





QUALITY GOVERNANCE
Transforming IT into Business Value

Control in the Project World - does Prince2 work ?

René Schaap – SQS Netherlands
<http://www.sqs-group.com/>



Project Management methods



- n Prince2 – Office of Government Commerce
- n EVO – Evolutionary Project Management
- n Project Management Body of Knowledge
- n Agile Project Management Method for ERP
- n

All want to control the project !

SQS Netherlands Version 1.0 – May 2005 2



Principles Prince2



- n **Projects are executed in Changing Environments**
 - o The only constant factor: change
- n **Projects are only successful when all involved parties are satisfied**
 - o Communication, clear agreed goals subjected to change
- n **Successful projects are 'business driven'**
 - o Communication, involvement of the right people
- n **Cooperation between all involved parties is a key success factor**
 - o Communication, information / documentation
- n **Not restricted to IT**

Control the project !



Control / Information



- n **Control is based on accurate, complete and trustworthy information**
- n **We need data / information !**
 - o Criteria on data / information
 - l Accurate, complete, trustworthy
 - l Approvals, versioning, release, disposal
- n **Information is our most valuable asset !**
 - o We cannot manage our project, product or service without information about these projects, products and services.
 - o Imagine a project without any information (documentation / reports)
 - l How do you agree with your customer



Information / Communication



n Sources of information

- Verbal information (knowledge, experience)
- Information on paper
 - ┆ Formal documents, work papers, books
 - ┆ Records, minutes,
- Electronic information
 - ┆ E-mail, documents, manuals, ...

What would you prefer to take actions on ?

Imagination



*"Imagination is more important than knowledge.
Knowledge is limited. Imagination encircles the world."*

Albert Einstein {1879 - 1955}

"It followed from the special theory of relativity that mass and energy are both but different manifestations of the same thing -- a somewhat unfamiliar conception for the average mind. Furthermore, the equation E is equal to $m c^2$, in which energy is put equal to mass, multiplied by the square of the velocity of light, showed that very small amounts of mass may be converted into a very large amount of energy and vice versa. The mass and energy were in fact equivalent, according to the formula mentioned before. This was demonstrated by Cockcroft and Walton in 1932, experimentally."



Attention points in presentation



n Prince2 – PRojects IN Controlled Environments

- o Configuration Management addressed in Prince2
- o Controlled environment versus Changing environment
- o PSO / Librarian

n Do we need more methods and does Prince2 work ?



Office of Government Commerce

PRINCE® is a registered trade mark of OGC

CM in Prince2



n One of the 8 components described in Prince2

n Described as a very standard process

- o Identification, control, status accounting, audit, planning

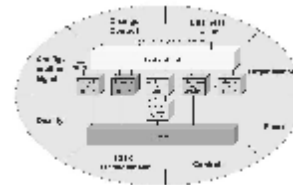
n Referenced throughout the books/guides

- o Tasks librarian, configuration Item records, CMDB, issue log
- o Physical products, project & product documents

n CM plan as part of the Project Quality Plan


- o Quality plan part of the Project Initiation Document (PID)

**It is all there,
but if you don't know CM,
you might miss the point of CM.**





Prince2 roles




- n Executive (Senior Responsible Owner)
- n Project Board
 - o Senior User
 - o Senior Supplier
- n Project Manager
- n Team Manager
- n Project Support
- n Project Assurance
- n Configuration Librarian
- n Project Support Office (PSO)
 - o a central pool of skilled resources
 - o administration, advice

Configuration Manager not mentioned
- Do we need another manager ?
- Project Mngr ↔ Config Mngr
is this a Challenge or a problem ?

SQS Netherlands Version 1.0 – May 2005 9

Configuration Librarian



- n Custodian and Guardian of all master copies of the project's products
 - o Tasks include:
 - l receive, identify, issue and store all project products
 - l maintain product Issue Log information
 - l provide status information on all products
 - l assist the Project Manager in creating the Configuration Management Plan
 - l product status accounting reports
 - l assist in Configuration Audits
- n The title given to the person (or group) operating the Configuration Management method is Configuration Librarian

Sources: <http://www.crazycolour.com>
<http://www.csis.ul.ie>
<http://www.pmforum.org>

SQS Netherlands Version 1.0 – May 2005 10



Dictionary Definition of Librarian



Source: <http://dict.die.net/librarian/>

librarian n : a professional person trained in library science and engaged in library services [syn: bibliothec]

Source: *Webster's Revised Unabridged Dictionary (1913)*

Librarian \Li*bra*ri*an\ ([-i]*br[=a]*r[i^]*an), n. [See Library.]

1. One who has the care or charge of a library.
2. One who copies manuscript books. [Obs.] --Broome.

Source: <http://www.allwords.com/>

Someone who works in a library or is in charge of a library.

Dutch: bibliothecaris (m), de bibliothecaresse (f) (de)

French: bibliothécaire (m/f)

German: Bibliothekar (m)

Italian: bibliotecario

Spanish: bibliotecario

Role Configuration Librarian (1)



Source: http://www.ogc.gov.uk/sdtkdev/examples/HMCE/Roles/configuration_librarian.htm

- n Assist Configuration Manager in preparing the Configuration Management Plan
- n Create an identification scheme for Configuration Management libraries
- n Create libraries or other storage areas to hold Configurable Items
- n Assist in the identification of products and Configuration Items
- n Maintain current status information on Configuration Items
- n Accept and record the receipt of new or revised configurations into the appropriate library
- n Archive superseded Configuration Item copies
- n Hold the master copies
- n Issue copies of products for review, change, correction or information when authorised to do so
- n Maintain a record of all copies issued
- n Notify holders of any changes to their copies
- n Collect and retain information that will assist in the assessment of what Configurable Items are impacted by a Change to a product
- n Assist in conducting configuration audits



Role Configuration Librarian (2)



Source: <http://www.maxwideman.com/papers/comparing/roles.htm>

n **Configuration Librarian** is a role responsible as custodian and guardian of all master copies of the project's products. It also maintains the project's issue log. Although this refers primarily to management documents and product documentation, rather than physical objects, nonetheless it is not a trivial task on most projects. It includes controlling the receipt, identification, storage and retrieval of all such documents, providing information on the status of all projects, as well as numbering, recording, distributing and maintaining the project's issues records. The role is part of project support.

Librarian à information management specialist

Delivery / Release



n Internal deliveries / Test deliveries / prototypes

- o Do we freeze information ?
- o How do we handover products + information ?
 - l Who keeps track of it ?
- o What is the role of the librarian ?

n After the final delivery - Project closure

- o Who shuts off the light
- o What do we leave for maintenance



Does Prince2 work ?



n Yes, but

o Can we handle Prince2 ?

l It is only describing processes and techniques

l What about the technology used ?

m Do we control the environment ?

l What about people management ?

m Do we control the people ?

Controlled environment



n PRojects in Controlled Environments

n Prince2 is used in a changing world

How controlled is our environment to support this changing environment

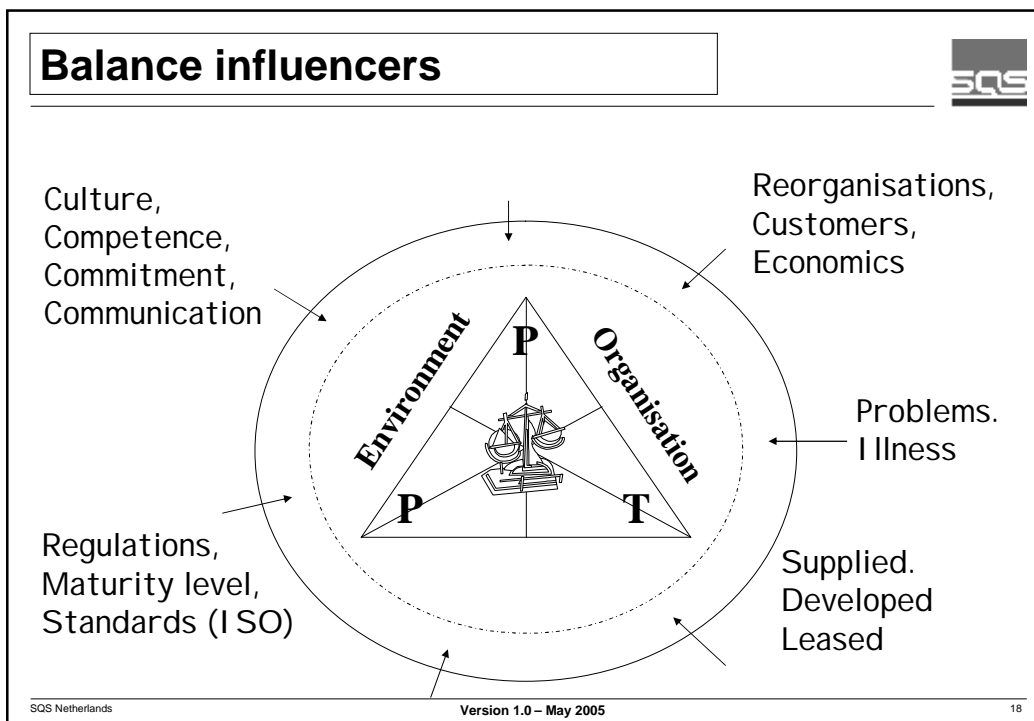
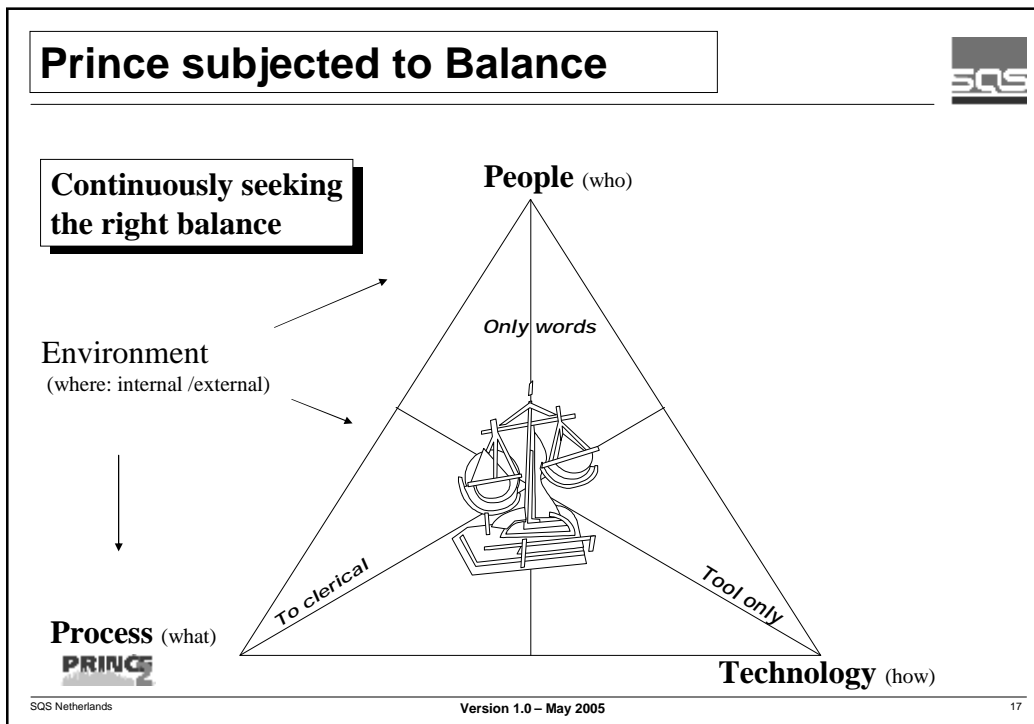
n Who controls the working environment

o IT infrastructure – hardware, software, applications, development tools

o Office equipment, faxes, etc.

o Facilities

o





Prince2 Maturity Model (P2MM)

n Based on OGC Project Management Maturity Model (PMMM)

n Also comparable with CMM / CMMi

- o But only 3 levels – initial, repeatable, defined
- o Configuration Management on level 2

Level	PMMM	Level	P2MM
1 Initial	Can the organisation recognise projects and run them differently to its ongoing business?	1	As PMMM
2 Repeatable	Does the organisation ensure that each project is run with its own processes and procedures to a minimum specified standard?	2	PRINCE2 is adopted by projects within the organisation, but is applied inconsistently across projects within the organisation.
			Additional areas can be assessed to bring assessment in line with PMMM Level 2
3 Defined	Does the organisation have its own centrally controlled project processes and can individual projects flex within these processes to suit the particular project?	3	PRINCE2 has been allowed to align to other organisational processes and is the adopted standard for all projects within the organisation.
			Additional areas can be assessed to bring assessment in line with PMMM Level 3

SQS Netherlands
Version 1.0 – May 2005
19

Conclusion

n Prince2 is a useful project management method

- o Using a project management method can have lots of benefits

n Configuration Management is an integral part of the method

- o We all know we can't do without

n Librarian is seen too often as just an administrative employee

- o Not as an expert in CM
- o Have often only minor responsibilities
- o In IT development projects it's the person filling documents

n Start a project with skilled and competent CM persons

- o On average 1 fulltime per 25 project members (non PSO)

**The project manager is the heart of the project but
a CM team are the lungs – they supply the oxygen to survive**

SQS Netherlands
Version 1.0 – May 2005
20



Questions ?



Thanks for your attention

Have a nice 2005 Conference