



PRINCE2: 2009 – What Is It, and Do I Need It?

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PRINCE2 shares its origins with ITIL and as practitioners of ITIL we use PRINCE2 as a project management methodology to implement IT Service Management programs. In line with changing business needs and continuous improvement, as with ITIL in May 2007, the PRINCE2 body of knowledge is also being refreshed.

Anybody who has done PRINCE2 would recognise the new version, but there are a lot of detailed changes. The following table summarises the major changes:

	PRINCE2: 2005	PRINCE2: 2009
Principles	Implied in the content	Extracted as 7 Principles
Themes	8 Components	Revised and renamed as 7 Key Themes
Processes	8 Processes	7 Processes
Sub-processes	45 sub-processes	Now called activities and identification removed
Techniques	3 Techniques	Cross referenced to other Bodies of Knowledge
Tailoring	Scalability in the content	Tailoring
Management Products	36 Products	25 Products

While the **Principles** are seen as a new part of PRINCE2:2009, in fact they are taken from where they were spread out before – the implicit has now become explicit. The Principles are:

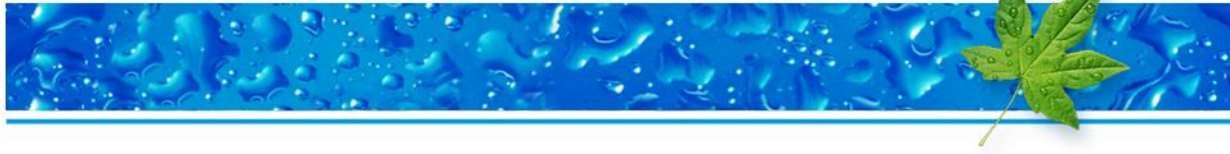
- Continued business justification;
- Learn from experience;
- Defined roles and responsibilities;
- Manage by stages;
- Manage by exception;
- Focus on products;
- Tailor to suit the project environment.

Each of the Principles is used to adapt the way we apply the themes, based on the organisation and the project itself.

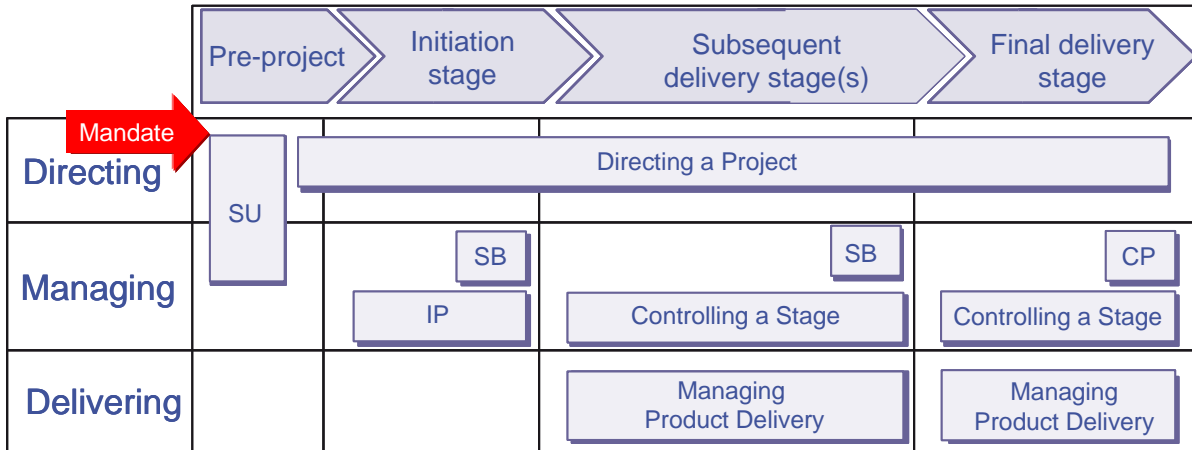
The PRINCE2 **Themes** have been extracted from the old Components, with the Configuration Management component now part of the Change Theme. The Themes are:

- Business Case (the Why);
- Organisation (the Who);
- Quality (the What);
- Plans (the How);
- Risk (the What If);
- Change – (the Impact):
- Progress – (the Where Are We).

The material behind each of the Themes has also been updated to reflect their new meaning. The Themes are tailored for each project based on the Principles.



As far as the **PRINCE2 Process** is concerned, the old Planning process now part of the Plans theme, and the shorthand for the sub-processes (now called activities) has been removed, so no more SU3, IP4 and SB2! This is what the new process looks like.



Key
 SU = Starting up a Project
 IP = Initiating a Project
 SB = Managing a Stage Boundary
 CP = Closing a Project

The Project Mandate still triggers **Starting up a Project** and while there has been some consolidation of the content it is basically the same. The outputs have been reduced to a Project Brief (which contains the Project Approach and the new Project Product Description) and the plan for the Initiation Stage.

There is also a formal recognition of the feedback of lessons into new projects through a new Capture Previous Lessons activity and the entry of these into the Lessons Log. The Project Manager now appointed by the Project Executive.

Issues and Risks identified in Starting up a Project are dealt with and carried over to Initiating a Project through the Daily Log.

Directing a Project is similar except that the Project Management Team is formed after completion of Starting up a Project. Authorisation of the project, stage and exception plans now run in parallel, and there is also discussion about how an over-arching programme or portfolio may impact on the membership of the Project Management Team.

Initiating a Project has been significantly changed, with what were called plans now being delivered through Risk Management, Configuration Management, Quality Management and Communication Management Strategies. This is clearly what most organisations would be doing anyway, with the strategies impacting the detail contained in the appropriate part of the project's plans. We also create the Registers - one each for Risk, Issue and Quality – in this process.

While there was an implied use of the stage boundary process at the end of Initiating a Project, this has now been formalised. While we still produce a PID, this now refers to Project Initiation Documentation, once again in line with what most organisations have been doing already. The PID also details how PRINCE2 is being tailored for this project.

Controlling a Stage has also been mainly unchanged, but there is recognition that it may also be used during Initiating a Project to manage large and complex initiations. There is also recognition of early delivery of products.



Managing Product Delivery has had a lot of work to enhance it from the old agree/do it/hand back of PRINCE2: 2005. There is more formality to the handover process, and the Quality Register and Configuration Item Record updates are now done by Project Support.

Managing a Stage Boundary (was Managing Stage Boundaries) is also relatively unchanged, but there is reference to staged handovers and benefits reviews undertaken during a project. There are also some detailed changes for dealing with exceptions and updating the Issue Register for exception decisions.

Closing a Project has been changed significantly, with only one activity remaining from PRINCE2: 2005. The process has entry points from premature and normal closes, and follow on actions are now part of the End Project Report. The Post Project Review Plan is now called the Benefits Review Plan.

Tailoring PRINCE2 has now been consolidated into one place in the new PRINCE2 manual. This is all about adapting PRINCE2 to a specific project and is done by the Project Management Team, not embedding PRINCE2 which is done by the organisation.

PRINCE2: 2009 also no longer references the Product Based Planning, Change Control and Quality Review techniques directly (although they are in the manual as guidance) with the Project Management community expected to reference appropriate Bodies of Knowledge for these.

The **PRINCE2 Exams** have changed to reflect the new content, and there are new pass marks:

- Foundation - 80 questions, 1 hour, >50% (40 marks) to pass;
- Practitioner - 9 questions, 108 marks, 2½ hours, >55% (59 marks) to pass.

It is also expected that, in the future, each exam will have an individual pass mark based on actual results.

Where to from here? For existing Project Managers who are looking to add PRINCE2 qualifications to their resume there will be a changeover period when you can do either, but my recommendation is go for the PRINCE2:2009 version.

Individual Project Managers who are currently PRINCE2 qualified won't have to be trained again in PRINCE2: 2009, but it would probably be a good idea to get the new manual and go through it to familiarise yourself.

While there is no current requalification regime in Australia, this is being introduced for all new candidates who pass the PRINCE2 Practitioner exam after the 1st of January 2010.

Organisations that have used PRINCE2:2005 as the basis for embedding PRINCE2 in the organisation will find the update can be introduced for new projects without a lot of pain. Just remember that there is some detail in PRINCE2:2009 which you may have included already as part of your embedding – it is after all a common sense update. You may also need some sort of conversion course for your staff to get them all on the same page, and a good PRINCE2 training organisation can help you out here.

About Lucid IT

Lucid IT is the most experienced Australian IT Service Management provider in the fields of professional management, consulting and education services. We have a practical, holistic approach towards process implementation and improvement services, with a strong focus on the delivery of results, using best practices such as ITIL, COBIT and PRINCE2.