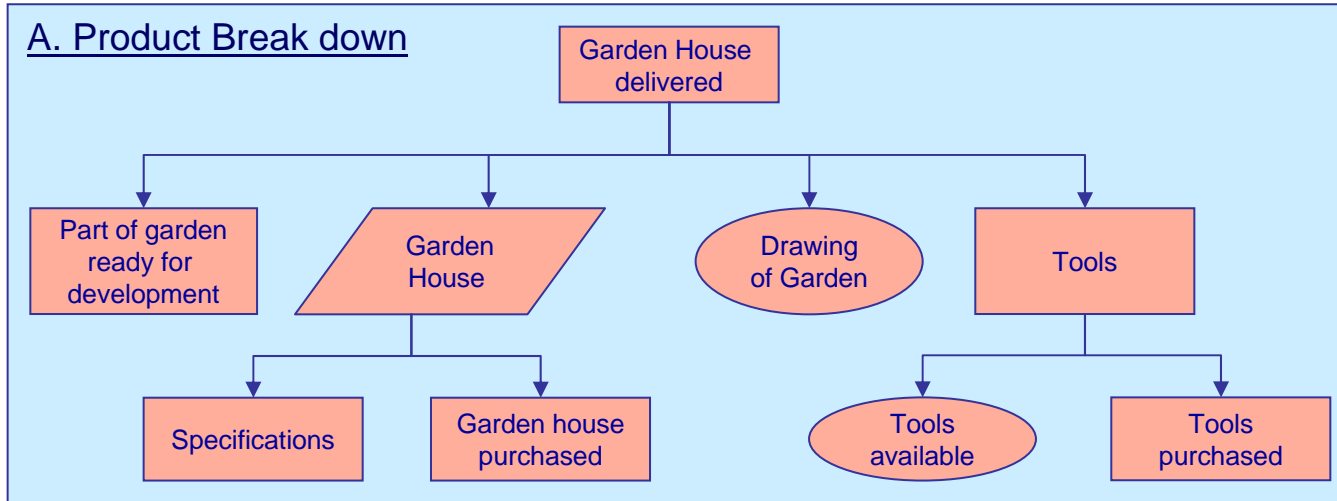


PM according to PRINCE2®

An example of a technique : Product Base Planning

3 Techniques

1. Product-based planning
2. Change Control
3. Quality review



PM according to PRINCE2®

Certification, Useful links

Certification

- PRINCE2: Foundation
- PRINCE2: Practitioner

Useful links

- Official site: <http://www.ogc.gov.uk/prince/>
- <http://www.prince2.com>
- <http://www.pm4success.com> (forum etc.)
- <http://vhpshop.com> (books)

- What is governance
- What sustains business alignment
 - Organization and roles
 - High level overview of the project flow
 - Business case is dynamic

What is IT Governance ?

Definition

IT Governance is the responsibility of the Board of Directors and Executive Management. It is an integral part of the enterprise governance and consists of leadership and organizational structures and processes that ensure that the organization's IT sustains and extends the organization's strategy and objectives.

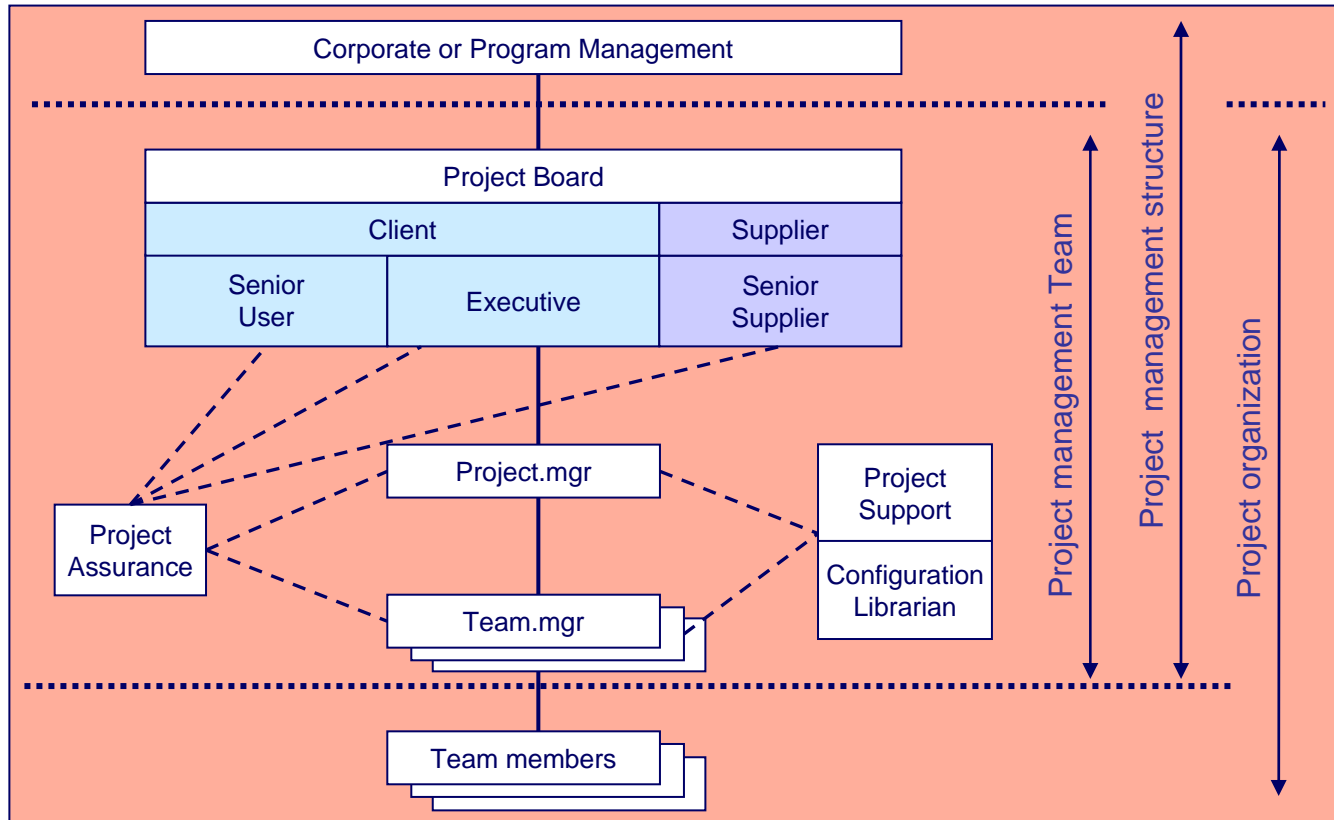
Focus on 5 areas

1. Strategic alignment
2. Resource management
3. Risk management
4. Performance
5. Measurement and value delivery

Following features of PRINCE2® sustain Business (Strategic) Alignment:

- The “Directing a Project” (Process)
- The Business Case (Component)
- The Project Organization (Component)

PM according to PRINCE2® Organization

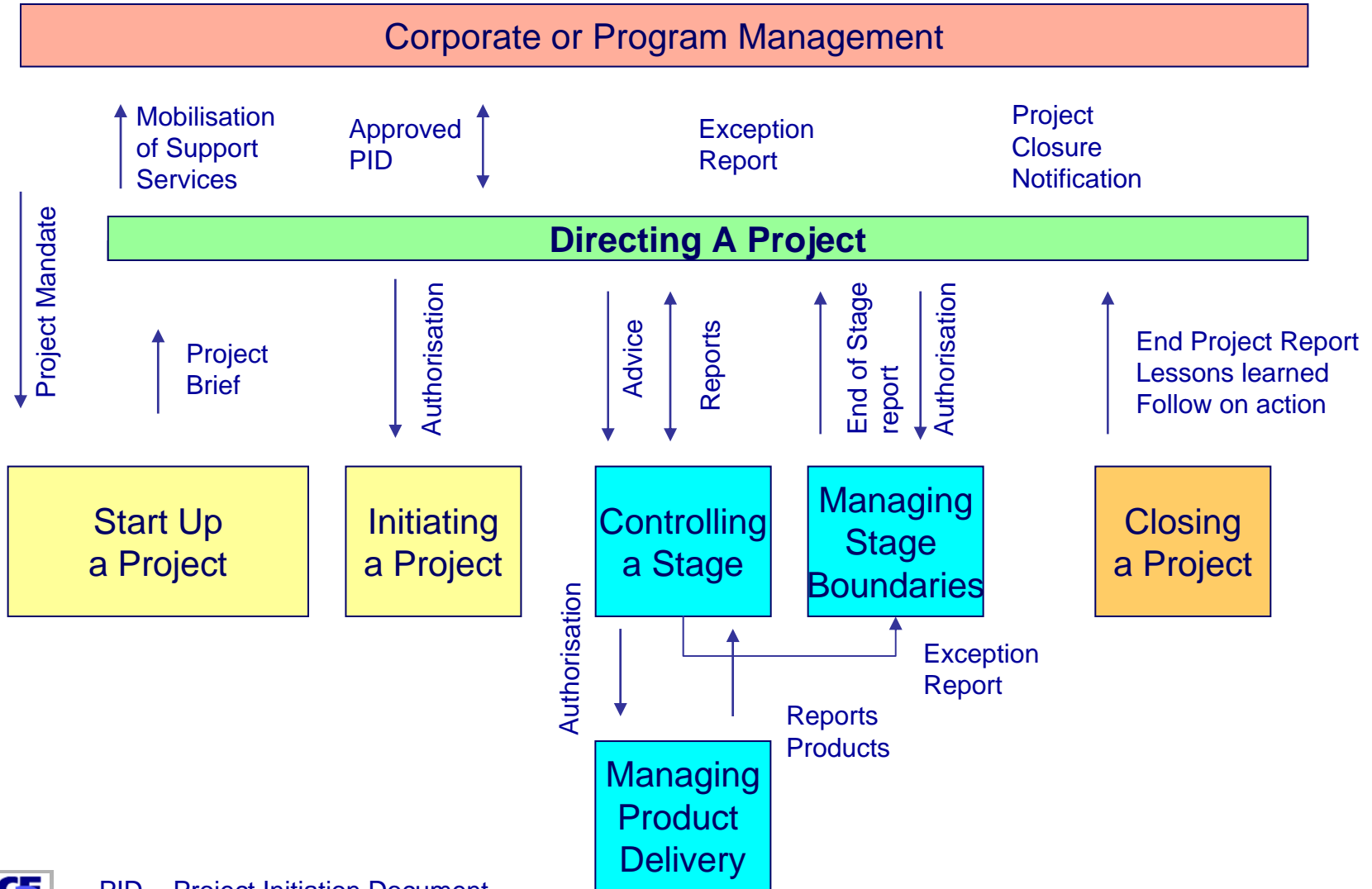


- **Executive**
 - Chairs the Project Board
 - Ultimately responsible for the project
 - **Owns the business case**
 - Briefs corporate and programme management
 - Commits and acquires financial resources
- **Senior User**
 - Provides user resources
 - Ensures that User requirements are met
 - Ensures that User benefits are met
- **Senior Supplier**
 - Represents the interests of those developing and maintaining the project's products
 - Responsible for integrity of supplied products
 - Commits and acquires supplier resources

- Manages the project on a day-to-day basis
- Normally from the Customer organization
- Responsible for ensuring that the project produces:
 - the required products
 - to the required standard of quality
 - within the specified constraints of time and cost
- Responsible for producing a result capable of meeting the business case
- Responsible for project support

PRINCE2® and IT Governance

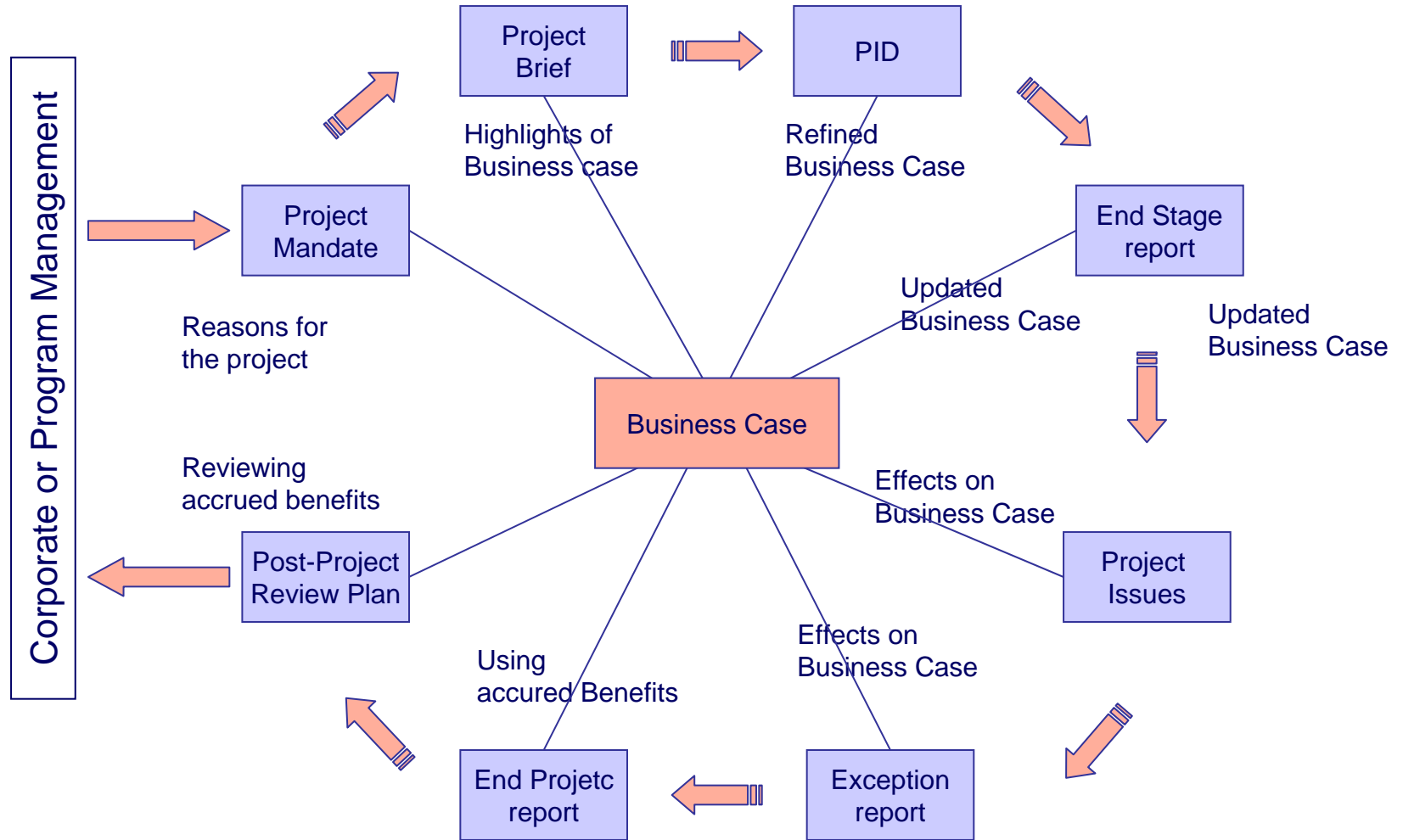
High level overview of flow



PID = Project Initiation Document

PRINCE2® and IT Governance

Business Case is dynamic



Basic approach

- The processes themselves
- The component : Control

Auditing a PRINCE2® Project

The processes

Controlled Start

- Project Mandate
- Project Brief
- P.I.D



Controlled Progress

- Work Package
- Tolerance
- Product Descriptions
- Project Issues
- Change Control
- Risk Log
- Quality Control
- Exception Reports
- Highlight Reports
- Checkpoint
- Plans
- End Stage Reports
- Daily Log



Controlled Close

- Lessons Learned Report
- End Project Notification
- Acceptance Certificate
- End Project Report
- Follow-on Action Recom.
- Post-Project Review

+ Stages

Auditing a PRINCE2® Project

Controls

- Project Initiation Meeting – the formal start of the project
- Project Initiation Document (PID) – the project baseline
- Highlight Reporting – stage status
- End Stage Assessment – continue/stop
- Tolerance – time & cost triggers
- Mid Stage Assessment – approve exception plans
- Work Package Authorisation & Assessment – product control
- Project Closure – orderly close-down
- Checkpoints – product status
- Quality Reviews – product control
- Configuration Management – project issues, product tracking, filing



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Presenting the Project Management Institute and the PMI Belgium Chapter

Brussels
November 14, 2007



Project Management Institute

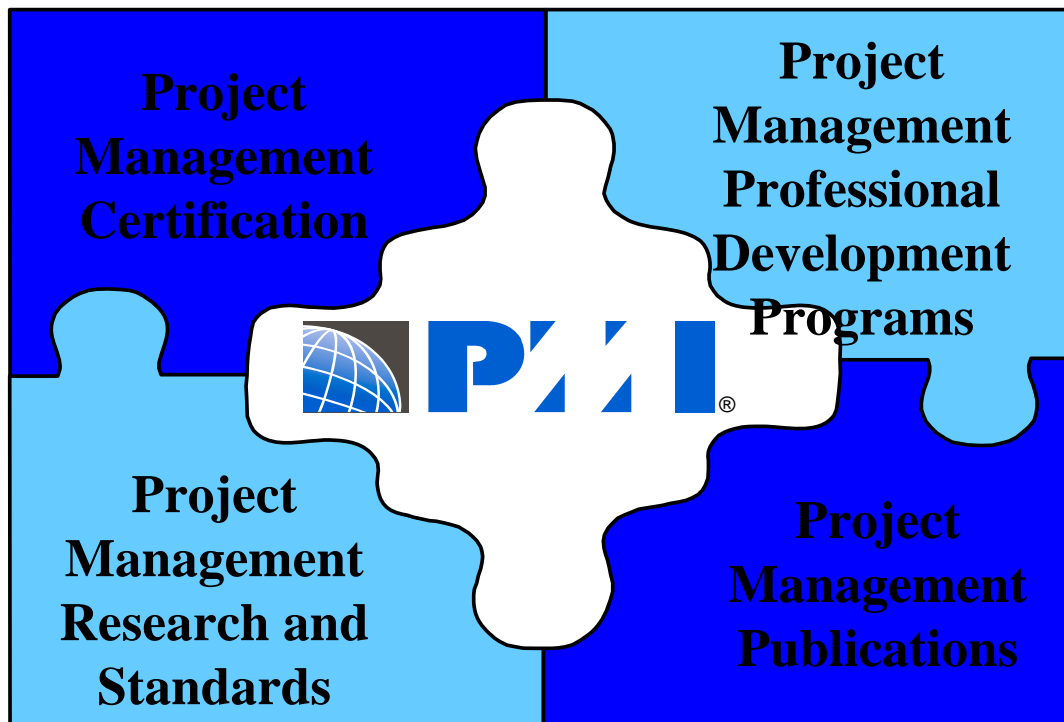
- Not-for-profit professional association
- Established in 1969
- Global Organization
- Over 240,000 members worldwide
- Members in approximately 160 countries (300 chapters)

PMI Belgium - Vision

The PMI Belgium Chapter, an active organization of Project Managers, serves the business community of Belgium through the advancement of Project Management.



PMI Products & Services



PM Research & Standards

- Current standards

- A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Third Edition
- Government Extension to the PMBOK® Guide Third Edition
- Practice Standard for Earned Value Management
- Practice Standard for Project Configuration Management
- Practice Standard for Work Breakdown Structures – Second Edition
- PM Competency Development Framework
- The Standard for Portfolio Management
- The Standard for Program Management
- Organizational Project Management Maturity Model (OPM3)

PM Research & Standards

- PMI Standards under development
 - Construction Extension to the PMBOK® Guide Third Edition (Q4 2007)
 - A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition (Q4 2008)
 - Practice Standard for Project Estimation
 - Practice Standard for Project Risk Management (2008)
 - The Standard for Program Management – Second Edition (Q4 2008)
 - The Standard for Portfolio Management – Second Edition (Q4 2008)
 - Organizational Project Management Maturity Model (OPM3®) – Second Edition (Q4 2008)
 - Unified Project Management Lexicon (Q4 2008)

PMI Publications

- PMI Online Bookstore
- PMI Knowledge & Wisdom Center
- Periodicals
 - Quarterly Project Management Journal®
 - Monthly PM Network®
 - Monthly PMI Today®



PMI Certification

- **Certified Associate in Project Management (CAPM®)**
 - project management practitioner who has demonstrated fundamental project management knowledge and experience

- **Project Management Professional (PMP®)**
 - demonstrated experience
 - demonstrated education
 - pass examination
 - agree to abide by the Code of Professional Conduct
 - satisfy all elements of the Continuing Certification Requirements Program (60 PDUs in 3-year cycle)

- **Program Management Professional (PgMP®)**
 - hold a Bachelor's degree, a global equivalent or higher degree and four years of professional program management experience
 - Have at least four years project management work experience
 - familiar with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and The Standard for Program Management – First Edition
 - pass examination
 - agree to abide by the Code of Professional Conduct
 - satisfy all elements of the Continuing Certification Requirements Program



Professional Development Programs

- Chapters

- Chapters advance the mission and objectives of PMI by promoting professional standards and practices. Ongoing professional development is a key benefit to membership and is supported at the chapter level through activities, meetings, and educational programs.
- 300 chapters geographically dispersed

- Specific Interest Groups (SIGs)

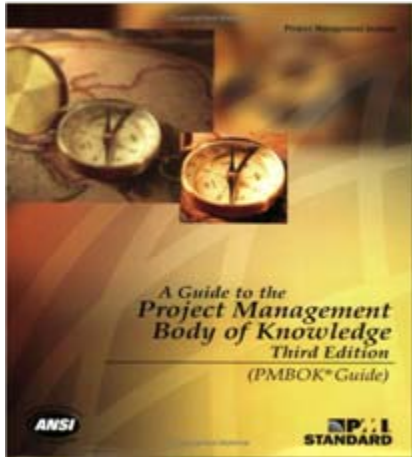
- SIGs give members access to project management practitioners from similar industries and who share professional interests
- 30 SIGs focusing on particular project management challenges and concerns

Project Management according to PMI

- Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.
- PMBOK® provides information needed to initiate, plan, execute, monitor and control, and close a single project

Project Management according to PMI

- Provides basic structure for understanding project management and the environment in which projects operate
- Generalized view of how various project management processes commonly interact centered around 9 knowledge areas...
 - Project integration management
 - Project scope, time & cost management
 - Project risk, quality, HR, communications & procurement management
- ...each project will be subject to similar project management processes or phases.



Project Management according to PMI

| Process Groups | Initiating | Planning | Executing | Controlling | Closing |
|----------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------|-----------------------------|
| 4. Project Integration Management | | 4.1 Project Plan Development | 4.2 Project Plan Execution | 4.3 Integrated Change Control | |
| 5. Project Scope Management | 5.1 Initiation | 5.2 Scope Planning 5.3 Scope Definition | | 5.4 Scope Verification 5.5 Scope Change Control | |
| 6. Project Time Management | | 6.1 Activity Definition 6.2 Activity Sequencing 6.3 Activity Duration Estimating 6.4 Schedule Development | | 6.5 Schedule Control | |
| 7. Project Cost Management | | 7.1 Resource Planning 7.2 Cost Estimating 7.3 Cost Budgeting | | 7.4 Cost Control | |
| 8. Project Quality Management | | 8.1 Quality Planning | 8.2 Quality Assurance | 8.3 Quality Control | |
| 9. Project Human Resource Management | | 9.1 Organizational Planning 9.2 Staff Acquisition | 9.3 Team Development | | |
| 10. Project Communications Management | | 10.1 Communications Planning | 10.2 Information Distribution | 10.3 Performance Reporting | 10.4 Administrative Closure |
| 11. Risk Project Management | | 11.1 Risk Management Planning 11.2 Risk Identification 11.3 Qualitative Risk Analysis 11.4 Quantitative Risk Analysis 11.5 Risk Response Planning | | 11.6 Risk Monitoring and Control | |
| 12. Project Procurement Management | | 12.1 Procurement Planning 12.2 Solicitation Planning | 12.3 Solicitation 12.4 Source Selection 12.5 Contract Administration | | 12.6 Contract Closeout |

Project Management according to PMI

- Project Integration Management
- ...describes the process required to ensure that the various elements of the project are properly coordinated. It consists of project plan development, project plan execution and integrated change control



Project Management according to PMI

- Project Scope Management
- ...describes the process required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. It consists of initiation, scope planning, scope definition, scope verification and scope change control

Project Management according to PMI

- Project Time Management
- ...describes the process required to ensure timely completion of the project. It consists of activity definition, activity sequencing, activity duration estimating, schedule development and schedule control

Project Management according to PMI

- Project Cost Management
- ...describes the process required to ensure that the project is completed within the approved budget. It consists of resource planning, cost estimating, cost budgeting and cost control



Project Management according to PMI

- Project Quality Management
- ...describes the process required to ensure that the project will satisfy the needs for which it was undertaken, It consists of quality planning, quality assurance and quality control



Project Management according to PMI

- Project Human Resources Management
- ...describes the process required to make the most effective use of the people involved with the project. It consists of organizational planning, staff acquisition and team development



Project Management according to PMI

- Project Communications Management
- ...describes the process required to ensure timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information. It consists of communications planning, information distribution, performance reporting and administrative closure

Project Management according to PMI

- Project Risk Management
- ...describes the processes concerned with identifying, analyzing and responding to project risk. It consists of risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control

Project Management according to PMI

- Project Procurement Management
- ...describes the processes required to acquire goods and services from outside the performing organization. It consists of procurement planning, solicitation planning, solicitation, source selection, contract administration and contract closeout

Business alignment

- Bi-directional relationship company – project
- Corporate Governance level (strategy)
 - Implementing strategy through projects and programs
 - Several associated projects contributing to the achievement of strategic plan (OPM3®)
 - Project management exists in a broader context (type of organization, project interdependencies)
 - Program management, portfolio management and program management office (PMI Standards for Program Management and for Portfolio Management)
- Project Governance level (tactical)
 - Project charter (how)
 - Project plan (who and when)
 - Controlling processes

Business alignment

- Corporate Governance level (strategy)
 - Implementing strategy through projects and programs
 - **Organizational Project Management?** Organizational project management is the systematic management of projects, programs, and portfolios in alignment with the achievement of strategic goals
 - **OPM3®** bridges the gap between organizational strategy and successful projects



Business alignment

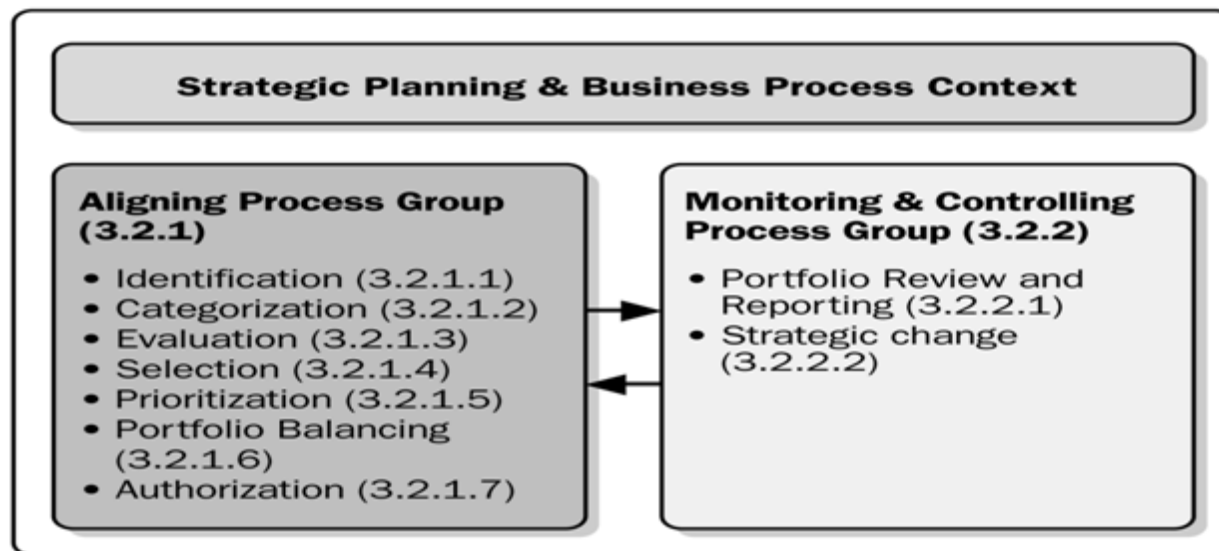
- **PMI Standards for Program Management / Portfolio Management (2006)**



- **PPM applications** address a majority of the nine areas described in the Project Management Institute's "Project Management Body of Knowledge"

Business alignment

– Portfolio Management Groups



Business alignment

– Program

A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program.

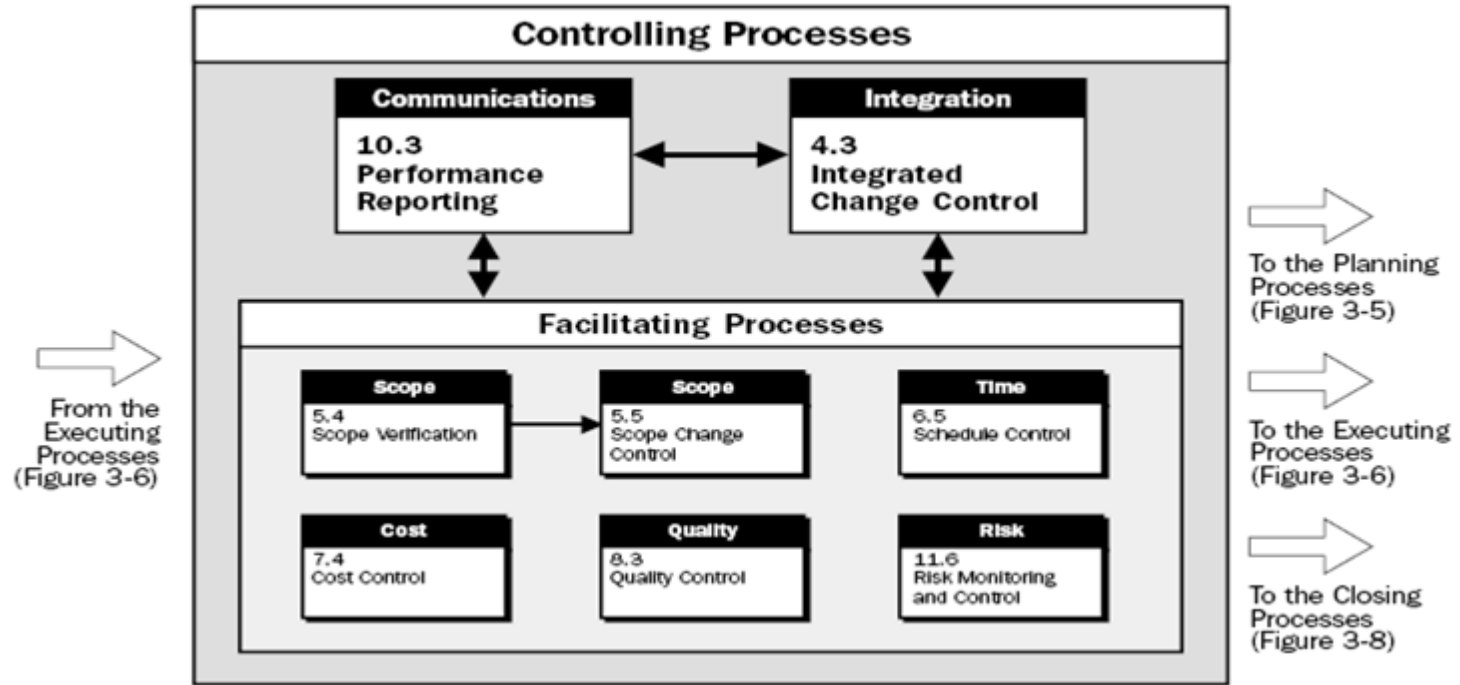


Business alignment

- Project Governance level (tactical)
 - Project Charter
 - Project plan
 - Controlling processes



Business alignment



Auditing a project

Chapter 8—Project Quality Management

- .3 **Checklists.** A checklist is a structured tool, usually item specific, used to verify that a set of required steps has been performed. Checklists may be simple or complex. They are usually phrased as imperatives (“Do this!”) or interrogatories (“Have you done this?”). Many organizations have standardized checklists available to ensure consistency in frequently performed tasks. In some application areas, checklists are also available from professional associations or commercial service providers.
- .4 **Inputs to other processes.** The quality planning process may identify a need for further activity in another area.

8.2 QUALITY ASSURANCE

Quality assurance is all the planned and systematic activities implemented within the quality system to provide confidence that the project will satisfy the relevant quality standards (6). It should be performed throughout the project. Prior to development of the ISO 9000 Series, the activities described under quality planning were widely included as part of quality assurance.

Quality assurance is often provided by a Quality Assurance Department or similarly titled organizational unit, but it does not have to be.

Assurance may be provided to the project management team and to the management of the performing organization (internal quality assurance), or it may be provided to the customer and others not actively involved in the work of the project (external quality assurance).

| Inputs | Tools & Techniques | Outputs |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <ul style="list-style-type: none"> .1 Quality management plan .2 Results of quality control measurements .3 Operational definitions | <ul style="list-style-type: none"> .1 Quality planning tools and techniques .2 Quality audits | <ul style="list-style-type: none"> .1 Quality improvement |

8.2.1 Inputs to Quality Assurance

95 (104 van 105)

Zoeken in PDF

Klaar met zoeken naar:
project audit

Totaal aantal gevonden:
0

Nieuwe zoekopdracht

Resultaten:

Gereed

Geavanceerde zoekopties gebruiken

Een woord zoeken in het huidige PDF-document

Auditing a project

- PMBOK® extracts:
 - “Inspection includes activities such as measuring, examining, and testing undertaken to determine whether results conform to requirements. Inspections are variously called reviews, product reviews, audits, and walkthroughs; in some application areas, these different terms have narrow and specific meanings” (technique for scope verification)
 - “Audit the items and system to verify conformance to requirements” (configuration management)
 - PMBOK®2000 “Quality audit structured review of other quality management activities, with an objective of identifying lessons learned that can improve performance of this project or other projects within the performing organization” (tool for quality assurance)
 - PMBOK®2004 “A structured independent review to determine whether project activities comply with organizational and project policies, and procedures”...it is a quality management tool
- In practice there are many different terms used for the audit: project audit, project quality audit, quality assurance audit, quality assurance review, quality control audit, project assessment, gateway reviews, post-implementation audit, etceteras. Key is determining the objective of the audit (in the announcement letter and the audit program).

Auditing a project

- PMBOK® may be used as project management framework against which to audit the project
 - Is the project still aligned with the initial goals? (scope management, quality management and procurement management)
 - Is the project under control in relation to the budget? (cost management)
 - Will the project deliver on time? (time management and human resource management)
 - Where are the problems? (project integration management and quality management)
 - Any risks? (risk management)
- When auditing a project the following needs to be considered (non-exhaustive):
 - Project lifecycle
 - Project control functions are a key area to investigate (managing issue, risk and change control processes are particularly troublesome)
 - Project outputs per project management process

Auditing a project

- Alternative approaches

- Audit projects individually
- Audit project management (governance) processes
- Audit project deliverables

- Challenges

- Projects are unique
- Projects are high-volatility
 - Forget about planning your work
- Projects are high-velocity
 - Lot's of moving parts
 - Audit can significantly impact project progress
- Perception is reality
- Project auditing is a specialist activity
 - Auditors must understand how project parts fit and affect each other



Q&A

- Thanks for listening
- For more information
www.pmi.org
www.pmi-belgium.be
- Feel free to contact me

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Training & Events
 PMI Global Congresses:
 > North America: 18-21 Oct 2008
 > Latin America: 12-14 November
 > Asia Pacific: 3-5 March 2008
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 PgMPSM Credential Launches 1 October 2007
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 New online tool helps PMI members develop a career plan
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 Two SeminarsWorld[®] events left in 2007: Scottsdale, AZ, USA, and San Diego, CA, USA
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 PMI launches a career path tool for organizations
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