Presentation to the Educause Project Management Constituent Group

April 16, 2013

The PRINCE2™ Project Management Methodology

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Director, Office of Continuous Improvement
Agenda

- The University of Manitoba and the Office of Continuous Improvement
- What is PRINCE2?
- Why PRINCE2 for the OCI?
- PRINCE2 and the PMI PMBOK
- Questions
Background
Manitoba
UofM - by the numbers

• Founded in 1877
• The region’s largest and only research intensive university offering over 90 degrees, diplomas, and certificates
• Over 29,000 total student enrolment
• International students represent 11.2% of the student body representing 104 countries.
• Over 2,000 self-declared Indigenous students
• Over 8,500 staff members
• 2 campuses
• 20 faculties and schools
Office of Continuous Improvement

• The University engaged Pricewaterhouse in 2009 for assessment of service delivery in a number of areas, resulting in the ROSE program.

• PwC led the Assessment (2009) and Design (2010) phases of the program.

• As part of the Design phase, one of PwC’s recommendations was to create an internal capability to:
  • perform delivery of on the existing ROSE initiatives
  • deliver future initiatives identified during the Assessment phase
  • continue to assess and identify new opportunities within the university for operational and organizational improvements

• The Office of Continuous Improvement (OCI) was created in February 2011.

• In addition to the ROSE projects, the OCI has now been resourced to other academic and IT related projects
What is Continuous Improvement?

“Continuous improvement is an ongoing effort to improve products, services or processes. These efforts can seek “incremental” improvement over time or “breakthrough” improvement all at once.”

- American Society for Quality

Kaizen - “change for the better”
OCI’s Vision

The University of Manitoba embraces a culture of continuous improvement.

OCI’s Mission

The Office of Continuous Improvement is an internal professional practice leading continuous and sustainable improvement initiatives by enabling, mentoring, energizing and collaborating with the University and external resources.
Services

Program & Project Management

Office of Continuous Improvement

Process Improvement

Benefits Realization Planning

Portfolio Management

Advisory & Coaching
Project & Program Maturity Curve

Project Program Portfolio Management Maturity Curve - Illustrates Increasing PPM Management Maturity

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OCI’s Strategy and Tactical plan points

Attain a project/program management organizational and process maturity level 3 within 5 years.

1. Engage levels of management and secure support with adoption

2. Complete an assessment of the OCI’s capabilities, determine maturity gaps and develop a plan to move towards Level 3 maturity

3. Implement PRINCE2™ as a project management methodology
   - Practitioner Level education on PRINCE2 for all OCI staff and other units interested
   - Foundation level and executive overview training to other units
   - Develop practices & templates
   - Begin use of new methodology on new projects
Approach

1. Selected PRINCE2 as our unit’s project management methodology

2. Provide core methodology training to OCI staff

3. Establish the project board & team from our staff

4. Create an implementation plan, communication strategy, change management approach, etc to deploy use of PRINCE2
What is PRINCE2™?
Project Management Methodologies

• One of many elements of a mature program/project delivery organization is a comprehensive and adaptive methodology built around a framework:
  
  • Built In-house
  • Licensed from organizations (Bates, Ten Step)
  • Brought in with consultant (ex. IBM, PwC) or toolsets (ex. Oracle/Primavera, MS Project Server)
  • Public domain
    • PRINCE2™
What is PRINCE2?
What is PRINCE2?

- **PRojects IN a Controlled Environment**
- **1975** - PROMPT developed by a private I/T firm in the U.K.
- **1979** - PROMPTII developed and adopted by U.K. government CCTA (now the Office of Government & Commerce – OGC) as the standard for all government I/T projects
- **1989** – methodology updated and renamed PRINCE
- **1996** - methodology updated to be a generic project management methodology and renamed PRINCE2. Adopted by the UK Government as the standard for all government projects
- **2009** – current version was released
- **2010** – Responsibility and custodianship of PRINCE2 (and other associated standards) moved from the OGC to the Cabinet Office
What is PRINCE2?

- Is the project management standard in the UK; used extensively by the UK Government and is widely recognized and used in both public and private sections in the UK and internationally.
- ITIL and ISO9001 compliant.
- A globally recognized project management methodology

- The APM Group (APMG) has been granted delegated authority by the Cabinet Office to manage and issue accreditation for PRINCE2
In use around the world

Map reflects where number of inquires to pm4success site, which can only be done by certified Foundation or Practitioner PRINCE2 individuals. Courtesy of ClusterMaps
Structure of PRINCE2

Managing Successful Projects with PRINCE2™ (2009 ed.)
Structure of PRINCE2

• Principles
  Guiding obligations and good practices which determine whether the project is genuinely being managed using PRINCE2. Unless all seven principles are applied the project is not a PRINCE2 project*.

• Themes
  Describe aspects of project management that must be addressed continually and in parallel throughout the project. The seven themes explain the specific treatment required by PRINCE2 for various project management disciplines and why they are necessary*.

• Processes
  Describe a step-wise progression through the project lifecycle, from getting started to project closure*.
The seven *principles* of PRINCE2

- Continued ‘business case’ justification
- Defined project organization, roles & responsibilities
- Focus on *Products* (i.e. deliverables)
- Scalable and tailored to project size, need & environment
- Manage by *Stages*.
- Manage by exception (management within tolerances)
- Learn from experience
The seven *themes* of PRINCE2

- Business Case
- Organization
- Quality
- Plans
- Change
- Progress
- Risk
The Three Interests in a Project

- **User**
- **Supplier**
- **Functional or Service Area (‘Business’)**
The Three Interests in a Project

• Functional/Service/Business Interest
  – The project will require an investment of time and money. The same project’s result/deliverable should also create an outcome that will drive positive benefits for that investment. Thus, there has to be an interest from the functional/business viewpoint to ensure that these two prerequisites exist before a commitment to any project is made and that these two factors remain within acceptable parameters throughout the project.

• User Interest
  – There will be an individual, group or groups of stakeholders for whom some or all of the following will apply:
    • They will use the final result/outcome/deliverable
    • The result/outcome/deliverable will achieve an objective for them
    • They will use the end result/outcome/deliverable to deliver benefits
    • They will be impacted by the project result/outcome/deliverable.
    • The user interest is needed to specify the desired outcome and ensure that the project delivers it. These user group(s) will be impacted by the project and who may have to change the way they work given the deliverables resulting from the project

• Supplier Interest
  – The creation of the end product will need resources with certain skills. Participation is needed from one or more internal and/or external suppliers of resources, technology and knowledge to provide the necessary skills, talent and expertise to create the planned result/deliverable of the project.
Governance

Senior Management OR Program Management

Project Executive (1 person)

Senior User(s) (1-2 persons)

Senior Supplier(s) (1-2 persons)

(Project Board)

Change Authority

Project Manager

Team Manager(s)

Team Member(s)

Project Assurance

Project Support
The seven *processes* of PRINCE2

http://www.projectdirectors.org/2012/11/the-7-principles-of-prince2.html
Why PRINCE2?
Why PRINCE2?

• Meets our needs of developing maturity in project management:
  – PRINCE2 is a mature process
  – consistent, scalable, repeatable processes

• PRINCE2 was created within the U.K. government organization and culture, and is being used in all industries including PSE
  – Generic to any type of project as it separates the management aspects of the project from the specialist (industry) outcomes

• Internationally recognized “best practice”
  – Proven
  – Supported by a numerous consulting organization
  – Formal training and certification exists

• Non-proprietary i.e. free to use!
Certification Options

• PRINCE2 Foundation Certificate:
  – 3 days training
  – Delivers PRINCE2 knowledge, terminology
  – 1 hour, multiple choice exam

• PRINCE2 Registered Practitioner:
  – 2 additional days training (usually a 5 day, combined, class)
  – Delivers PRINCE2 application, scalability
  – 2.5 hour, “Objective Testing” paper
Why PRINCE2?

• Addresses common project problems
  – Unclear and sometimes misaligned roles
    • Role-based governance and explicate recognition of project responsibilities
  – A lack of acceptance criteria
    • Emphasis on quality
  – Unclear and ambiguous deliverables for the project
    • Product-based planning
  – Project management by management, but little time available
    • Management by exception
  – Is there still value in doing this project?
    • Business Case focus

• Still relatively new within Canada:
  – Everyone here will generally be starting at same level of understanding
Why PRINCE2?

- Integration with other best practices

The Right Projects and Programs

Projects and Programs Done the Right Way

IT Service Management
PRINCE2™ and the PMBOK®
PRINCE2™ is a *methodology*, not a *framework*

- PRINCE2 does not address all areas of project management. There are broader aspects of project management, beyond the scope of a methodology:
  - Stakeholder Analysis & Communications
  - People management techniques (motivation, team leadership, etc.)
  - Generic planning techniques & tools (CPM, Gantt charts, Earned Value)
  - Organizational Impacts
  - Creation and management of corporate quality management and quality assurance techniques
  - Procurement (PRINCE2 works within the context of a contract)
The PMBOK® is a framework, not a methodology

- A sum of ‘generally accepted’ project management knowledge and principles
- The PMBOK is a common lexicon of project management terms
- “the PMBOK Guide is neither a textbook, nor a step-by-step, or “how to” type of reference” PMI Today, Feb 2006
- “that is our speciality: frameworks, not methodologies” Greg Balestrero, CEO, PMI, REP Breakfast meeting, October 19th 2008
- “The PMBOK identifies the ‘Project Management Methodology’ as tool within the overall PMBOK framework:
  - “…this is a guide rather than a specific methodology. One can still use different methodologies and tools (e.g. agile, waterfall, PRINCE2) to implement the project management framework.” PMBOK 5th Edition, Chapter 1.1, pg. 2
PRINCE2™ and the PMBOK®

• Complementary Objectives

• PMBOK:
  • Generally it is descriptive – “know”
  • More focused on principles
  • It is a Framework

• PRINCE2:
  • Generally it is prescriptive – “do”
  • More focused on procedures
  • It is a Methodology

• Project Managers benefit from both
# PRINCE2™ and the PMBOK®

<table>
<thead>
<tr>
<th>PRINCE2</th>
<th>PMBOK</th>
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<tbody>
<tr>
<td>Worldwide adoption</td>
<td>Worldwide adoption</td>
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<tr>
<td>A process based project management methodology</td>
<td>A knowledge based approach to project management</td>
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<tr>
<td>A series of management processes defining what must be done, when and how it must be done and by whom over the life of a project</td>
<td>Describes core practices and a wider range of techniques that can be applied to manage a project</td>
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<tr>
<td>Prescriptive, but tailorable</td>
<td>Non-prescriptive</td>
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<tr>
<td>Defines the roles of everyone involved in a project</td>
<td>Focuses on the project manager's role</td>
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Links

- http://www.prince-officialsite.com
- http://www.prince2.ca
- http://www.advantagelearning.co.uk
Any other questions, issues, concerns...
My Contact info

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