



Managing Successful Projects with PRINCE2®

Practitioner Seminar Activity Workbook

2017

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Welcome

Welcome to our *PRINCE2 for Practitioners* Seminar. This is one of our suite of project management training courses, designed to assist both individuals and organisations improve management of projects.

PRINCE2, which stands for Projects in a Controlled Environment 2nd version, is an effective, structured, project management method covering the organisation, management and control of projects. PRINCE2 was first developed in 1989 and is a product-based approach to project management, providing an easily tailored method for the management of all types of projects in all domains. This course is based on the 2017 version of PRINCE2.

The Seminar is designed to show you how to apply the PRINCE2 project management method by leading you through a series of practical exercises. By the end of the Seminar you will be better able to manage your projects using PRINCE2, and should be well prepared for the Practitioner Examination.

We have based this seminar on a real project, with names changed to protect the innocent and other changes to maximise its usefulness to delegates. You will be challenged by exercises and sample Practitioner questions based on this scenario. We have also included an almost complete set of PRINCE2 artefacts that you should find useful as exemplars back in the workplace.

For the past five years, our instructors have been successfully training participants to understand and use the PRINCE2 method as well as pass the related examinations.

Inspiring Projects is a division of Aspire Australasia Pty Ltd, a privately owned provider of project management and project related services and training. The company provides consultancy services to clients including SMEs, large corporates, Universities, not-for-profit organisations, multinationals, and State and Federal Government Departments and agencies. We have provided our services across Australasia and Africa.

We are pleased to be able to assist in your training and trust that you will find the Seminar beneficial and interesting.

Geoff Rankins

Lead Trainer

Inspiring Projects

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1. Introducing the Practitioner Seminar

The PRINCE2 Practitioner Seminar is a partly scripted event giving you an opportunity to rehearse PRINCE2 theory. The event will give you experience in:

- Creating project management documents such as the Business Case, Project Product Description, Project Plan, etc
- Evaluating and sorting what may seem like random communication into issues, risks, requests for change and off specifications
- Problem solving real-life situations in the context of PRINCE2

The seminar is your opportunity to try out PRINCE2 concepts, see them in action and generate insight into their application on your projects.

The seminar will use project documents provided in this Workbook. Most of these project documents have been partially or fully pre-populated, so that you will have exemplar documents to kick-start your own projects.

When compiling the documentation, you are encouraged to apply your existing knowledge and experience, and to feel free to apply your creativity.

Our approach to the Practitioner Seminar is intended to help prepare you for the PRINCE2 Practitioner exam in two ways:

- Learning from doing. By taking the theoretical concepts learned in the Foundation course a step further than individual exercises, the seminar puts you in a project management team role, where you link the theory to a visual and personal project experience. While most real-world projects will not be 'pure PRINCE2' we condense many months of a pure PRINCE2 project into one day – giving you the experience to apply the theory in the exam;
- The format matches the exam questions. The Practitioner exams are comprised of situations, logic questions, distractions, options and one or more correct answers based around a controlled scenario. The seminar provides each of these factors in a setting where we facilitate your problem solving skills while posing questions alongside information that tries to distract you from the correct answer.

Our approach covers Bloom's synthesis learning level, which is not otherwise covered in lecture-style courses. Synthesis is arguably the most important level, because it provides the *learning from doing* aspect mentioned above, through application of PRINCE2 concepts and creation of PRINCE2 products in a project environment. This is hard to recreate even using real projects without careful attention to detail. For this reason, we provide you with a safe (no one will lose sleep over exceeding tolerances in the seminar) yet realistic environment (the scenario is based on a real world project) where you can live PRINCE2 for a while. And immersion in this seminar will mean that you will be able to apply PRINCE2 tomorrow to your real projects.

We will be using an actual project as the basis for the seminar's activities and sample exam questions. We will be applying the full range of PRINCE2's guidance (process model, themes and procedures) to the scenario.

After the activities in each session, you will attempt a few relevant Practitioner-style questions. Note that most of the questions are provided with additional information that will be needed by some parts of the question. Each question is provided with a complete answer for your self-assessment.

2. Practitioner Scenario

2.1. Background

SuperCare is a major provider of care services, both long-term such as residential nursing and short-term such as community care and respite services. It has 20,000 employees, many of whom are nearing or well past retirement age. Because of the nature of its services, the rate of employee turnover is high. Demand for SuperCare's services is increasing year-by-year. In response, SuperCare in recent years has grown significantly, mainly through acquisition of existing facilities but also by constructing new facilities.

Thumbnail sketches of key staff.

INTERNAL STAFF

Julie Mitchell, CEO. Has extensive experience in the care services industry, and is passionate about improving productivity and work practices within SuperCare.

Nelson Almeida, Director, Finance and Admin (CFO). Knows the value of a dollar, and sees excessive bureaucracy as a waste of money. Not yet convinced of the value of training staff in project management.

Charlotte Rampling, Corporate Communications. Manages SuperCare's face to the public very carefully. Is also aware of resistance in some operational areas arising from a history in SuperCare of too much communication and too little action.

Precious Ramotswe, Director, HR. Recently promoted into the position. Charged with changing the culture of SuperCare without interrupting business-as-usual.

Andy Wang Weilan, Director, Operations. Has successfully maintained service delivery excellence through recent significant acquisitions and growth of SuperCare. Challenged by the rate of change in the care services industry and associated areas of health care.

Huw Gwilym, General Manager, Organisational Development. Has considerable experience at senior levels of the public sector, but is somewhat bemused by the levels of political intrigue at all levels in SuperCare.

Helena Manolios, General Manager, Short-Term Care. An experienced care services professional, well-respected by Site Managers for defending their interests.

Alistair McNab, Site Manager, Central Metro. Manages the largest of SuperCare's sites, and is highly experienced and well respected.

Nalini Narayan, CIO. Appointed a few weeks ago, and still finding her feet. SuperCare has almost completed negotiations to outsource most of ISU.

Adel Sharif, Manager, Information Systems Unit (ISU). Has been in the role for many years, and is being pushed by the CEO and the Unify Programme to accelerate his decision making. Under threat of retrenchment by the move to outsource ISU.

Alain Depardieu, Manager, IS Programme Office. A third-party contractor interested in growing the Programme Office. Believes he should have a greater say in the direction of the Unify Programme.

Yumi Akihara, Manager, Business Improvement Team. A very experienced and focussed individual, passionate about her role in productivity improvement. Has the ear of the CEO.

Sue Bright, Programme Manager, Unify Programme. Extensive experience in management roles in the care services industry. Spends a lot of time defending the Unify Programme from others in SuperCare who see it as a threat and are creating

unnecessary impediments. Appointed by Nelson Almeida. Keen to develop an understanding of project management. Persistent, but not attracted to repetitive process work.

Jeff Cartwright, Financial Administrator, Unify Programme. Has rescued troubled projects for SuperCare previously. Was appointed to the role by Nelson Almeida to support the Programme Manager who has less experience in project control. Extensive experience in IT contract administration.

Judith Durham, Personal Assistant to Jeff Cartwright. Process oriented. Pays careful attention to detail.

Helen Hunt. Has just joined SuperCare, after a brilliant success running a training/site implementation team in a major project for another organisation.

Carla Casagrande. Has been a key player in the health information area of SuperCare for many years, and is keen to ensure that this project results in higher quality information being made available to SuperCare and its funders.

EXTERNAL STAFF

Robin Sherwood, Account Manager, DigiWare. Focussed on ensuring a good outcome for SuperCare, but always has DigiWare's commercial interests at heart.

Michael Douglas, System Integration Manager, DigiWare. Very energetic, but feels unable to push SuperCare for timely resolution of issues.

Cindy Reid, Account Manager, Global Care Solutions. Is experienced in software development, but has a relaxed attitude to problem resolution and scheduling. Based in Atlanta, Georgia, USA.

2.2. Extract from Programme Definition

SuperCare currently relies on CareBase, a 15 year old system widely acknowledged as obsolete, as the principal client information system for its Short- and Long-Term Care services. CareBase is an application that is installed on stand-alone PCs in each site, to record each client's information, schedule and track services provided to them, and provide information in support of funding requests. Data quality in CareBase is poor; the application is unstable and it frequently crashes. CareBase's vendor gave 2 year's notice of its intention to cease support of CareBase by December 20XX, with no option of extension. This means that CareBase, which is critical for the delivery of core services at SuperCare, will become unsupported on 01 December 20XX. SuperCare decided to invest in the Unify Programme to deliver a modern client information system for a number of reasons:

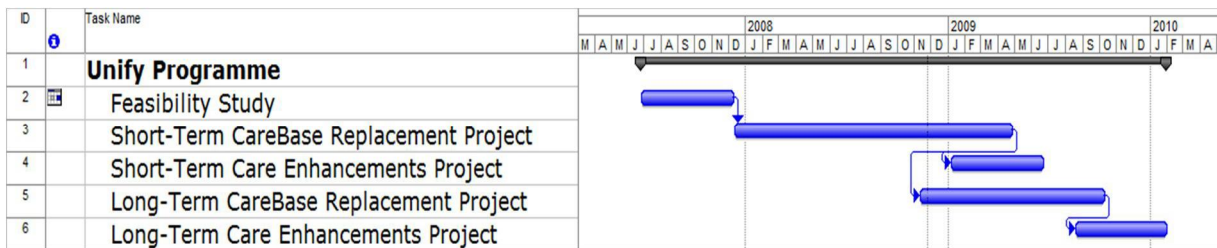
- SuperCare needs to replace its current systems before the licensing arrangement expires on 01 December 20XX;
- SuperCare must be ready to meet the steeply increasing demands for its care services in an effective manner, and needs an integrated care services system to manage its clients proactively;
- The new integrated care information system will support productivity improvements in an environment of high staff turnover through reduced administrative overheads and standardised processes;
- The new system will be able to link in to emerging national systems and technologies.

The Unify Programme currently consists of 5 initiatives:

- A Feasibility Study was run to determine the closeness of fit of current market offerings to SuperCare's requirements for the CareBase replacement system. This study identified AmeriCare, developed by Global Care Solutions, as the best solution on offer, meeting 85% of SuperCare's requirements out of the box;

- The Short-Term CareBase Replacement Project will replace CareBase with Unify in the 200 SuperCare sites that currently use CareBase. It will also implement Unify into another 50 SuperCare sites that currently rely on spreadsheets to run their short-term care operations. It will not deliver any functional improvements or require any workplace changes;
- Towards the end of the Short-Term CareBase Replacement Project, a project will be commissioned to identify and develop enhancement to Unify to support the introduction of modern technology into SuperCare’s mobile workforce, such as navigations applications;
- Towards the end of the Short-Term CareBase Replacement Project, another project will be commissioned to implement Unify into SuperCare’s 150 Long-Term Service delivery facilities, to replace CareBase at those sites;
- Finally, towards the end of the Long-Term CareBase Replacement Project, a project will be commissioned to identify and develop enhancements to Unify to support integration of SuperCare’s long-term services into national eHealth initiatives that will be rolled out in 20XX, including on-site access to a client’s national health records.

The following Gantt chart shows the relationships between these projects, and their durations and sequence.



2.3. Project Mandate

Authority Responsible

The Senior Responsible Owner of the Unify Programme has approved the commissioning of the Short-Term CareBase Replacement Project.

Background

SuperCare must replace the CareBase system at every site before 01 December 20XX.

A Feasibility Study identified SuperCare’s requirements for Unify and identified AmeriCare as a suitable platform for the development of the Unify system.

DigiWare has been contracted to provide data migration and system integration services.

Global Care Solutions, the provider of AmeriCare, has been contracted to customise AmeriCare to SuperCare’s immediate short-term care service needs.

Training, site implementation and information will be managed internally by SuperCare staff.

References

- Unify Programme Definition V02_01
- Unify Programme Business Case V05_01
- Unify Programme Plan V01_05

Unify Feasibility Study Report V02_02
 DigiWare Contract 2008_12_07
 Global Care Solutions Contract 2008_12_15

Project Objectives

Sustain and improve the management of short-term care services beyond 20XX.

Scope

The Short-Term CareBase Replacement Project is to customise the AmeriCare product to produce the Unify application so as to be functionally identical to CareBase, integrate Unify into SuperCare's finance and HR systems, test and accept Unify, train all staff who will need to use Unify, cleanse data currently held in CareBase, upload the cleansed data into Unify, configure Unify for use at each Short-Term Care site, and provide initial support of Unify at implemented sites.

The staging of the project is expected to be something like:

Stage 1 Gap Analysis and Specification of Customisations Required

Stage 2 Customisation of AmeriCare's product and development of data migration, training and site implementation materials

Stage 3 Test of all products developed to date, and finalisation of rollout schedule

Stage 4 Pilot of Unify at 2 selected sites as a risk reduction exercise

Stage 5 Initial Rollout to 10 sites as a broader risk reduction exercise

Stage 6 General Rollout to all remaining sites

Project Size and Tolerances

The Short-Term CareBase Replacement Project has been allocated a budget of \$10 Million, but is expected to cost somewhere in the range \$8-11 Million. This \$10 Million is allocated as \$8 Million to direct project costs and \$2 Million as a management reserve to fund changes to scope and provide risk contingency funding.

Unify operational, support and maintenance costs are expected to sum to \$200k per year, but may be in the range \$150-210k per year.

The Short-Term CareBase Replacement Project is expected to require 15 months to complete, but may complete in the range 12-16 months.

Constraints

Unify must be in place at all short-term care sites by 01 December 20XX.

Interfaces

Unify must be integrated into SuperCare's finance (accounts receivable) and HR (staff details and timesheets) systems.

Quality Expectations

Unify must be a flexible platform, able to support both short- and long-term care services.

Unify must be economic to own and operate.

Unify must be easy to learn and use, to support its use in an environment characterised by high staff turnover and the need to train new staff quickly.

Outline Business Case

The Short-Term CareBase Replacement Project operates under the coverage of the Unify Programme's Business Case. This project provides infrastructure to support overall programme goals. Because this project incurs the major capital costs of the

programme, it is unlikely that this project will generate sufficient benefits to cover these capital costs.

The Short-Term CareBase Replacement Project has a budget of \$10Million.

Unify operational, support and maintenance costs must not exceed \$200k per year.

This project is expected to provide an ongoing platform for care service management that provides better information to management and external funding agencies. The project is also expected to support improved productivity in Short-Term Care sites, and reduce training times for short-term care staff. It will also position SuperCare to benefit from emerging initiatives in eHealth.

The project will be funded by an \$8M injection from AusCare with the balance to come from SuperCare. AusCare have indicated that they will require a quarterly review by an external auditor.

Known Risks

Two prior attempts to replace CareBase failed, primarily due to ineffective project governance, poor project management, poor project management and poor organisational change management.

Many of SuperCare's staff who will have to use Unify in the workplace are currently computer illiterate, and may see this project as a threat. This is of particular concern with respect to volunteer staff.

Proposed Executive and Project Manager

Sue Bright, Programme Manager, Unify Programme has been appointed Executive for this project by the Programme Board.

The Programme Board recognises the need for a senior Project Manager with significant experience in scoping, planning and managing projects using the PRINCE2 project management method, and has directed the Programme Manager to retain the services of such a person as a high priority.

Stakeholders

Corporate or program management

SuperCare Executive Leadership Team

Unify Programme Board

Inspiring Projects is a strategic partner of SuperCare with experience in project delivery, coaching and mentoring.

Users

Angelina Pitt, General Manager, Short-Term Care

Charles Rafferty, Manager, Information Systems

Suppliers

DigiWare supported the Feasibility Study, and has been retained to provide data migration and system integration services

Global Care Solutions, the provider of AmeriCare, has been retained to customise AmeriCare to SuperCare's immediate short-term care service needs

Other known interested parties

Care Workers of Australia represents 90% of SuperCare's care services staff.

3. Controlled Start – Starting Up

3.1. Coverage

PRINCE2 processes and activities	Products
Starting Up a Project Appointing the Executive and Project Manager Capture Lessons Learned Design and appoint the project management team Prepare the outline Business Case Select the project approach and assemble the Project Brief Plan the Initiation Stage	<u>Input</u> Project Mandate <u>Output</u> Project management team structure Role Descriptions for all roles Lessons Log Daily Log Outline Business Case Project Product Description Project Brief Initiation Stage Plan
Directing a Project Authorising Initiation	<u>Input</u> Project Brief Initiation Stage Plan <u>Output</u> Authority to initiate the project Initiation notification

3.2. Learning Objectives

This session is intended to provide delegates with:

- understanding of the context and value of PRINCE2 in starting up a project;
- hands-on experience in the practical application of PRINCE2 in starting up a project.

The objectives of each Activity are:

- to convey some of the complexity of organisational design;
- to ensure that delegates understand each section of the Project Brief, and can undertake and prepare a Project Product Description.

3.3. Activity 1 – Organisation Design

You are the Project Manager. From the information in the scenario (the thumbnail sketches of key staff starting on pages 8, the nominated Executive and Project Manager at the bottom of page 12 and identified stakeholders the top of page 12), determine the Project Management Team that could be used to manage this project, and identify staff to fill the roles. Why are these people applicable for the role?

Suggest alternate nominations for all members of the Project Board, and explain why the nominees are suitable. Include any assumptions in the presentation.

Appoint a spokesperson to present your solution to the class.

Assumptions

Executive

Senior User(s)

Senior Supplier(s)

Project Assurance

Business Assurance:

User Assurance:

Supplier Assurance:

Change Authority

Project Manager

You!

Team Manager(s)

Information Management / Reporting:

Training / Site Implementation:

Data Cleansing:

Technical Integration / Testing:

AmeriCare Customisation:

Project Support

Other roles?

Check your answers on page 38.

3.4. Activity 2 – Project Brief

Using the information provided in the scenario and any assumptions required, complete the following sections of the Project Brief using the Product Description in Appendix A.

Project Definition

Objectives

Desired Outcomes

In Scope

Not In Scope

Constraints

Project Tolerances

Users and known stakeholders

Interfaces

Outline Business Case

Reasons

Options

Benefits

Costs

Risks

Project Product Description

Composition

(Hint: think about the products of each team)

(Defer considering CQE/Acceptance Criteria until Activity 3)

Project Approach

Check your answers on page 38.

3.5. Activity 3 – CQE and Acceptance Criteria

Using the information provided in the scenario and any assumptions required, develop a set of customer quality expectations and, where relevant, associated acceptance criteria. Consider the timeframes over which these acceptance criteria can be realised.

Customer quality expectations	Acceptance criteria
Unify should be delivered on time and within budget.	Unify must be implemented before support for CareBase ceases on 01 December 20XX. The Short Term Care Base Replacement Project should cost no more than \$11 million

Check your answers on page 41.

4. Controlled Start - Initiating

4.1. Coverage

PRINCE2 processes and activities	Products
<p>Initiating a Project</p> <ul style="list-style-type: none"> Agree the tailoring requirements Prepare the Quality Management Approach Prepare the Change Control Approach Prepare the Risk Management Approach Prepare the Communication Management Approach Set up project controls Create the Project Plan Refine the Business Case Assemble the Project Initiation Documentation 	<p><u>Input</u></p> <ul style="list-style-type: none"> Project Brief Lessons Log Daily Log <p><u>Output</u></p> <ul style="list-style-type: none"> Quality Management Approach Quality Register Change Control Approach Issue Register CIRs Risk Management Approach Risk Register Communication Management Approach Project Plan Project Product Description Configuration Item Records (for project products) Business Case Benefits Realisation Approach PID
<p>Managing a Stage Boundary</p> <ul style="list-style-type: none"> Plan the next stage 	<p><u>Input</u></p> <ul style="list-style-type: none"> Lessons Log PID <p><u>Output</u></p> <ul style="list-style-type: none"> Stage Plan for the next stage Product Descriptions Configuration Item Records
<p>Directing a Project</p> <ul style="list-style-type: none"> Authorising a Project Authorising a Stage or Exception Plan 	<p><u>Input</u></p> <ul style="list-style-type: none"> Lessons Log PID Benefits Realisation Approach Stage Plan for the next stage <p><u>Output</u></p> <ul style="list-style-type: none"> Project authorisation notification Stage authorisation

4.2. Learning Objectives

This session is intended to provide delegates with:

- understanding of the context and value of PRINCE2 in initiating a project;
- hands-on experience in the practical application of PRINCE2 in initiating a project;
- examples of fully-completed PRINCE2 documents that should reduce delegates' learning curves back in the workplace.

The objectives of each group exercise are:

- to ensure delegates understand the links and differences between customer quality expectations and acceptance criteria;
- to provide a hands-on exercise in product-based planning;
- to ensure that delegates can identify and specify benefits.

4.3. Activity 4 – Risk Analysis

Brainstorm key project risks. Select one of these risks and perform a risk analysis, giving your reasons for each step of the process. Develop a new entry in the Risk Register, explaining each entry.

When describing risks they should be described on the basis of '*cause – event - effect*' in order to identify the area that needs to be focused on to overcome that particular risk.

Key project risks

Threats?

Opportunities?

Risk management steps

Risk Register entry

Risk Id	R025	
Short Title	Site Conversion Delayed	
Author	Implementation Team Manager	
Date Registered	4 June 20XX	
Category	Implementation	
Description	If (cause)
	Then there is a risk that (event)
	Which would mean that (consequence)
Impact		
Probability		
Expected Value		
Proximity		
Risk responses	Avoid: Reduce: Accept: Share: Transfer: Fallback:	
Owner		
Actionees		
Date last reviewed/...../.....	
Current Status/...../...../...../.....	

Check your answers on page 42.

4.4. Activity 5 – Benefits

Using the information provided in the scenario, the outline of benefits identified in the Project Brief and any assumptions required, brainstorm the principal benefits to be realised from the project. For two of these benefits, provide a full description of the benefit.

Principal benefits

Dis-benefits

Description of a benefit

Benefit	
Today's situation	
Short-term targets and realisation timeframes	
Long-term target and realisation timeframes	

Description of a dis-benefit

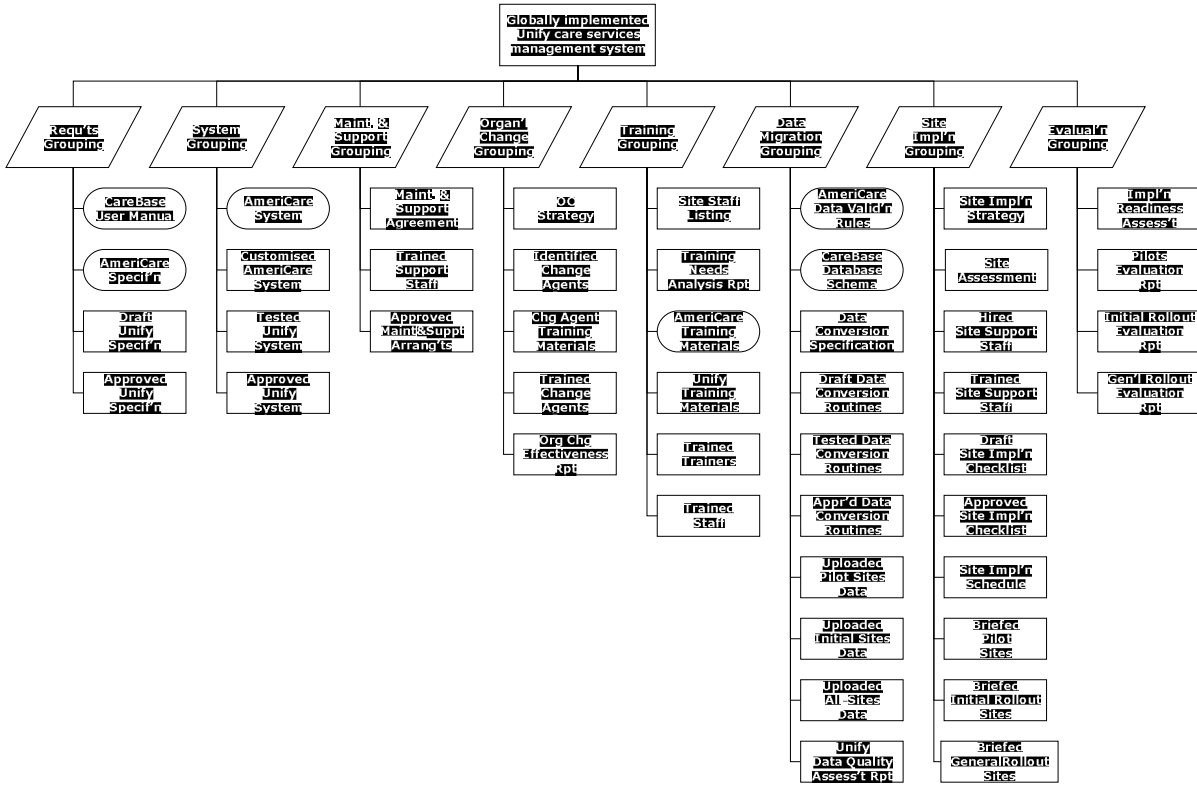
Dis-benefit	
Today's situation	
Short-term impacts and realisation timeframes	
Long-term impacts and realisation timeframes	

Check your answers on page 44.

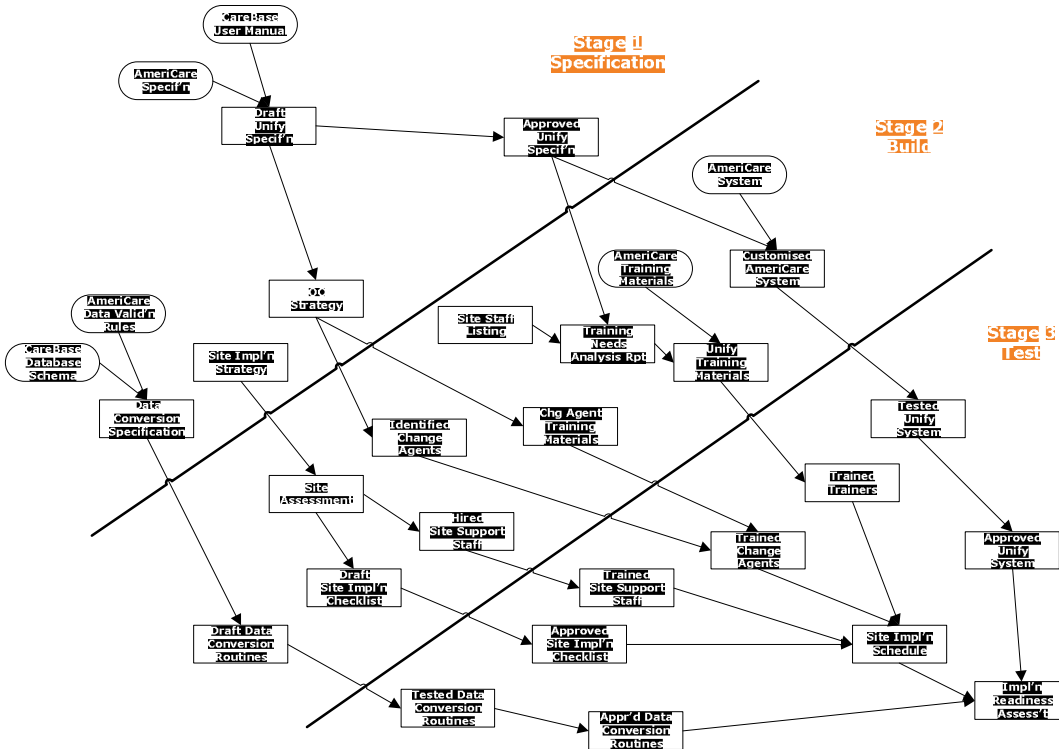
4.5. Activity 6 – Product Description

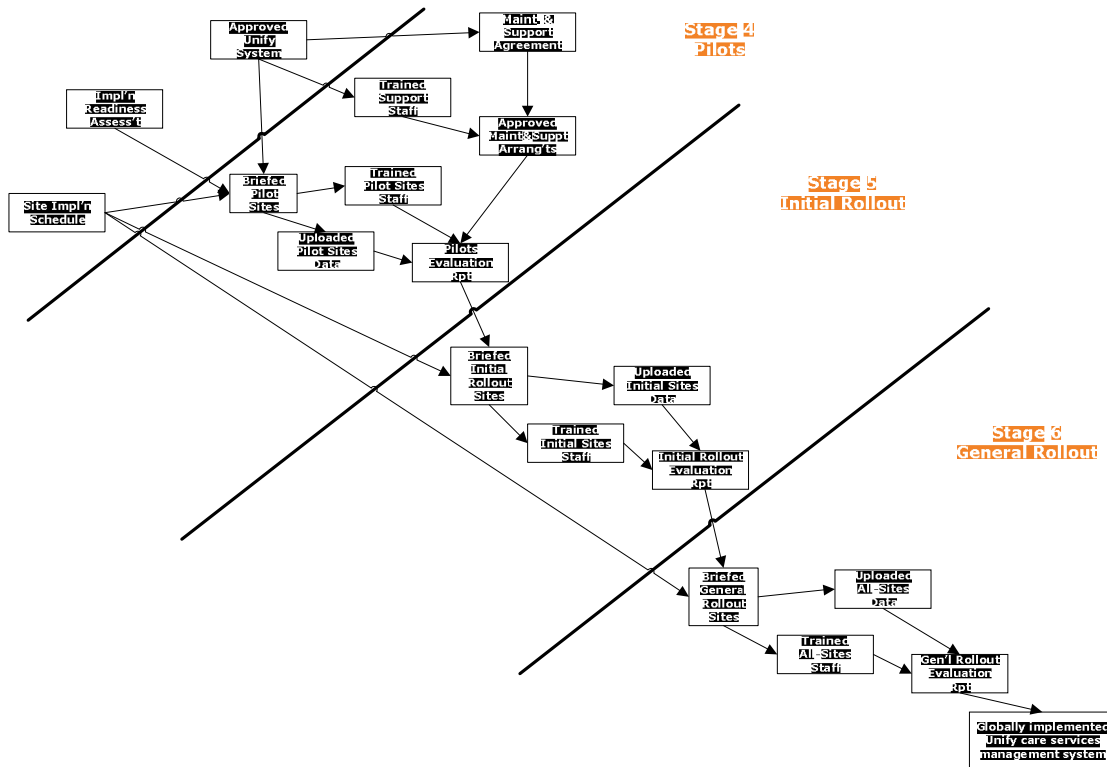
Given the project-level PBS and PFD below, and the Product Summary for Stage 5 Initial Rollout, develop a PBS and PFD for Stage 5.

Product Breakdown Structure for the project



Product Flow Diagram for the project





Product Summary for Stage 5

The Site Implementation Schedule created in Stage 3 will be checked to confirm which sites are to be included in Stage 5. The Pilot Evaluation Report created during Stage 4 will be used to identify any required changes to the Unify system, training materials or data conversion routines before these sites are implemented onto Unify. For each in-scope site for this stage, site staff will be briefed on their role in implementation. Site staff will then be trained in Unify, and the site’s data will be migrated into Unify. When the Site Manager approves, access to CareBase at their site will be disabled. A training evaluation summary report and a data migration summary report will be created for each site as it is migrated. From these reports, and other stakeholder feedback, an overall Evaluation Report for the Initial Rollout Stage will be created at the end of the stage.

Product Breakdown Structure for Stage 5

Product Flow Diagram for Stage 5

Product Description

Identifier	InitialRolloutEvaluationReport_V01_03
Title	Initial Rollout Evaluation Report
Purpose	To provide to the Project Board and others a summary of site implementation experience during this Stage.
Composition	
Derivation	
Format and Presentation	
Development Skills Required	
Quality Criteria	
Quality Tolerance	
Quality method	
Quality skills required	
Quality Responsibilities	

Check your answers on page 45.

5. Controlled Progress

5.1. Coverage

PRINCE2 processes and activities	Products
<p>Managing a Stage Boundary</p> <ul style="list-style-type: none"> Plan the next stage Produce an Exception Plan Update the Project Plan Update the Business Case Report stage end 	<p><u>Input</u></p> <ul style="list-style-type: none"> PID Lessons Log Issue Register Risk Register Business Case Current Stage Plan Product Status Account <p><u>Output</u></p> <ul style="list-style-type: none"> End Stage Report Project Plan (updated) Project Product Description (updated) Business Case (updated) Benefits Realisation Approach (Updated) Risk Register (updated) Issue Register (updated) Quality Register (updated) next Stage Plan Exception Plan Product Descriptions CIRs
<p>Directing a Project</p> <ul style="list-style-type: none"> Authorising a Stage or Exception Plan 	<p><u>Input</u></p> <ul style="list-style-type: none"> PID Benefits Realisation Approach next Stage Plan Exception Plan End Stage Report <p><u>Output</u></p> <ul style="list-style-type: none"> Stage authorisation
<p>Controlling a Stage and Managing Product Delivery</p> <ul style="list-style-type: none"> Authorise work packages Accept a Work Package Review Work Package status Execute a Work Package Receive completed Work Packages Deliver a Work Package Review stage status Report highlights Capture and examine issues and risks Take corrective action Escalate issues and risks 	<p><u>Input</u></p> <ul style="list-style-type: none"> PID Risk Register, Issue Register Quality Register Daily Log Stage Plan <p><u>Output</u></p> <ul style="list-style-type: none"> Checkpoint Reports Highlight Reports Completed Work Packages Issue Reports Exception Reports Issue Register (updated) Risk Register (updated) Quality Register (updated) CIRs (updated) Lessons Log (updated)

5.2. Learning Objectives

This session is intended to provide delegates with:

- understanding of the context and value of PRINCE2 in controlling a stage of a project;
- hands-on experience in the practical application of PRINCE2 in controlling a stage of a project.

The objectives of each Activity are:

- to convey some of the complexity of establishing a Work Package in a commercial situation;
- to ensure that delegates can undertake impact analysis of various types of issue;
- for an issue that will cause a breach of tolerance at Stage level, ensure that delegates understand how a Project Manager escalates to the Project Board.

5.3. Activity 7 – Work Package

Develop the Work Package for the Technical Team in the Pilots Stage, to cover both ongoing software development and testing of GCS releases and new report development, data migration and problem resolution and ad hoc activities. As a class, discuss the need for a Team Plan. (Note: do not develop Product Descriptions).

Work Package identifier	PR009_STG4_WP001_TechnicalProducts V01_02
Work Package description	This Work Package consolidates all of the products to be delivered by the Technical Team during the Pilot Stage.
Team or person authorised	
Stage Plan extract	
Product Descriptions	PR009_STG4_SP034PD_TestingGCSReleases V01_00 PR009_STG4_SP035PD_EmergencyFixes V01_00 PR009_STG4_SP036PD_UpdatedRegressionTestingScripts V01_00 PR009_STG4_SP037PD_MigratedSiteData V01_00 PR009_STG4_SP038PD_UpdatedDataMigrationScripts V01_00 PR009_STG4_SP039PD_PromotedSoftware V01_00
Techniques, processes, procedures	
Development Interfaces	
Operations and maintenance Interfaces	
Change control requirements	

Joint agreements	
Tolerances	
Constraints	
Reporting arrangements	
Problem handling and escalation	
Approval method	
Authorisation	
Acceptance	
Date of agreement	

Check your answers on page 47.

5.4. Activity 8 – Quality Review

The Product Description for Operator Training is ready for its Quality Review. Identify the activities, PRINCE2 products and roles that are involved when preparing for, undertaking and completing a quality review. Limit your answer to the relevant activities of *Controlling a Stage*, *Managing Product Delivery* and *Managing Stage Boundaries*.

Check your answers on page 50.

5.5. Activity 9 – Issue Categorisation

The comments received from the Stage 5 Kick-Off Meeting are listed below. Review the list, and in groups decide how to proceed with each, then complete the Issue Register entry for one of these issues.

Comment	What would you do?
From a senior Site Manager: My staff have heard that implementation of Unify will result in major retrenchments.	
From a staff member from a Pilot site: I thought Unify was supposed to be easy to use. My experience in using it is that it's a chore to use.	
From the Director, Long-Term Care: The current direction of Unify is not suitable for long-term care sites. It won't work the way our LAN is configured.	
From Manager, Information Systems Unit: Unify was supposed to run on our standard infrastructure, but it seems that we will need to review the infrastructure at all sites and possibly upgrade most of it. When should I start?	
From the CFO: All care workers recently received a 5% pay increase. We need to reduce this project's budget by 15% and we need the project to absorb this reduction.	

Issue Register entry

Issue Identifier	
Issue Type	
Raised by	
Date raised	
Issue Description	
Priority	
Severity	
Impact analysis	
Decision	
Date of decision	

Signature of decision maker(s)	
Status	
Date of Closure	

Check your answers on page 51.

5.6. Activity 10 – Exception

The following memo has just been received. Review it, and in groups decide how to proceed.

Update on Project Issue I010 North Wallsend data corruption problem

Dear Project Manager,

The Data Migration team have been working long hours for 4 days now attempting to isolate the cause of the data corruption problem affecting North Wallsend's data in Unify. As North Wallsend is one of the largest sites in terms of data, attempting to isolate a root cause of the problem is proving difficult.

My recommendation is that my team should cease work on this issue, and that we package up North Wallsend's data and send it to GCS for further detailed analysis. I have received an indicative quote of \$5k with 1 week turnaround from them, but they won't commit to resolving this problem for a fixed price.

Also, privacy procedures require us to scramble any identifying data before we send it outside SuperCare, however in this case it seems likely that the corruption may be caused by some combination of errors involving this identifying data. I recommend that we seek dispensation to send the data unscrambled. In the past, such dispensation has proven difficult to negotiate; the last time we tried, it took 2 months.

The additional time or cost would breach Work Package tolerances.

I await your advice.

Sincerely

Technical Team Manager

Complete the Exception Report on the next page. Assume that this exception will also breach stage tolerances.

Exception Title

Deviation

Cause of the exception

Consequences of the deviation

Options

Option 1 –

Option 2 –

Option 3 –

Recommendation

Lessons

Check your answers on page 53.

6. Controlled End

6.1. Coverage

PRINCE2 processes and activities	Products
Closing a Project Prepare planned closure Prepare premature closure Hand over products Evaluate the Project Recommend project closure	<u>Input</u> PID Project Plan (complete) Business Case (complete) Benefits Realisation Approach Risk Register Issue Register Quality Register Lessons Log Product Status Account <u>Output</u> PID Benefits Realisation Approach End Project Report including Lessons Report and Follow-on Actions Recommendations
Directing a Project Authorise Project Closure	<u>Input</u> PID Benefits Realisation Approach End Project Report including Lessons Report and Follow-on Actions Recommendations <u>Output</u> Lessons Report (distributed) Follow-on actions (distributed) Closure Notification

6.2. Learning Objectives

This session is intended to provide delegates with:

- understanding of the context and value of PRINCE2 in closing a project;
- hands-on experience in the practical application of PRINCE2 in closing a project.

The objectives of each group exercise are:

- to convey the importance of cleaning up all unfinished business.

6.3. Activity 11 – Premature Closure

After protracted difficulties with several major sites in the General Rollout Stage, and delays with Information Systems Unit’s infrastructure upgrade project, the Project Board decides to terminate the project. As a whole-of-class exercise, brainstorm what would need to be done and how the information should be presented in an End Project Report.

RFCs with merit but not implemented	
Off-Specifications	
Ongoing risks	
Any identified handover or training needs	
Lessons	

Check your answers on page 55.

7. Sample Answers to Activities

7.1. Activity 1 – Organisation Design

Assumptions

That management and staff have been briefed or trained in how to operate effectively in a PRINCE2 environment.

Executive

Sue Bright (as given in the Mandate; also, as Programme Manager, she has access to funding, is credible, available, can make decisions, can delegate, and she will have the right business focus)

Alternative: Huw Gwilym or Helena Manolios (available, credible, business focus)

Senior User

Alistair McNab (represents the business end users who with greatest involvement with and reliance on the new system)

Alternative: Helena Manolios

Nalini Narayan (represents the IT facility managers who will support and operate the new system and the infrastructure it will use)

Senior Supplier

Cindy Reid (as account manager for GCS, which has accountability for the key deliverables of the project)

Jeff Cartwright (as contract manager, will manage Digiware and other suppliers who do not have accountability for specific deliverables through their respective contracts)

Nalini Narayan (as Information Systems Unit Manager, she will be providing Help Desk staff during rollout stages)

Project Assurance

Business Assurance: Nelson Almeida, or one of his senior accountants (to review viability of the Business Case, ensure value for money and assess project financial controls)

Supplier Assurance: Nalini Narayan (given her background, she can support Jeff Cartwright in IT technical matters)

User Assurance: Helena Manolios, or one or more of the other more experienced Site Managers (to support Alistair McNab)

Alternatives: external experts in programme and project design and delivery, or in the Gateway Review technique

Change Authority

The Project Board as a whole – because of the tight timeframe, functional enhancements have been specifically excluded from the scope of this project, so even if the Senior Users was appointed to the Change Authority role, any such RFCs would have to be escalated to the Project Board anyway.

Project Manager

You! (as given in the Mandate)

Team Manager(s)

Carla Casagrande, Information Management Team Manager

Helen Hunt, Training Team Manager

Michael Douglas, Technical Team Manager (DigiWare) – data cleansing and technical integration and testing)

Cindy Reid, GCS Team Manager (customisation) but someone on-site would be a better alternative

Project Support

Suzie Quattro

Alain Depardieu

Alternative: Judith Durham

Other roles?

Charlotte Rampling, Communications

7.2. Activity 2 – Project Brief

Project Definition

Objectives

Scope – deliver a like-for-like functional replacement of CareBase, populated with better-quality data

Time – delivery required before 1 December 20XX

Cost – project costs to be around \$9.5M

Quality – the new system is to be more reliable than the current system; statistics and funding requests generated from the new system are to be more reliable

Risk – the project is to be staged in such a way as to reduce the risk that the new system does not support sites in their daily operations

Benefits – avoidance of reliance on manual processes after 01 December 20XX; fewer system outages; more reliable collation of periodic statistics and funding requests.

Desired Outcomes

This project will remove the current system, implement the new system and improve the quality of client data, but will make no other changes to the operational environment.

Scope

The Short-Term CareBase Replacement Project is to customise the AmeriCare product to produce the Unify application, integrate Unify into SuperCare's finance and HR systems, test and accept Unify, train all short-term care staff who will need to use Unify, cleanse and migrate all data in CareBase to Unify, implement Unify into all Short-Term Care sites, and provide initial support of Unify at implemented sites.

Exclusions

Business process improvement at Short-Term care sites.

Long-term care services requirements and implemented sites.

Annual Statutory Reporting requirements

Client referral systems

Constraints

Current CareBase support arrangements will expire on 01 December 20XX.

Project Tolerances

This project should cost \$9.5M, but must not cost more than \$10M.

This project should complete by 01 September 20XX or earlier, but must complete by 01 December 20XX.

Users and known stakeholders

Client service staff.

Finance staff dealing with funding requests.

Interfaces

Information Systems Unit - has commissioned an IS Architectural Review which may alter Unify's underpinning infrastructure requirements, which may introduce new work into the project.

Information Systems Unit - has commissioned a project to review and upgrade technical infrastructure at all sites, which may introduce new work into the project.

The owners of the Finance and HR systems – will provide interface requirements.

Outline Business Case

Reasons

The project is being commissioned because CareBase will be withdrawn from service on 1 December 20XX, and a replacement system is required.

Costs

This project will incur costs of \$9.5Million.

Benefits

This project will provide a 'like-for-like' replacement of CareBase.

This project will provide infrastructure required for subsequent projects in the overall Unify Programme to realise benefits associated with business process and work practice changes, and to leverage eHealth initiatives being introduced by the State.

Risks

If improvements are not made to SuperCare's organisational project management maturity, there may be a risk that the project may be poorly governed or managed, that stakeholders may become disengaged, or that end users may become resistant.

Because the new system may require a higher degree of computer literacy than the current system, there may be a risk that some current users may not be able to effectively use the new system.

Project Product Description

Composition

The customised Unify application

Effective interfaces between Unify and SuperCare's financial and HR systems

Training package (training materials, assessment tools, trained trainers)

Trained staff

Cleansed and Migrated data

Implemented short-term care sites

Operations, support and maintenance materials, such as Help Desk scripts

CareBase decommissioned at implemented sites

Project Approach

SuperCare will licence AmeriCare as the basis for Unify, and engage GCS to customise it to completely meet its business needs. DigiWare will be retained to develop data cleansing and migration procedures. SuperCare will develop training and reporting products, then implement Unify on a site by site basis.

7.3. Activity 3 - CQE and Acceptance Criteria

The entries in the following table are suggestions; you may have come up with other and better entries.

Customer quality expectations	Acceptance criteria
Unify should be delivered on time and within budget.	Unify must be implemented before support for CareBase ceases on 01 December 20XX.
Unify should meet its functional specification.	When implemented, Unify should meet: <ul style="list-style-type: none"> • 100% of its 'must have' requirements • At least 75% of its 'should have' requirements • At least 25% of its 'could have' requirements
Unify should have high availability.	By 01 September 20XX, Unify should be available 90% of the time By 01 December 20XX, Unify should be available 99.9% of the time
Unify should produce accurate reports	By 01 December 20XX, the level of data quality errors in Unify should be no more than 10% of the level in CareBase as at 01 December 2007
Unify should be intuitive and easy to learn and use.	Unify should receive positive feedback from at least 75% of staff in post-training evaluation. By 01 December 20XX, the number of Help Desk calls per month relating to Unify should be no more than 25% of the level of CareBase calls per month as at 01 December 2007.
Unify should be affordable to operate, maintain and support.	Unify operational, support and maintenance costs should not exceed \$200k per year.
Unify should be implemented in a caring and respectful manner.	Unify should receive positive reviews from at least 85% of site managers in post-implementation evaluation.

7.4. Activity 4 – Risk Analysis

Key project risks

Threats

Two prior attempts to replace CareBase have failed, primarily due to ineffective project governance, poor risk management and poor organisational change management, and this may not have been addressed.

Many of SuperCare’s staff who will have to use Unify in the workplace are currently computer illiterate, and may see this project as a threat.

Information Systems Unit is running an IT infrastructure upgrade project, which may make recommendations that the project cannot comply with.

Opportunities

A vendor not assessed in the Feasibility Study may release a care services management package which fully meets SuperCare’s requirements out-of-the-box.

Risk management steps

The steps are:

- Identify the risks
- Assess the risks
- Plan treatments
- Implement and monitor the planned treatments
- Communicate

Refer to pages 79-87 of the PRINCE2 Manual for more detail.

Risk Register entry

The Risk Register entry will depend on the specific risk your chose to record. We’ve chosen the risk that the migration of a site to Unify may not occur as scheduled.

Risk Id	R025	
Short Title	Site Conversion Delayed	
Author	Implementation Team Manager	
Date Registered	4 June 20XX	
Category	Implementation	
Description	If (cause)	Physical access to site is cut (floods, storms, fires, earthquakes) OR Industrial Action prevents access OR Site Implementation team becomes unavailable (accident, illness, fatigue) OR Site Staff become unavailable (unplanned operational requirement, illness, resistance) OR Client data at the site cannot be cleansed
	Then there is a risk that (event)	Conversion of a site to Unify may not occur as scheduled
	Which would mean that (consequence)	Conversion of the site would have to be rescheduled, which might incur additional costs,

		or additional costs might have to be incurred to remain on schedule
Impact	High, in Stages 4 or 5, Low, in Stage 6, except High if the risk occurred in the final month of Stage 6	
Probability	Medium, given that there are so many sites and implementation occurs over the Wet Season and Cyclone Season	
Expected Value	If the risk occurred in the last month of Stage 6, then \$25k per site (cost of retaining the implementation team beyond the end of Stage 6) If a helicopter needed to be hired, between \$5k and 10k per site Negligible, otherwise	
Proximity	Stages 4, 5 and 6 (the Rollout Stages)	
Risk responses	Avoid: Not relevant Reduce: For sites subject to floods or cyclones, change the implementation schedule so that sites inundated during the Wet Season are converted to Unify during the Dry Season, and coastal sites subject to cyclones are converted outside the Cyclone Season. Accept: For all other causes. Share: Not applicable Transfer: Not applicable Fallback: If normal road access to a site is cut, but the site itself is operational, hire a helicopter to carry the implementation team to the site.	
Owner	Site Implementation Team Manager	
Actionees	Site Implementation Team Manager Corporate Logistics Manager	
Date last reviewed	03 July 20XX	
Current Status	04/06/XX Raised 09/06/XX Implementation schedule revised, checked and approved 10/06/XX Indicative quotes for helicopter hire obtained from several regions 15/06/XX HR Manager suggests training HR staff to act as a backup site implementation team (costs being assessed)	

7.5. Activity 5 - Benefits

The entries in the following are suggestions; you may have come up with other and better entries.

Principal benefits

Consistency in approach across SuperCare leading to improved service delivery to clients

Better management information available in shorter time periods

More accurate reporting to external agencies

Dis-benefits

The requirement for computer literacy in staff who must use Unify may be perceived as a barrier to volunteering

Description of a benefit

Benefit	Better management information available in shorter time periods
Today's situation	Data is currently manually extracted from each site, sent to the Information Management team for manual assessment and collation. Each reporting cycle, some sites have difficulty in extracting the information in a timely manner.
Short-term targets and realisation timeframes	As sites are progressively migrated to Unify, the reporting process for those sites will be automated and centrally handled through Unify. The overhead for manual handling at these sites will disappear. The manual handling overhead for sites still on CareBase will continue until they are migrated.
Long –term target and realisation timeframes	When all sites have been migrated, there will be no manual handling overhead either at short-term care sites or in the central Information Management team.

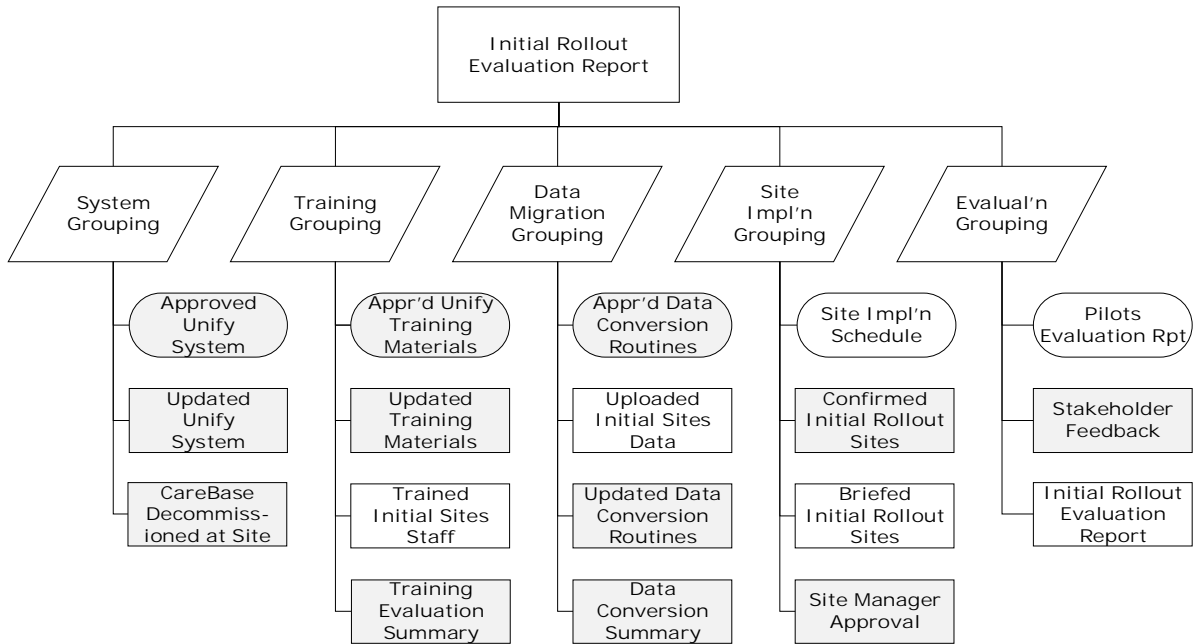
Description of a dis-benefit

Benefit	The requirements for increased computer literacy in staff who must use Unify, and conformance to a standard work practice, will cause a reduction in the number of volunteers and an associated increase in the vacancy rate
Today's situation	5% vacancy rate, 40 volunteers per month
Short-term targets and realisation timeframes	10% vacancy rate by Feb 20XY, 10 volunteers per month
Long –term target and realisation timeframes	8% vacancy rate by Feb 20XZ, 30 volunteers per month

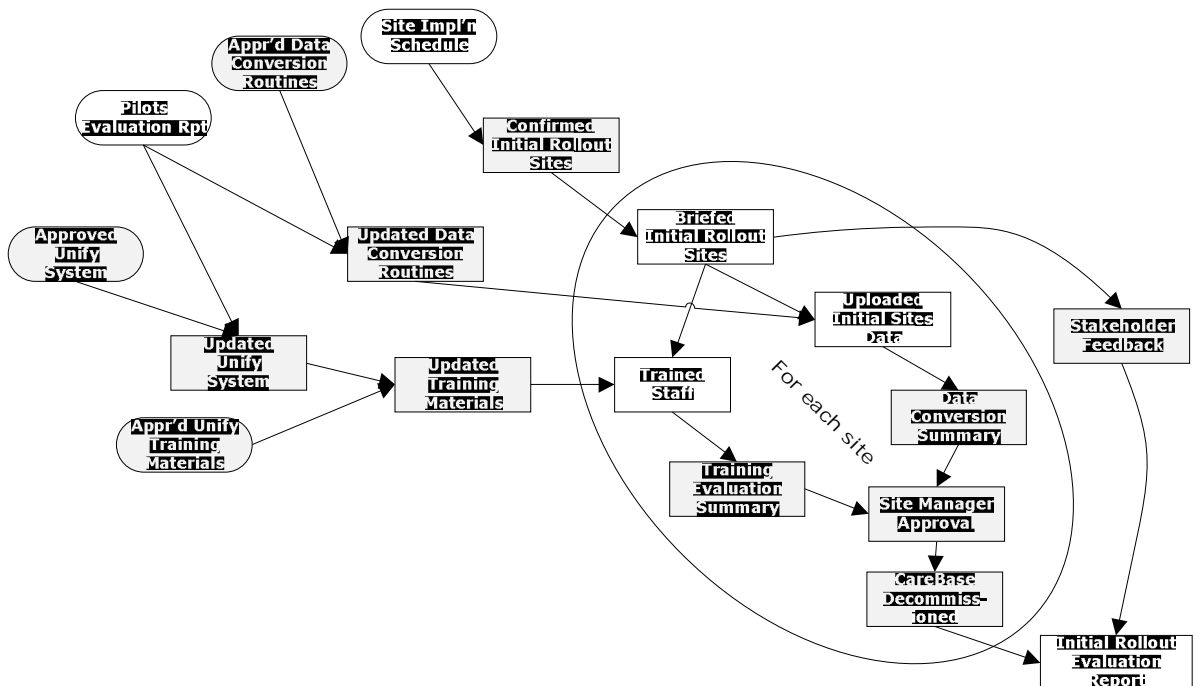
7.6. Activity 6 – Product Description

The entries in this section are suggestions; you may have come up with other and better entries.

Product Breakdown Structure for Stage 5



Product Flow Diagram for Stage 5



Product Description

Identifier	InitialRolloutEvaluationReport_V01_03
Title	Initial Rollout Evaluation Report
Purpose	To provide to the Project Board and others a summary of site implementation experience during this Stage.
Composition	<p><u>Section A – Evaluation by Team</u></p> <p>Site Implementation</p> <ul style="list-style-type: none"> - A summary of feedback - Specific concerns raised or suggestions made <p>Training (from training attendance records and eval forms)</p> <ul style="list-style-type: none"> - Evaluation of training, including the number of staff who attended and the number who did not attend - A summary of trainer feedback - Specific concerns raised or suggestions made <p>Data Migration</p> <ul style="list-style-type: none"> - A summary of feedback - Specific concerns raised or suggestions made <p>Information Management</p> <ul style="list-style-type: none"> - A summary of feedback - Specific concerns raised or suggestions made <p>Site Support (from Site Implementation Evaluation Forms)</p> <ul style="list-style-type: none"> - A summary of feedback - Specific concerns raised or suggestions made <p>Site Managers (from Site Implementation Evaluation Forms)</p> <ul style="list-style-type: none"> - Representative testimonials, if any - A summary of feedback - Specific concerns raised or suggestions made <p><u>Section B – Recommendations</u></p> <p>Recommendations on changes to approach, changes in Unify, levels of support, etc.</p>
Derivation	<p>Training Evaluation Summary</p> <p>Data Conversion Summary</p> <p>Feedback requested from all stakeholders in this Stage</p>
Format and Presentation	<p>MS Word format</p> <p>Standard SuperCare report template</p>
Dev't Skills	Ability to collate and analyse reports from each site
Quality Criteria	The report should accurately reflect the views of all contributors. Any concerns should not be watered down
Qty Tolerance	The report should be from 5 to 10 pages in length
Quality method	All stakeholders in the Stage are to be provided the opportunity to review the report.
Quality skills	None except an interest in this Stage and the next Stage.
Quality responsibilities	<p>Producer: Site Implementation Team Manager</p> <p>Reviewer(s): Senior User, Senior Supplier</p> <p>Approver: Executive</p>

7.7. Activity 7 – Work Package

Work Package Identifier

PR009_STG4_WP001_TechnicalProducts V01_02

Work Package Description

This Work Package consolidates all of the products to be delivered by the Technical Team during the Pilot Stage.

Product Descriptions

PR009_STG4_SP034PD_TestedGCSReleases V01_00

PR009_STG4_SP035PD_EmergencyFixes V01_00

PR009_STG4_SP036PD_UpdatedRegressionTestingScripts V01_00

PR009_STG4_SP037PD_MigratedSiteData V01_00

PR009_STG4_SP038PD_UpdatedDataMigrationScripts V01_00

PR009_STG4_SP039PD_PromotedSoftware V01_00

Approach

Techniques / processes / procedures

All software releases from GCS are to be tested against the specific requirements intended to be covered by the release.

Each release from GCS is also to be tested against the regression testing suite, to ensure that the release has not damaged any previously accepted release.

All reports are to be developed using SuperCare information management standards.

Development Interfaces

The Information Management Team Manager must be informed of all releases from GCS, to be able to decide whether any changes to data quality or reporting procedures may be needed.

The Site Implementation Team Manager must be informed of all releases from GCS, to be able to decide whether any changes to training or site implementation procedures may be needed.

The Information Management Team Manager has acceptance rights on all GCS releases.

Configuration Management Requirements

All components of each GCS release must be captured in the version control system.

All updated test scripts must be captured in the test tool.

All changes to other products must be captured in the document management system.

Planning

Constraints

Data migration at each site must be completed to meet the Site Implementation Team's schedule, regardless of the complexity or volume of data at the site.

Stage Plan Extract

Refer to the attached Stage Plan for overall timings of high level activities of each team at each site.

Joint Agreements

First priority must be given by the team to support site implementation, including normal data migration and emergency fixes required for data migration. An allowance of 2 FTEs over the Stage is provided.

Second priority will be given to supporting report development required by the Information Management Team Manager. An allowance of 1 FTE over the Stage is provided.

Third priority will be given to receiving, checking, testing and migrating software and other releases from GCS. An allowance of 2 FTEs over the Stage is provided.

All other activities are to be recorded in the next Checkpoint Report. An allowance of 1 FTE over the Stage is provided, which may also be used for higher priority activities when needed.

Controls

Tolerances

The Team Manager is allowed an effort tolerance of +/- 1 FTE.

Reporting Arrangements

The Technical Team Manager is to provide a weekly Checkpoint Report summarising the team's work over the week. The report is to be sent to the Project Manager by no later than COB on Monday of the following week.

Problem Handling and Escalation

Issues impacting the technical workstream are to be resolved expeditiously. Issues that cannot be resolved within one day by the Technical Team Manager are to be communicated immediately to the Project Manager in a summary email, copying Project Support, followed by a phone call to the Project Manager.

Approval method

Work Return Arrangements

A Product Status Account from the software version control system is to be generated to confirm that software products relating to each GCS release are under control. This report is to be forwarded by email to Project Support.

A Product Status Account from the automated testing system is to be generated to confirm that test scripts and test result are under control. This report is to be forwarded by email to Project Support.

Other completed hardcopy products are to be sent to Project Support by internal mail, marked Urgent. Project Support is to be advised by email on dispatch.

Other completed softcopy products are to be loaded into the specialist product section of the Project Repository on Sharepoint. Project Support is to be advised by email.

For products which required a quality review (refer to the Product Description), quality review documentation is to be copied into the quality section of the Project Repository on Sharepoint. Project Support is to be advised by email. Originals are to be retained and handed to Project Support at the end of the Stage or earlier if possible.

How completion is to be advised

When the Work Package has been completed, the Technical Team Manager will advise the Project Manager by email. When Project Support has control of all completed products, Project Support will confirm completion to the Project Manager.

Authorisation and Acceptance

Team or Person Authorised

Technical Team

Accepted

This Work Package has been accepted by Technical Team Manager
(signed and dated)

Authorisation

This Work Package has been authorised by the Project Manager
(signed and dated)

7.8. Activity 8 – Quality Review

You should have included the following:

Plan the next stage/Produce an Exception Plan – plan quality reviews in detail; the Quality Register to be updated with planned dates, and people and other resources to be used

Authorise a Work Package/Accept a Work Package – in a Team Plan (if requested) - plan quality reviews in detail; the Quality Register to be updated with planned dates, and people and other resources to be used

Execute a Work Package – the quality reviews of specialist products occur here; the Quality Register to be updated with actual dates for the review and final acceptance, and of the results of the review; Checkpoint Reports report in summary on quality reviews

Quality review technique – preparation, meeting, follow up; chair, presenters, reviewers, administrator; question lists, action items, issues being either off-specifications or requests for change

Review Work Package Status – update Stage Plan with actual date of completion of quality reviews

Report stage end – report on quality review statistics during the Stage

7.9. Activity 9 – Issue Categorisation

The following treatments are suggestions only. Your set will be different.

Comment	Treatment
<p>From a senior Site Manager: My staff have heard that implementation of Unify will result in major retrenchments.</p>	<p>I Identify: Raise a general issue. Evaluate: Validate the comments at that site, and tactfully at other sites to gauge the extent of the misunderstanding. Correct: Develop a comms pack for key stakeholders and Site Managers; add a FAQ to the intranet site.</p>
<p>From a staff member from a Pilot site: I thought Unify was supposed to be easy to use. My experience in using it is that it's a chore to use.</p>	<p>I Identify: Raise a general issue. Evaluate: Validate the comments at that site, and tactfully at other sites to gauge what is meant by the comment i.e. is this an issue with Unify or an issue with take-up by staff who haven't had to be so structured in their work before, or who may not have used IS before? Correct: Depends on the outcome of evaluation. May need a RFC to address any problems with Unify or associated workflows. May need a reorganisation of roles at this, some or many sites.</p>
<p>From the Director, Long-Term Care: The current direction of Unify is not suitable for long-term care sites. It won't work the way our LAN is configured.</p>	<p>I Identify: Raise a general issue. Evaluate: Have someone from the Technical Team check out these comments, and assess what the implications for Unify might be. Perhaps do a cost-benefit analysis to determine whether a reconfiguration of their LAN might be a cheaper option than a design change to Unify at this late stage. Raise a risk: if this wasn't picked up earlier, maybe other concerns with how Unify might interact with other aspects of SuperCare's infrastructure have been missed. Correct: Depends on the outcome of evaluation. May need a RFC to change Unify's design. May need a RFC at programme level to have the programme look at any required changes to the SuperCare LAN.</p>
<p>From Manager, Information Systems Unit: Unify was supposed to run on our standard infrastructure, but it seem that we will need to review the infrastructure at all sites and possibly upgrade most of it. When should I start?</p>	<p>I Identify: Raise a general issue. Evaluate: Have someone from the Technical Team check out these comments, and assess whether this concern is real. Correct: Depends on the outcome of evaluation, and whether this is seen as a project or programme problem. Also, raise a risk: what else has ISU neglected or forgotten to assess? Escalate: Depends on the outcome of evaluation, and whether this is seen as a project or programme problem.</p>
<p>From the CFO: All care workers recently received a 5% pay increase. We need to reduce this project's budget by 15% and we need the project to absorb this reduction.</p>	<p>I Identify: Raise an issue of type RFC with the CFO as author of the change. Escalate: If the project clearly cannot be completed within tolerance with this reduction in budget, raise an Issue Report to notify the Project Board, and to seek their instruction on whether to conduct an evaluation of impact and options. Evaluate: Determine the impact of a 15% decrease in budget. The project will probably need to be de-scoped, but is this possible? Escalate: Advise the Project Board of the results of your options analysis in an Exception Report.</p>

Issue Register entry

Issue Id	I010	
Raised by	Gina Riley	
Date raised	05 February 20XX	
Type	General	
Description	Rumours of retrenchments	
Priority	High, the senior Site Manager believes this rumour must be negated quickly to avoid staff morale problems at all sites.	
Severity	Moderate, Project Manager to work with Senior Users to decide on the best approach	
Status	Open	
Impact Analysis		
Affected Products	(Potentially) Training Materials, as it may be necessary to include some advice about expected impacts of Unify on staff FAQs on website as a broadcast means of checking the rumour Communication Management Approach as rumours sometimes emerge to fill a gap left by lack of effective communication; it may be necessary to schedule some all-hands events where senior managers field staff questions	
Project, Stage, Technical impact	Pending Site Implementation team quote on duration	
Business Case and Risk impact	Pending Site Implementation team quote on cost and risk analysis	
Appraised by	Site Implementation Team Manager	
Decision		
Pending impact analysis		
Authority	Senior User	(signed and dated)
Resolution Actions		
07 Feb 20XX	Site Implementation Team Manager	Provide quote for changes to training materials, by 11 February 20XX.
07 Feb 20XX	Corporate Comms	Provide advice on a short article in next edition of the newsletter, by 11 February 20XX.
Date of Closure		
Open		

7.10. Activity 10 - Exception

Exception Title

North Wallsend data corruption

Deviation

Cause of the deviation

There appears to be a problem in the way Unify's data validation rules interact with poor quality data being uploaded from CareBase. GCS are having trouble identifying a root cause of the problem.

Consequences of the deviation

The Site Manager is unwilling to accept Unify at the site. If the root cause of the defect is not identified, there is the potential that the defect will recur at multiple sites during the next General Rollout Stage.

Options

Option 1 – manually rekey the CareBase data into Unify for North Wallsend

GCS advise that we could manually key the affected data into Unify for North Wallsend. This would enable us to complete Stage 5 on time.

It is estimated that this manual rekeying would take 3 days and cost \$15k. This is not a solution we could afford to adopt if the problem was widespread.

However, we would have to raise a new risk to cover the potential exposure of other sites to the same problem.

Option 2 – remove North Wallsend from the Stage

We could just remove North Wallsend from this Stage, and complete this Stage on time. The impact of this on the next Stage would be negligible, and there would be negligible impact on Project tolerances or the Business Case.

However, if we removed North Wallsend from the Stage, and returned to it during the next General Rollout Stage 6, we would be exposed to the risk that the problem could recur at multiple other sites in Stage 6, and we would have no immediate solution. We would thus have to raise a new risk to cover this exposure.

Option 3 – delay Stage end, correct the defect

We could delay the current Stage end until a fix could be found. We could then complete site implementation at North Wallsend.

However, this would delay the start of Stage 6 by an unknown time, and could have serious impacts on project tolerance and Business Case.

Option 4 – delay Stage end for a week only

A compromise option would be to delay the end of Stage 5 by 1 week, in the hope that GCS could identify a fix in that extra week. If a fix couldn't be found, then we would move North Wallsend to Stage 6 and close Stage 5, accepting the risk in Stage 6 that the defect might occur at other sites.

If the defect was confirmed in Stage 6 to be widespread, we could then halt Stage 6 and press GCS for an alternative.

Option 5 – revert North Wallsend to CareBase

We cannot allow North Wallsend to remain without system support. Rather than rekeying data into Unify, we could revert to CareBase and bring it up to date so that the site could continue to operate. It is estimated that this would take 1 day and cost \$5k. We would then come back to this site during Stage 6. There would be problems with morale at the site.

Option 6 – import corrupted data into Unify

The 'do nothing' option is to allow corrupted data to be imported into Unify, then arrange for the errors to be identified and resolved, either manually or using special-purpose tools that would have to be built. The risk is that some clients might receive substandard or no service for a period of time, which means that manual checking of client visits would have to be done to prevent, or detect and rectify, this. It is estimated that the special-purpose tools might cost in the order of \$10k to build, and that in addition the cost of manually checking schedules could cost up to an additional \$10k.

Option 7 – hire a specialist data cleansing firm

Hire specialist skills to identify the problem. This would appear to cost around \$10k per week, but we cannot clearly identify an upper limit on the time we might need these skills to find and resolve the problem.

Recommendation

It is recommended that we adopt a combination of options 2, 3, 4 and 5.

We should delay the end of Stage 5 by a week, hoping a solution will be found.

If a solution hasn't been found by the end of the extra week:

- We should remove North Wallsend from Stage 5 and close that Stage on time.
- We should revert North Wallsend to CareBase.
- We should start Stage 6 on time, adding North Wallsend to the end of the Stage.
- We should press GCS for a solution to the problem.

Further, we should monitor other site implementations to see if the problem is widespread. If North Wallsend turns out to be the only site with the problem, and no solution has been found for the problem by the end of Stage 6, we could then manually key the data into Unify at the above costs.

Lessons

A check of data quality at all sites earlier in the project may have provided advance notice of this problem, allowing more time for a solution to be found, and a warning that wider tolerances around cost and time may have been useful.

7.11. Activity 11 – Premature Closure

RFCs with merit but not implemented	All RFCs approved during this project should be reviewed for ongoing relevance in establishing the requirements baseline for a new project.
Off-Specifications	Any Off Specs relating to assets that may need to be preserved for future SuperCare projects may need to be preserved.
Ongoing risks	<p>The likelihood of the risk that the December deadline for replacement of CareBase will not be achieved should be increased.</p> <p>This and other risks which may impinge on a replacement project need to be preserved.</p>
Any identified handover or training needs	<p>Processes, tools and associated licenses developed or acquired by this project which may be useful to other projects, such as:</p> <ul style="list-style-type: none"> - Software version control system - Regression testing system - Release management procedure <p>A new owner will need to be found for these assets, and if project staff are not to be transferred, then training for the new responsible staff will need to be arranged.</p>
Any other activities	<p>Sites already using Unify need to be supported until a replacement system is available</p> <p>If another project is to be commissioned to achieve this project's objectives in a different way, it may be that some of this project's team may be needed, for example Site Implementation and Information Management. These staff will need to be retained.</p> <p>Contracts with GCS and Digiware will need to be terminated. This may involved early termination fees.</p> <p>Contracts for contract staff will need to be terminated, if the staff cannot be transferred to other SuperCare projects.</p> <p>Communication to all stakeholders in this project.</p>

8. The Practitioner Exam

Most Practitioner candidates have not sat an exam like the Practitioner exam for many years. This section of the Workbook is intended to provide advice to help prepare you for the exam and to ensure that you will be able to clearly demonstrate your level of understanding of PRINCE2 to the examiner and achieve the highest possible mark.

In this section we present two types of advice, advice from our own experience and advice from APMG.

8.1. Examination Structure

The PRINCE2 Practitioner exam is an objective examination over 2½ hours consisting of 68 question items each worth 1 mark, giving a total of 68 possible marks. Candidates must score at least 38 marks (approximately 55%) to pass the exam.

Each question item is presented in one of the following styles:

- Standard multiple choice (select the correct answer from a list of options);
- Matching (link items in one list to an item in a second list).

Neither of these question formats are easier than each other, as all can be broken down into basic true/false statements. The question formats require various levels of understanding of PRINCE2. These different levels of understanding can be represented in Bloom's taxonomy as follows:

- Knowledge, such as 'Can you name the missing Theme in this list?'
- Comprehension, such as 'Which of these roles best matches this activity ...?'
- Application, such as 'What control is suitable considering ...?'
- Analysis, such as 'What are the errors in this PBS?'
- Synthesis, such as 'Create the Quality Register entry after this Quality Review'. Note this level is not tested in the Practitioner exam
- Evaluation, such as 'Why is this individual best placed to perform this role?'

You will be provided with three components:

- A Scenario booklet, including a scenario which applies to all questions, and additional information which applies to a specific question only. Where it is provided, make sure you read the additional information before attempting the associated question
- A Question booklet
- An Answer sheet. You must mark your answers in pencil. If you change your mind about an answer, you must rub out your original answer with the eraser provided.

The Practitioner examination is open-book, meaning that you may refer to the PRINCE2 Manual during the exam. However, as you won't have time to for much searching through the manual, you should prepare yourself and the Manual beforehand:

- Be clear about its format, layout and structure
- Use the tabs provided to provide a visual index into the Manual. Tab the principles section, each process and theme section, and each Appendix on the right side. Tab useful diagrams or concepts on the top.
- Write short, manageable summaries of content for each section. Note that you cannot include Post-It notes or staple additional pages in your Manual.

8.2. Inspiring Guidance

Timing. In the heat of the moment, it will be difficult for you to keep track of time. You will have on average 2 minutes per question. Some won't take you so much time to answer; other will take you longer. But by around the 30 minutes mark, you should have answered around 15 questions. By around the hour mark, you should have finished

around 30 questions. By around the 1½ hour mark, you should have finished around 45 questions. By around the 2 hour mark, you should be close to finishing.

Adequate sufficiency. Rather than reading the entire scenario in detail, just skim it when you first open the Scenario booklet, to get an idea of what's going on. Don't read the additional information at this stage. Then, as you start looking at the questions, work out what information you need from the Scenario and any question-specific additional information, so that a second reading can be more focussed.

Be positive. When you've chosen an answer for a question, always mark it on the Answer sheet. Don't mark it on the Question booklet and expect to have time at the end to check your answer and then mark it on your answer sheet. If you have a nagging doubt, flag this question in the Question booklet for another look if time permits.

Progress. As you answer a question, cross it off on your Question book to focus you on the questions you haven't attempted when you come back on your 2nd or 3rd pass. When you have completed all questions on a page in the Question booklet, draw a line across the page to ensure when you come back for a 2nd or 3rd pass that you don't waste time on this page.

Survival of the fittest. Eliminate options you are sure are wrong by crossing them off. Put a question mark against an option that you're not sure about. If you can't yet decide which option is the answer, pick the most likely option, move on and come back later if you have time.

Double negatives. Most people have trouble interpreting double negatives, such as 'Which of these options is NOT FALSE?' We suggest that you convert these to the equivalent positive statement, such as 'Which of these options is TRUE?'

Answers earn marks. You can annotate, draw on, colour code, fold, tab or mark up the Scenario or Question booklet in any way you find useful, but remember that work in these booklets won't be marked. Blanks on the Answer sheet also earn you no marks; but incorrect answers don't count against you. So make sure in your 3rd pass through the paper that you provide an answer to every question as best you can. Maybe mark doubtful answers in the Question booklet, but don't stop! Finish! If you still have time, return to these doubtful answers and attempt to refute your answer. If you can't, stay with it and move on.

Vote early, vote often. Only one answer is permitted per question. If you provide more than one answer to a question, you will receive no marks at all for that question. You will only earn marks for correct answers; you won't lose marks for an incorrect answer.

8.3. Prepare your manual

During the Practitioner Exam, you will need to be able to find information quickly. We suggest that you tab your manual before the exam as follows:

Tabs at the side:

Tab the page after the title page of each chapter and appendix.

Tabs at the top:

- Relationship between outputs, outcomes and benefits, p47
- The business case development path, p49
- Project management team roles, p63
- Quality Audit Trail, p81
- Each technique, p89, 102, 106, 116, 123, 144
- Risk Responses, p132
- Tolerance areas, p149
- PRINCE2 Process Model, p161
- Sample Product Checklist, p314
- Sample PBS/PD/PFD, p351-356

Finally, on p291, just after each management product listed, insert the page number where the relevant product description starts, to form a Table of Contents for Appendix A.

8.4. Results and Certificates

PRINCE2 Practitioner examinations will be marked by the Examination Institute after the course has completed and your result will be released soon after, usually within a few days.

For successful Practitioner examination candidates, a Practitioner Certificate will be available for download a few days after your results have been released.

9. Sample Practitioner Exam Questions

9.1. Organisation

Syllabus Area	Question Number	Part	Marks
Organisation	1	A	5

<p>All Project Assurance roles have been delegated.</p> <p>Column 1 is a list of project responsibilities. For each responsibility in Column 1, select from Column 2 the role which should undertake that responsibility. Each selection from Column 2 can be used once, more than once or not at all.</p>	
Column 1	Column 2
<p>1 Ensure that the selected suppliers are appropriately represented in the project management team structure</p> <p>2 Secure the availability of a subject matter expert to act as Information Team Manager</p> <p>3 Assess whether quality control procedures are being used correctly so that products adhere to requirements</p> <p>4 Resolve conflicts about the priority of various user requirements</p> <p>5 Confirm that the system requirements specification takes into consideration the recommendations developed by the Feasibility Study</p>	<p>A Executive</p> <p>B Senior User</p> <p>C Senior Supplier</p> <p>D Project Assurance for the Executive</p> <p>E Project Assurance for the Senior User</p> <p>F Project Assurance for the Senior Supplier</p>

Check your answers on page 87.

Syllabus Area	Question Number	Part	Marks
Organisation	1	B	3

<p>Each of the following 3 questions includes a list of true statements about an individual from the project organisation but only one statements explains why, in the context of a PRINCE2 organisation structure, roles and responsibilities, the individual is a suitable candidate for that role.</p>	
1	<p>Which statement explains why the Chief Executive Officer could have been appointed as the Executive?</p> <ul style="list-style-type: none"> A She likes to be involved in the operational detail B She has sufficient knowledge to agree user requirements for the specification of the Unify application C Her strategy is to improve productivity and work practices in care service areas D She chairs the Investment Review Committee.
2	<p>Which statement explains why the Chief Financial Officer could have been appointed as the Executive?</p> <ul style="list-style-type: none"> A He has the authority to authorise staff pay increases B He has sufficient knowledge of the business to approve supplier Product Descriptions C He is a member of the Investment Review Committee D He has experience in balancing costs against benefits during periods of growth and change, and so can oversee the development of the Business Case
3	<p>Which statement explains why the Information Systems Unit Manager could have been appointed as a Senior User?</p> <ul style="list-style-type: none"> A He has the technical knowledge to brief user management on the supplier aspects of the project B He is aware of the user problems caused by the existing CareBase software C He has the skills and experience to create Team Plans for his team's involvement in the project D His department is thinking about new Help Desk call reporting systems

Check your answers on page 87.

Check your answers on page 87.

9.2. Business Case

Syllabus Area	Question Number	Part	Marks
Business Case	2	A	8

Column 1 is a list of true and false statements about when a Business Case is updated.

For each of the statements in Column 1 select either A (Yes, this is correct) or B (No, this is incorrect).

Column 1	Column 2
1 When preparing a Product Status Account	A Yes, this is correct
2 When analysing a risk	B No, this is NOT correct
3 When preparing for an End Stage Assessment	
4 When examining an issue	
5 When updating the Communication Management Approach	
6 When raising an Exception Report	
7 When preparing for an Exception Assessment	
8 When updating a Product Checklist	

Check your answers on page 87.

Syllabus Area	Question Number	Part	Marks
Business Case	2	B	9

Column 1 is a list of information that may be found in the Business Case for this project. For each piece of information in Column 1, select from Column 2 the Business Case heading under which it should be recorded.

Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
1 It was decided to base Unify on AmeriCare as it had an 80% fit with SuperCare’s requirements	A Reasons B Business Options C Expected Benefits D Major Risks E Costs F Timescale G Investment Appraisal
2 Use of Unify should cut by half the time needed to prepare each day’s schedule of in-home care visits	
3 Developing Unify as a new system development was considered	
4 DigiWare has no experience using PRINCE2, and may not understand how to interpret Work Packages or Product Descriptions	
5 The project is expected to take 21 months to complete	
6 There is some doubt about the accuracy of data coming from CareBase for use in statutory reporting	
7 There is a +\$1Million / -\$2Million tolerance around the project budget	
8 The HR Manager predicts that the introduction of Unify will reduce by 40% the time required to train staff to manage care services	
9 A number of existing staff who do not currently use computers at their sites may decide to leave SuperCare when Unify is implemented	

Check your answers on page 87.

9.3. Risk

Syllabus Area	Question Number	Part	Marks
Risk	3	A	5

The Project Manager is concerned that the Information System Unit (ISU) has never had to undertake an infrastructure review across the recently expanded SuperCare before, and may not be able to complete the review thoroughly or on time. ISU's inexperience may be a reason for their unwillingness to commit to a deadline or provide any progress information to the Project Manager.

Use this additional information to answer the following questions.

Column 1 is a list of entries that may appear in the project's Risk Register as a result of this risk. Column 2 is a selection of Risk Register headings. For each entry in Column 1, select from Column 2 the most appropriate heading under which it should be recorded.

Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
1 Medium: ISU has a good reputation, but they have never worked on a review of such a scale before	A Probability
2 Time: High, Stages 4, 5 and 6, and the project as a whole could be delayed	B Risk Author
3 Supplier	C Risk Description
4 ISU's inexperience may delay Pilots and both Rollout stages	D Risk Owner
5 Director, Finance and Administration	E Risk Category
	F Impact
	G Proximity
	H Risk Response

Check your answers on page 88.

Syllabus Area	Question Number	Part	Marks
Risk	3	B	6

The project has entered the Build Stage. The Project Manager has just heard that an interstate care services organisation very similar to SuperCare is evaluating a new European care services management system that is said to meet 100% of that organisation’s requirements off-the-shelf, without the need for expensive customisation. If these claims are true with respect to SuperCare’s own requirements, there is a risk that the Short-Term CareBase Replacement Project may no longer be needed. The Executive has instructed the Project Manager to treat this risk as a threat rather than as an opportunity.

Following a risk analysis, the Project Manager has identified the risk responses listed in Column 1. Match these responses to the most appropriate response categories in Column 2.

Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
1 Form a team of technical and subject matter experts and send them interstate next week to perform an evaluation of this new product against SuperCare’s detailed requirements	A Avoid B Reduce C Accept
2 Log the risk in the Risk Register and monitor the situation	D Contingency plan E Transfer
3 Ask the legal department to determine what it would cost to terminate the GCS contract for convenience	F Share
4 Escalate the matter to Programme Management	
5 Discuss the matter with all key stakeholders, with a view to convincing them that it is too late to stop the project without impacting on their professional reputations	
6 Carry on with the project as planned on the basis that AmeriCare was found to be the best care service management solution on the market during the Feasibility Study, and it would now be too expensive to change to the European system	

HINT: The Executive’s request could be considered as not being in the best interests of his/her employer. The question is intended to prompt you to think about what each action was intended to achieve, in terms of the risk’s likelihood or impact on project objectives AS CURRENTLY BASELINED.

Check your answers on page 88.

9.4. Quality

Syllabus Area	Question Number	Part	Marks
Quality	4	A	2

Answer the following 2 questions about quality responsibilities.

Remember to limit your answers to the number of selections requested in each section.

1	<p>Identify the 2 actions for which the Team Manager is responsible.</p> <ul style="list-style-type: none"> A Signing off the reviewed product when all the follow-up actions have been approved B Plan quality reviews in detail C Approving each completed action item following a quality review D Updating the Quality Register with the results following a quality review meeting E Plan for any remedial work needed to address follow-up action items.
2	<p>Identify the 2 actions for which Project Assurance is responsible.</p> <ul style="list-style-type: none"> A Updating the Quality Register with details of the timing and participants for a quality review B Advising on which staff have the required skills and knowledge to act as reviewers for the product to be reviewed C Approving the completed product D Updating the Issue Register with details of any follow-up actions which cannot be resolved E Ensuring that follow-up action items are being properly monitored

Check your answers on page 89.

Additional information for Part C

Project Assurance has reviewed the Quality Register and has made several observations, which may or may not be correct, to be followed up by the Project Manager.

Selected entries from the Quality Register (contains errors)

Quality Id	QR001	QR002
Product Id	P009_STG5_SP02_V01	P009_STG5_SP04_V02
Product Title	Data Quality Report	Rollout Evaluation Report
Quality Method	Quality review	Quality review
Roles and responsibilities	To be determined	Chair: Senior User Reviewer: ISU Manager Reviewer: Training Team Manager Admin: Project Support
Planned date	17 Jan 20XX	25 Jan 20XX
Actual date	19 Jan 20XX	20 Jan 20XX
Result	A	R
Quality Records	18 action items, detailed in P009_STG5_QR001_Minutes	3 action items, detailed in P009_STG5_QR002_Minutes
Forecast sign-off date	19 Jan 20XX	25 Jan 20XX
Actual sign-off date	19 Jan 20XX	To be determined

Syllabus Area	Question Number	Part	Marks
Quality	4	B	3

Using the additional information provided, answer the following 3 questions about the entries in the Quality Register.

1	<p>Which statement is a correct observation regarding the structure of the Quality Register?</p> <p>A A description of valid entries for the Result field should be given so that they can be interpreted correctly</p> <p>B A field should be added to record the date each entry was updated</p> <p>C A field should be added to indicate who updated each entry</p> <p>D The entries under the Quality Id heading should be numeric</p>
2	<p>Which statement is a correct observation about entry QR001?</p> <p>A The entry under the Quality Records entry may be incorrect because the follow-on actions should not be summarised</p> <p>B The entries under the Roles and Responsibilities heading are incomplete because names and roles should be added</p> <p>C The entry under the Actual date heading is incorrect because it should NOT be later than the Planned date entry</p> <p>D There are no other errors for entry QR001</p>
3	<p>Which statement is a correct observation about entry QR002?</p> <p>A The entry under the Actual date heading is incorrect because it is before the Planned date entry</p> <p>B The entry under the Quality Method entry is incomplete because the Senior User who must sign-off the product should be added</p> <p>C The entry under the Actual sign-off date heading is missing and may not be correct</p> <p>D There are no other errors for entry QR002</p>

Check your answers on page 89.

9.5. Change

Syllabus Area	Question Number	Part	Marks
Change	5	A	6

The information in Column 1 about the product P009_SG5_SP10_InitialRolloutEvaluationReport needs to be entered into a Configuration Item Record. Identify under which headings of the CIR in Column 2 each item of information should be recorded.

Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
1 The report will be the basis of a briefing to corporate management about how General Rollout of Unify will be managed	A Item type B Owner C Producer D Source E Relationship with other items F Status G Copyholders H Cross-references
2 The Executive has requested creation of the report	
3 The Team Leaders will need a copy of the report when planning Stage 6	
4 The Project Manager is gathering feedback to be summarised in the report	
5 Project Issue I004 asked for feedback from the CFO to be included	
6 Issued for review	

Check your answers on page 90.

Syllabus Area	Question Number	Part	Marks
Change	5	B	9

The information in Column 1 about the how the project will handle issues needs to be recorded in the Change Control Approach. Identify under which headings of the Change Control Approach in Column 2 each item of information should be recorded.

Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
1 The Programme Manager's Administration Officer will manage the project Issue Register and all requests for change	A Introduction B Issue and Change Control Procedure
2 The impact of each issue on business, user and supplier interests will be assessed	C Tools and Techniques D Records
3 Only the Project Board can authorise changes to approved products	E Reporting F Timing of activities
4 When an issues has been closed, the Project Manager will update the Issue Register	G Roles and Responsibilities H Not relevant
5 Issues to be managed informally will be captured in the Project Manager's Daily Log	
6 A new issue will be allocated the next sequential identifier available in the Issue Register	
7 Programme management have directed that PRINCE2 will be the project management method to be used for this project	
8 As part of project closure, all open requests for change will be transferred to operational management	
9 To identify, control and assess any potential and approved changes to the project's baselines	

Check your answers on page 90.

9.6. Progress

Syllabus Area	Question Number	Part	Marks
Progress	6	A	6

Column 1 is a list of statements about the controlled start of a PRINCE2 project.

For each of the statements in Column 1 select either A (Yes, this is correct) or B (No, this is incorrect).

Column 1	Column 2
<p>1 After project initiation is authorised, a copy of the Project Brief should be sent to those responsible for the operational support of the final product(s)</p> <p>2 Technical stages should form the basis of the Project Board’s decision making</p> <p>3 A small project may consist of just 1 stage, which will encompass the creation of all of the project’s products</p> <p>4 The Communication Management Approach should reference those who will have to support the final products</p> <p>5 Corporate or programme management should appoint the Project Executive</p> <p>6 It is good practice to use the Project Controls section of the PID to define the frequency and structure of the Highlight Report required by the Project Board</p>	<p>A Yes, this is correct</p> <p>B No, this is NOT correct</p>

Check your answers on page 91.

Syllabus Area	Question Number	Part	Marks
Progress	6	B	5

Using the project scenario, answer the following 5 questions about the PRINCE2 controls in this project.

1	<p>While monitoring the rollout in Stage 5, the Project Manager received reports from several trainers that site staff were using spreadsheets for a complex staff rostering calculation that could easily be done in Unify but which was not currently part of the project's scope. How should the Project Manager suggest that this function should be added to Unify?</p> <p>A Make a note of the suggestion in the Daily Log, and transfer the suggestion to the Follow-on Actions Recommendations section of the End Project Report at the end of the Project</p> <p>B Make an entry in the Issue Register and escalate it through the Project Board to programme management.</p> <p>C Record the suggestion in the next Highlight Report to the Project Board</p> <p>D Produce a Project Mandate, outlining the benefits that were associated with the suggestion</p>
2	<p>A trainer at a very large site has reported to the Training Team Manager that there are many more people to be trained at the site than expected, and that the training at this site would not be completed as planned. What initial action should the Team Manager take?</p> <p>A Make an entry in the Risk Register so the Project Manager can decide on appropriate action</p> <p>B Raise an issue to inform the Project Manager</p> <p>C Add a new product to the next Stage Plan in order to account for the time and cost of the additional training</p> <p>D Report the forecast delay in the next Checkpoint Report to the Executive</p>
3	<p>During Stage 5, the Project Manager decides to recommend that the Project Plan is revised to finish 6 weeks later than planned, where the project time tolerance allowed up to a month delay. Which of the following statements is correct?</p> <p>A Such a change might affect the Business Case, and therefore the current project would have to prematurely close and be restarted with a new Business Case</p> <p>B The revision of the Project Plan would have to wait until the end stage assessment of Stage 5</p> <p>C The Executive would need to seek approval from programme management to implement this change</p> <p>D The tolerances stated in the Project Plan can NOT be changed</p>

4	<p>During a conversation with a Site Manager of a site already using Unify, the Site Manager informed the Project Manager that she had just hired 25 new staff members who needed to be trained to use Unify. What action should the Project Manager take?</p> <ul style="list-style-type: none">A Issue a Work Package to the HR Director requiring Unify training to be added to new staff induction trainingB Include this requirement in the next Checkpoint Report to the Training Team ManagerC Review current Stage status and check with the HR Director whether Unify training could be added to new staff induction trainingD Raise an Exception Report to the Project Board
5	<p>Towards the end of Stage 5, the Project Manager requested a Product Status Account to ensure that all products are at their expected status. Although training at North Wallsend is now complete, and the training evaluation forms have been quality reviewed, they have not been baselined because the trainer only handed out the first page of the form at the end of the course, and has not yet received the completed second page from any trainee. What initial action should the Project Manager take?</p> <ul style="list-style-type: none">A Check the product status in the Daily LogB Delay producing an End Stage Report until the outstanding information has been receivedC Raise an Exception Report to the Project Board to highlight the issueD Check the Quality Register for the target sign-off date of the outstanding action

Check your answers on page 91.

9.7. Plans

Syllabus Area	Question Number	Part	Marks
Plans	7	A	8

Column 1 is a list of planning suggestions that were made at various times during the project. For each suggestion in Column 1 select either A (Yes, this suggestion should be implemented) or B (No, this suggestion should NOT be implemented).

Column 1	Column 2
1 SuperCare should require GCS to develop detailed Team Plans to cover its work in customising AmeriCare and preparing the training material	A Yes, this suggestion should be implemented
2 To save time, the Project Board should delegate the authorisation of the Project Plan and Stage Plans to Project Assurance	B No, this suggestion should NOT be implemented
3 As the interfaces between Unify and SuperCare's HR and Finance systems will be based on technology new to SuperCare, it would be sensible to agree a risk budget to respond to the threat that it may cost more to implement than originally planned	
4 The Project's cost and time tolerances should all be allocated to GCS' Work Package to customise AmeriCare	
5 Project Assurance should ensure that the Stage Plan and associated Team Plans for the Build Stage have identified the quality control methods and appropriate resources to be used	
6 Plans for Stages 4, 5 and 6 should all be developed at the same time, as these stages all relate to implementation and the project could save a significant amount of time later	
7 As SuperCare's requirements may change during the project lifecycle, it would be sensible to agree a project change budget	
8 Tolerances will not be required for the Specification Stage as it covers only one key product	

Check your answers on page 92.

Syllabus Area	Question Number	Part	Marks
Plans	7	B	10

Column 1 is a list of statements from the Stage Plan for the Specification Stage. Column 2 is a selection of some of the Stage Plan headings. For each statement in Column 1, select from Column 2 the Stage Plan heading under which the statement should be recorded. Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
<p>1 The Programme Office has advised that previous projects have not been able to accurately assess the priority to be allocated to each item in their specification, causing inappropriate emphasis on lower priority items</p> <p>2 A quality review for the requirements specification will be scheduled in the week commencing 17 March 20XX, and will involve the Manager, Short-Term Care as a reviewer</p> <p>3 This plan expects that there will be three rounds of review of the specification</p> <p>4 Project Assurance will be assigned to review the status of all quality checks during the Specification Stage and will advise the Project Manager of any delays</p> <p>5 The requirements specification must be produced using SuperCare’s standard document template and corporate image standards</p> <p>6 Current staff schedules and usual operational workloads have been used as the basis for preparing a schedule of requirements gathering workshops with site staff. They are believed to be correct but the Project Manager has not been able to confirm this</p> <p>7 ISU have promised to provide technical staff to assist in the development of technical requirements for Unify</p> <p>8 Each requirement must be clearly defined, with specified criteria as to how to measure the quality of the delivered system against the specification</p> <p>9 The purpose of this stage is to develop a requirements specification for a new care services management system</p> <p>10 SuperCare will employ a former senior Site Manager on a contract basis to write the business section of the requirements specification. This will ensure that the section is credible to current Site Managers, who have not been fully engaged in the past.</p>	<p>A Plan description</p> <p>B Schedule</p> <p>C Plan prerequisites</p> <p>D Monitoring and control</p> <p>E Planning assumptions</p> <p>F Lessons incorporated</p> <p>G Product Descriptions</p>

Check your answers on page 92.

9.8. Product-Based Planning

Additional Information

PRODUCT SUMMARY

The report created in the Feasibility Study provided SuperCare with the confidence it required to establish the Unify Programme, and this initial project. This report provided an outline of SuperCare's business requirements, which will be refined in this project, and identified an existing system called AmeriCare which satisfied most of these requirements off-the-shelf and which came with a pre-existing set of suitable training materials.

SuperCare's staff will use these business requirements to design a system specification, which will be used to both enhance the existing system to create the initial developed Unify system and to customise the existing Americare training materials.

The developed Unify system will be subjected to system testing to create a tested Unify system, and then to user acceptance testing to create an accepted system. Train the trainer events will then be held to develop trained trainers to facilitate training of site staff.

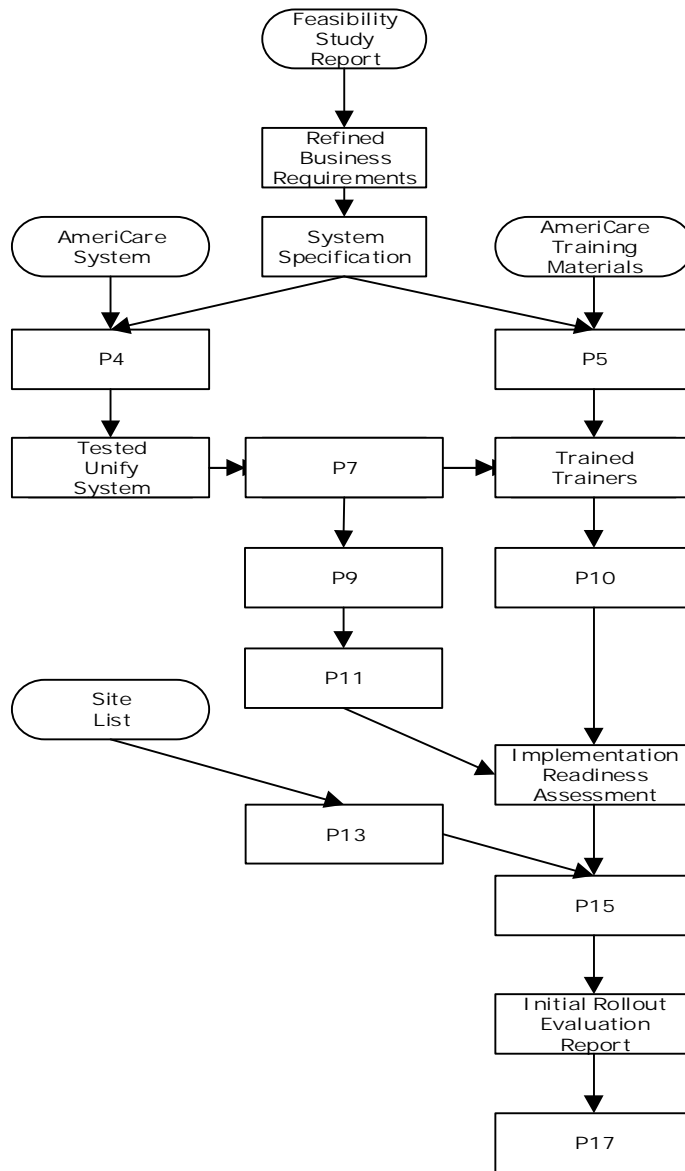
An implementation readiness assessment will be created to confirm that not only will trained site staff be available and site managers are comfortable, but that trained support staff will also be available. The latter is dependent on having in place a suitable maintenance and support contract aligned with the accepted Unified system.

An implementation schedule will be prepared from the site list maintained by the Director of Operations. A pilot at two sites will be undertaken to ensure that the Unify system and staff are ready. Then an initial rollout of implementation will occur, to ensure that data cleansing and data migration processes are robust, before a general rollout of Unify to all remaining sites is undertaken. An evaluation report will be created after each of these three rounds of implementation (pilot, initial rollout and general rollout), to support management decisions about proceeding with the next round of rollout or, finally, agreeing that the project can close.

The following products are inputs to the project:

The following products will be created by the project:

These products will be developed in the sequence indicated in the following Product Flow Diagram (you should assume that it contains no errors).



Syllabus Area	Question Number	Part	Marks
Plans	8	A	9

Using the additional information provided and the Product Flow diagram, answer the following question.

Column 1 is a list of product labels from the Product Flow Diagram. For each product label, select from Column 2 the product that this label represents. Each selection from Column 2 can be used once only.

Column 1	Column 2
1 Product P4	A Pilot Evaluation Report
2 Product P5	B Trained Support Staff
3 Product P7	C General Rollout Evaluation Report
4 Product P9	D Trained Site Staff
5 Product P10	E Site Implementation Schedule
6 Product P11	F Maintenance & Support Contract
7 Product P13	G Customised Training Materials
8 Product P15	H Developed Unify System
9 Product P17	I Accepted Unify System

Check your answers on page 93.

Syllabus Area	Question Number	Part	Marks
Plans	8	B	10

Column 1 contains a number of entries that will be included in the Product Description for the Site Training Report.

For each entry in Column 1, select from Column 2 the most appropriate Product Description heading under which each entry should appear. Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
1 SuperCare standard report template saved in MS Word 2003 format	A Purpose
2 Trainer Report showing staff who were trained	B Composition
3 No specific skills are required	C Derivation
4 Assessed competence of trained staff	D Format and Presentation
5 Clerical skills to summarise delegate feedback forms	E Development skills required
6 Training Database containing a list of staff who were to be trained	F Quality Criteria
7 A report to indicate the status of training of site staff	G Quality method
8 Spot checks of results reported for specific courses against similar results manually prepared for the same courses	H Quality tolerance
9 The report should accurately reflect the data in the Training Database	
10 Site name and name of site manager	

Check your answers on page 93.

9.9. Change Control

Syllabus Area	Question Number	Part	Marks
Change	9	A	1

There has been a report that a new care service management system recently launched into the market would meet 100% of SuperCare's requirements off-the-shelf. This has now been confirmed to be the case, meaning that SuperCare could acquire a replacement for CareBase at less than half the cost of completing the customisation of GCS' system.

The following activities (not yet in the correct order) will now need to be undertaken:

1. Raise an Exception Report to the Project Board presenting the options available to them
2. Evaluate the issue in terms of its impact on stage and project tolerances
3. Hold an Exception Assessment
4. Raise an issue and record it in the Issue Register
5. Produce an Exception Plan

1	<p>Which of the following sequences correctly represents the order in which the above activities should be carried out?</p> <p>A 4, 2, 1, 5, 3 B 4, 2, 1, 3, 5 C 2, 4, 1, 5, 3 D 2, 4, 1, 3, 5 E 4, 1, 2, 5, 3.</p>
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Check your answers on page 94.

Syllabus Area	Question Number	Part	Marks
Change	9	B	6

<p>Consider each of the statements about this project in Column 1. Select from Column 2 the option which best describes each statement. Each selection from Column 2 can be used once, more than once or not at all.</p>	
Column 1	Column 2
<p>1 A member of the project team has noticed that Site Managers' feedback has not been considered in SP10 Initial Rollout Evaluation Report, as stated in the Product Description. This was missed in the quality review</p> <p>2 The Director, HR has decided that her internal trainers should be trained in the use of Unify, and wants them included in the approved list of staff to be trained</p> <p>3 Following the quality review and sign off of the customised version of Unify at the end of the Build Stage, it was found that the data entry screens were not in compliance with SuperCare's EEO policy for equal access for blind staff</p> <p>4 The ISU Manager is concerned that Unify may require more support staff than originally estimated</p> <p>5 There had been a rumour that the national Care Services Regulator was considering a major revision of the regulations which form part of Unify's requirements. It has now been confirmed that the new regulations will be issued in 6 month's time</p> <p>6 Although not previously considered, the General Manager, Short-Term Care now wants Unify to provide the functions currently performed by a range of service enquiry systems</p>	<p>A Request for Change</p> <p>B Off Specification</p> <p>C Problem or concern</p>

Check your answers on page 94.

Syllabus Area	Question Number	Part	Marks
Change	9	C	2

Having reviewed the training material provided by GCS in Stage 3, it was found that while it satisfied SuperCare's Product Description, it was not useable in the Australian context. The Executive wants the Project Manager to source a professional training design consultancy to rework the material. The Executive has obtained an indicative quote of \$10k from a design agency for this work.

Using this additional information provided, answer the following 2 questions.

1	<p>Which 2 of the following are correct actions for the Executive to undertake to deal with this?</p> <ul style="list-style-type: none"> A Raise an issue to record the change in approach to the training material B Request a contingency budget from corporate management to pay for the professional design C Ask the Project Manager to produce a revised Initiation Stage Plan to incorporate the change in approach to producing the training material D If work can be completed within the current project time tolerances, authorise the use of the remaining project cost tolerance to pay for the professional design work E Take corrective action and authorise a Work Package for the professional design agency to rework the training material.
2	<p>Which 2 of the following are correct actions for the Project Manager to undertake to deal with this?</p> <ul style="list-style-type: none"> A Arrange an Exception Assessment to obtain authorisation for the use of a contingency budget B Identify what effect using a professional design agency would have on the project's cost, time and quality tolerances C If the Executive has authorised the use of the cost tolerance to pay for this, authorise a Work Package for the professional design agency to do the work D Obtain authorisation from the Change Authority to use the Work Package contingency budget E Request an Exception Report from the Training Team Leader responsible for using the training material.

Check your answers on page 94.

9.10. Quality Review

Syllabus Area	Question Number	Part	Marks
Quality	10	A	8

Column 1 is a list of statements made during preparation for a quality review meeting of SP10 Initial Rollout Evaluation Report. For each activity in Column 1, select from Column 2 the appropriate document in which the statement should appear. Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
1 The document should be classified as 'Commercial in Confidence' because in part it criticises GCS 2 SuperCare's Quality Assurance Manager should be added as a reviewer 3 The Stage Plan for Stage 6 does not show any activity to ensure improvements in data quality 4 There should be a section describing improvements in data quality 5 The headings should be in bold 6 The quality review is not following the PRINCE2 procedure correctly 7 Spelling mistake on line 7 of page 4 8 The SuperCare standard document template has not been used	A Question List B Issue C Annotated copy D Quality Register

Check your answers on page 95.

Syllabus Area	Question Number	Part	Marks
Quality	10	B	4

GCS delivered training materials suitable for train-the-trainer courses in Stage 3.

Select the appropriate option to fill in the missing text, identified as [?], for the quality review of the training material.

1	<p>When the quality review has been completed, the [?] should be updated to record the number of follow-up actions found during the review.</p> <p>A Issue Register B Quality Register C Question List D Daily Log.</p>
2	<p>During the preparation for the quality review, one of the reviewers has noticed that the training material does not include a FAQ section as required. This observation should be added to the [?].</p> <p>A Quality Register B Issue Register C Question List D Follow-up action list.</p>
3	<p>When [?] distributes a copy of the training material to the quality reviewers, the Product Description should also be sent.</p> <p>A GCS Account Manager B Project Manager C DigiWare Team Manager D Project Assurance.</p>
4	<p>At the end of the quality review meeting, the follow-up action list will be given to [?] to enable any corrections to be made.</p> <p>A DigiWare Team Manager B Project Assurance C GCS Account Manager D Project Manager</p>

Check your answers on page 95.

Syllabus Area	Question Number	Part	Marks
Quality	10	C	3

Answer the following 3 questions related to the possible staffing of the quality review for the training material.

Remember to limit your answers to the number of selections requested in each question.

1	<p>Which statement concerning the choice of Presenter is correct?</p> <p>A The Project Manager should perform the role of Presenter because the product under review was produced by an external supplier</p> <p>B The Director of HR should perform the role of Presenter as she represents the internal training staff who will maintain and deliver courses to new staff</p> <p>C The Training Team Manager should perform a Presenter role in the quality review in order to represent their requirements for a FAQ list</p> <p>D A representative of the team who worked on the Work Package should perform the role of Presenter in the quality review</p>
2	<p>Which statement is a suitable justification for the choice of Reviewers?</p> <p>A The Director, HR as she wishes to ensure that SuperCare’s general quality standards for staff training are followed</p> <p>B The GCS Account Manager as he would be best suited to review the work of the team in America which created the product</p> <p>C The Administration Manager at North Wallsend, who is the senior Care Workers of Australia union representative within SuperCare, as she is concerned about the impact of Unify on her fellow members</p> <p>D Having reviewers from all impacted areas would not be justified as this would exceed the number of reviewers recommended by PRINCE2</p>
3	<p>Which statement concerning the choice of review Chair is correct?</p> <p>A The Training Team Manager should NOT act as review Chair as they will be using the training material and will have a vested interest in the product under review</p> <p>B The Programme Manager will naturally be the review Chair as she is the Executive</p> <p>C The Administration Manager at North Wallsend, who is the senior Care Workers of Australia union representative within SuperCare, should perform the role of review Chair as she is concerned about the impact of Unify on her fellow members</p> <p>D The GCS Account Manager should act as review Chair</p>

Check your answers on page 95.

9.11. Processes

Syllabus Area	Question Number	Part	Marks
Processes	11	A	6

Consider each objective in Column 1 and decide which of them are objectives of the initiation stage. Select from Column 2 the option which best describes each statement. Each selection from Column 2 can be used once, more than once or not at all.

Column 1	Column 2
1 It documents and confirms that an acceptable Business Case exists for this project	A Yes, this is an objective of the initiation stage B No, this is not an objective of the initiation stage
2 It approves the appointment of the Project Manager and Executive for this project	
3 It enables and encourages the Project Board to take ownership of the project	
4 Sufficient information is available to formalise the terms of reference for the project	
5 All the necessary project management authorities exist for undertaking the project	
6 It enables the Project Board to commit resources to the next stage of the project	

Check your answers on page 96.

Syllabus Area	Question Number	Part	Marks
Processes	11	B	11

It is 2 months into the Build Stage. SuperCare’s specification of requirements has been used to develop a User Acceptance test plan. A list of staff numbers at each site has been finalised and a training needs analysis has been documented but not yet approved. An organisational change management approach has been developed, change agents in each site have been selected, and many have already been briefed on their roles. However, the rumour of a new software product on the market that would satisfy 100% of SuperCare’s requirements out-of-the-box has been confirmed. After analysing the issue, one of the options the Project Manager has presented to the Project Board is to close the project prematurely.

Review each of the statements in Column 1 against the additional information provided above and select the output from Column 2 most likely to use the information in the statement. A selection from Column 2 may be used once, more than once or not at all.

Column 1	Column 2
1 The project has been closed prematurely and has not achieved the objectives defined in the PID	A Acceptance Records B End Project Report C Exception Report D Follow-on Actions Recommendations E Lessons Report F Benefits Realisation Approach G Project Closure Notification H Risk Register
2 All Site Managers must be informed of closure of this project	
3 The list of staff who would need to be trained has completed its quality check and has been signed off by the Senior User	
4 The risk of an alternative product appearing on the market after the end of the Feasibility Study but before the end of this project was not considered	
5 If any expenses are yet to be charged to the project, please ensure that this is done by 30 June 20XX	
6 Change agent training should be completed at all sites	
7 The training needs analysis could be reused if another project was started to implement the new product	
8 While the Specification Stage would not need to be repeated in a new project, the specification should be subjected to a second review expected to take no more than 2 days in the first specialist stage of that project	
9 The change agent briefings disrupted service delivery at many sites because they clashed with local public holidays	
10 A project to implement the new software product could be challenged to meet the 01 December 20XX deadline	
11 There are termination for convenience clauses in GCS’ contract and cancellation of the contract would need to be negotiated	

Check your answers on page 96.

10. Answers to Sample Exam Questions

10.1. Organisation

			Answer(s)	
1	A	1	A	
		2	C	
		3	F	
		4	B	
		5	E	
1	B	1	C	
		2	D	
		3	A	

10.2. Business Case

			Answer(s)	
2	A	1	B	
		2	B	
		3	A	
		4	B	
		5	B	
		6	B	
		7	A	
		8	B	
2	B	1	B	
		2	C	
		3	B	
		4	D	
		5	F	
		6	A	
		7	E	
		8	C	
		9	D	

10.3. Risk

			Answer(s)	
3	A	1	A	
		2	F	
		3	E	
		4	C	
		5	D	
3	B	1	B	
		2	C	
		3	D	
		4	F	
		5	B	
		6	C	

10.4. Quality

			Answer(s)	
4	A	1	B	
		2	B	
4	B	1	A	
		2	B	
		3	C	

10.5. Change

			Answer(s)	
5	A	1	E	
		2	B	
		3	G	
		4	D	
		5	H	
		6	F	
5	B	1	G	
		2	B	
		3	B	
		4	B	
		5	B	
		6	B	
		7	H	
		8	F	
		9	A	

10.6. Progress

			Answer(s)	
6	A	1	A	
		2	B	
		3	B	
		4	A	
		5	A	
		6	A	
6	B	1	B	
		2	B	
		3	C	
		4	A	
		5	D	

10.7. Plans

			Answer(s)	
7	A	1	A	
		2	B	
		3	A	
		4	B	
		5	A	
		6	B	
		7	A	
		8	B	
7	B	1	F	
		2	B	
		3	E	
		4	D	
		5	G	
		6	E	
		7	E	
		8	G	
		9	A	
		10	F	

10.8. Product-Based Planning

			Answer(s)	
8	A	1	H	
		2	G	
		3	I	
		4	F	
		5	D	
		6	B	
		7	E	
		8	A	
		9	C	
8	B	1	D	
		2	C	
		3	E	
		4	B	
		5	E	
		6	C	
		7	A	
		8	G	
		9	F	
		10	B	

10.9. Change Control

			Answer(s)	
9	A	1	A	
9	B	1	B	
		2	A	
		3	A	
		4	C	
		5	C	
		6	A	
9	C	1	C	
		2	B	

10.10. Quality Review

			Answer(s)	
10	A	1	A	
		2	D	
		3	B	
		4	A	
		5	C	
		6	B	
		7	C	
		8	C	
10	B	1	B	
		2	C	
		3	A	
		4	C	
10	C	1	D	
		2	A	
		3	A	

10.11. Processes

			Answer(s)	
11	A	1	A	
		2	B	
		3	A	
		4	B	'Terms of reference' for the project = 'Project Brief'
		5	B	
		6	A	
11	B	1	B	
		2	D	
		3	B	
		4	E	
		5	G	
		6	D	
		7	D	
		8	C	
		9	E	
		10	D	
		11	C	

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Name	Title	Date of Issue	Version
Geoff Rankins	Lead Trainer	10Jul2017	V02_00
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Approvals

This document requires the following approvals:

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