



Portfolio-Engineering

the right projects, done right

Initiating Processes Overview

From Strategy to Project

Version 1.00

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Initiating Processes Overview

Prerequisites

Portfolio-Engineering recommends reviewing the following materials before considering **Initiating Processes Overview**:

- Introduction to Project Management
- Snakes and Ladders
- Theory of Hats

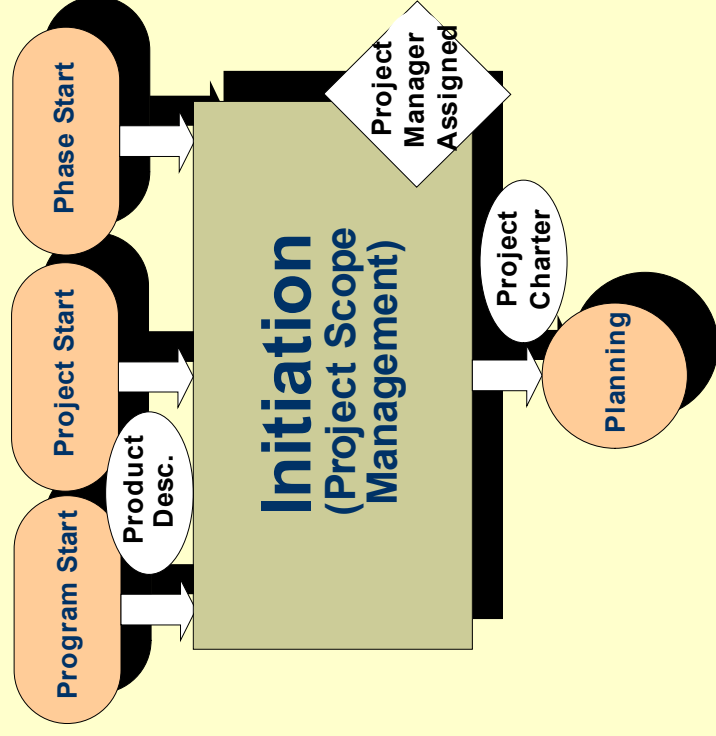


Initiating Processes Overview

Initiating Processes

Initiation is about formally authorizing the start of a new program, project or project phase.

Initiation processes link the initiative to the performing organization's strategy and ongoing work.



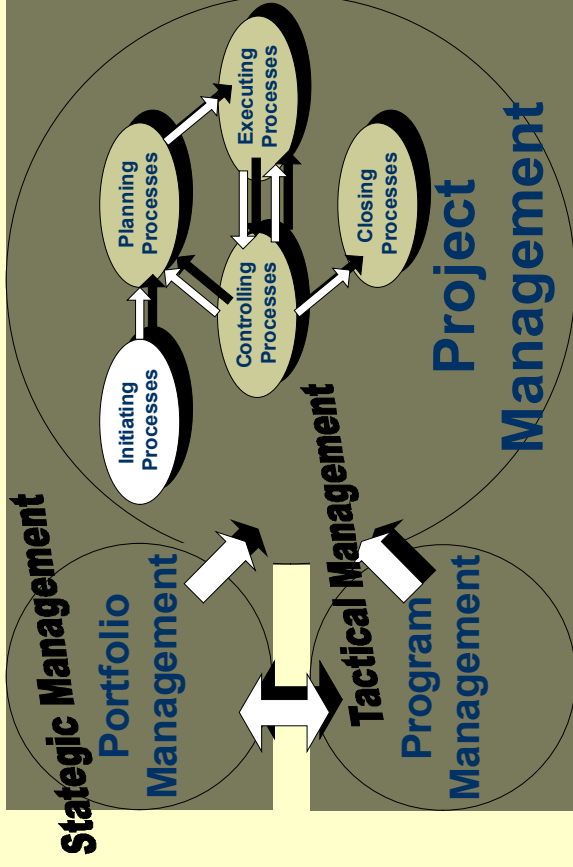
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Initiating Processes Overview

Initiation is a Gateway

Initiation is the gateway between strategic planning and project/program (tactical) planning.

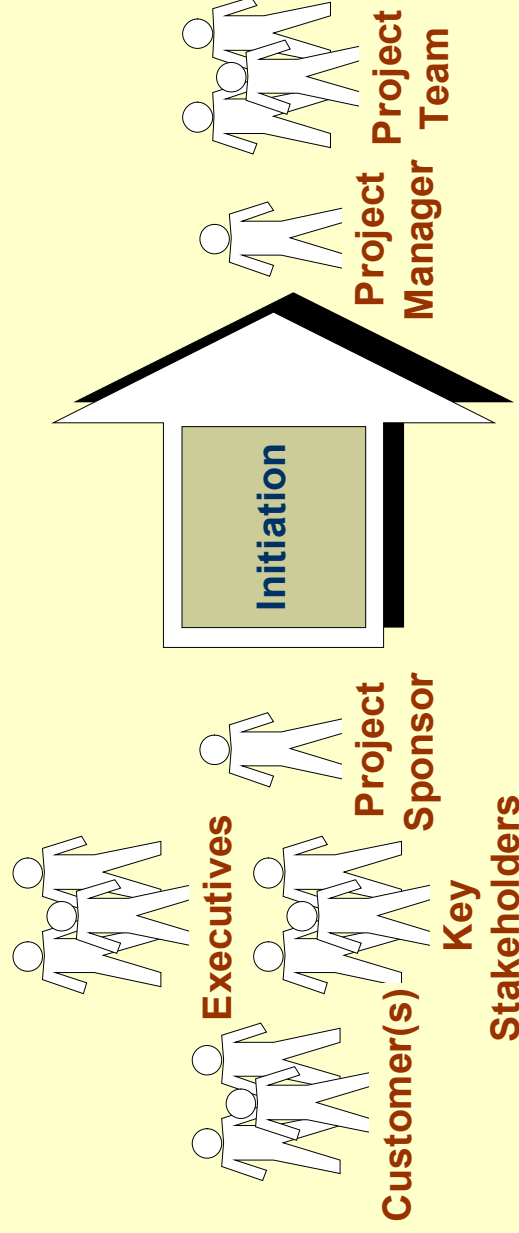
Initiation ensures appropriate transference of all key learnings and facts that the project team will need to know to make informed judgments and decisions.



Initiating Processes Overview

Initiation is a Change of Management

Initiation is a transference of responsibility from the project sponsor to the project manager and team. The process allows the sponsor to imprint the project with their own requirements and vision before the project manager begins to independently manage the project.



Initiating Processes Overview

Initiation is a “Change of Hats”

- Strategic to tactical management
- Executive management to project management
- Objectives to activities
- “Order of magnitude” to “budget / estimate” level of estimate precision (e.g. time, cost)
- High-level to detailed information
- Long-term to close-in planning



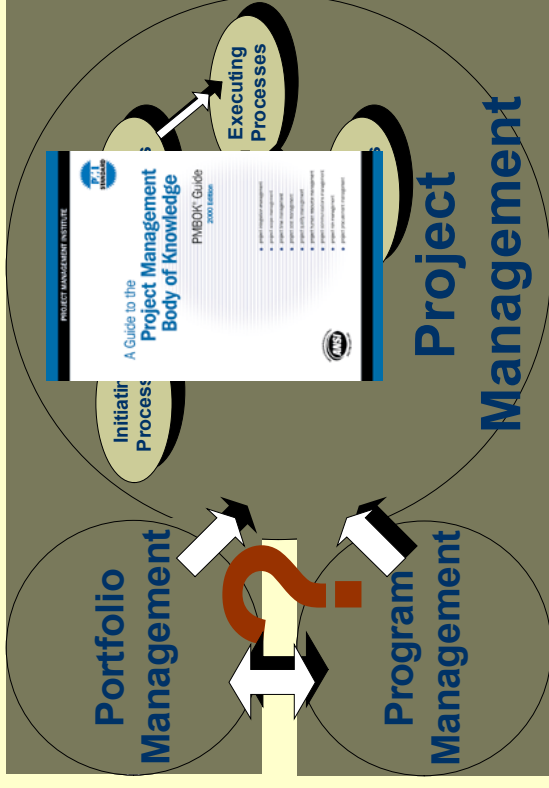
Initiating Processes Overview

PMBOK and Initiating Processes

PMI has created a strong framework for project management. However, portfolio management and program management is outside of the scope of the current PMBOK.

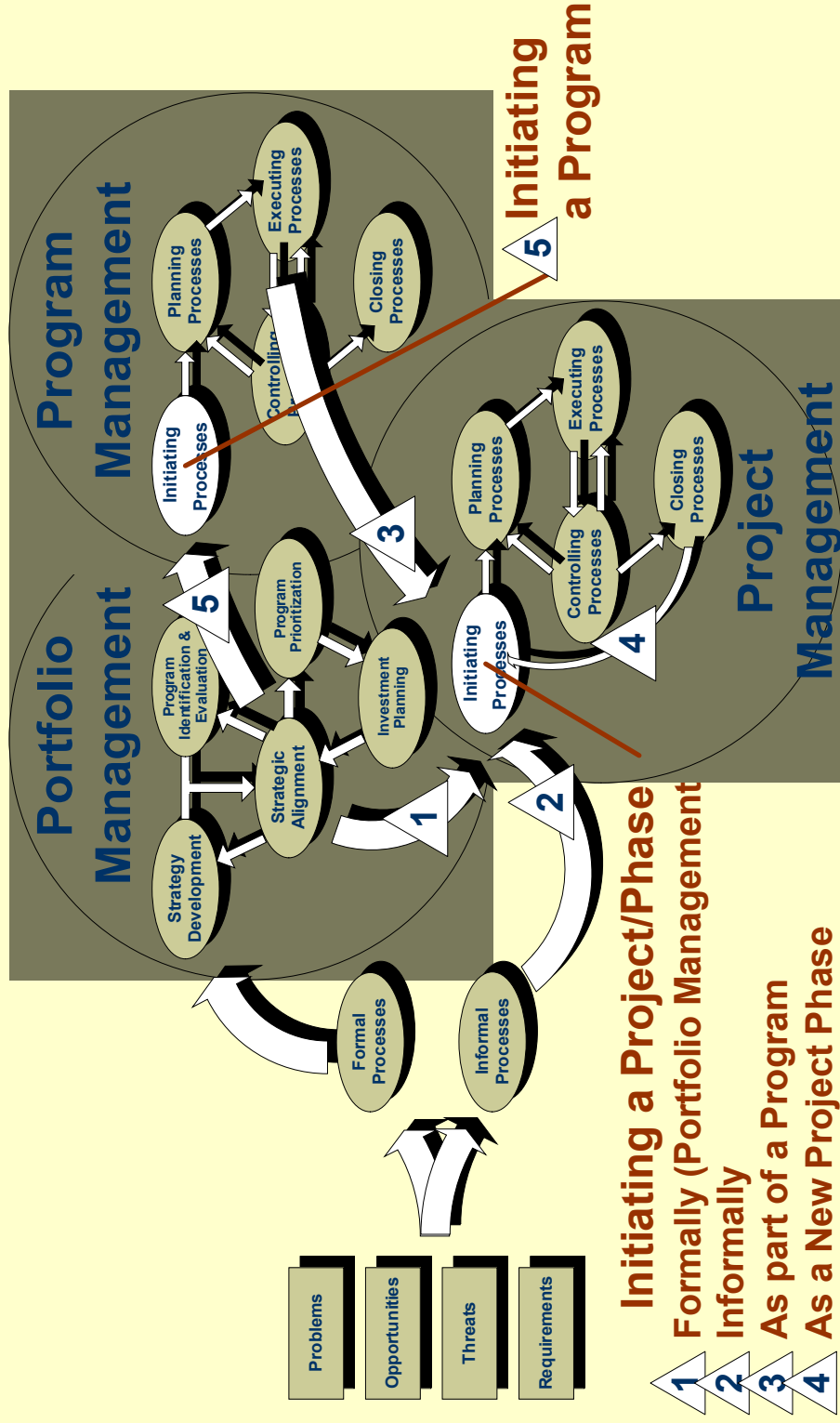
Initiation processes are generally pre-project work that fall within the portfolio and program management domain. Therefore, initiation is not covered with any detail in the current PMBOK

Pre-project organization and processes are currently under consideration for inclusion in the 2004 edition of the PMBOK



Initiating Processes Overview

Initiation Triggers in a Business Context

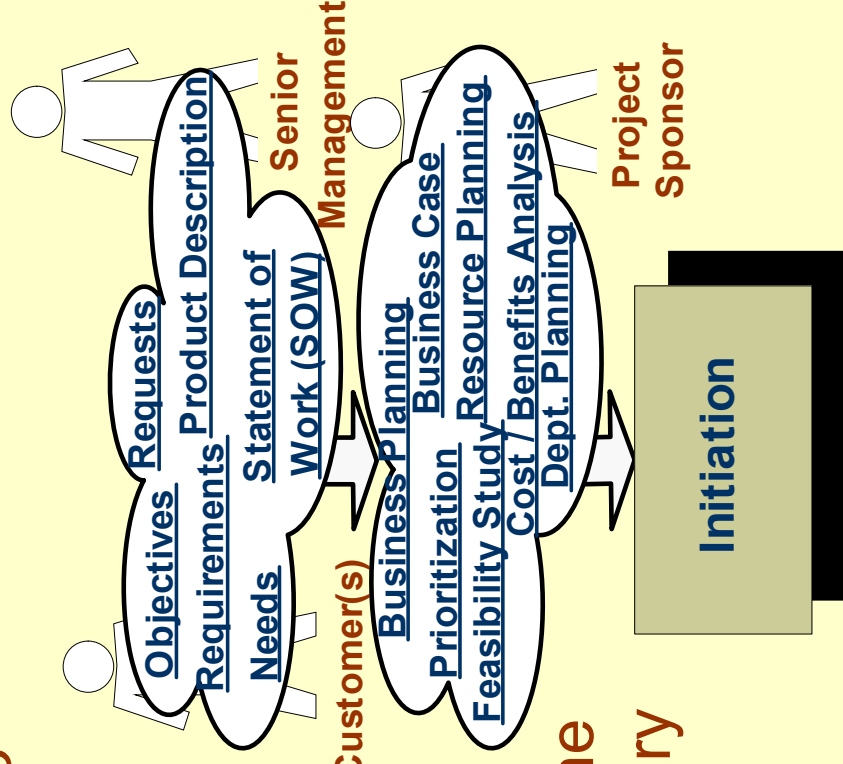


Initiating Processes Overview

Uniqueness of Initiating Processes

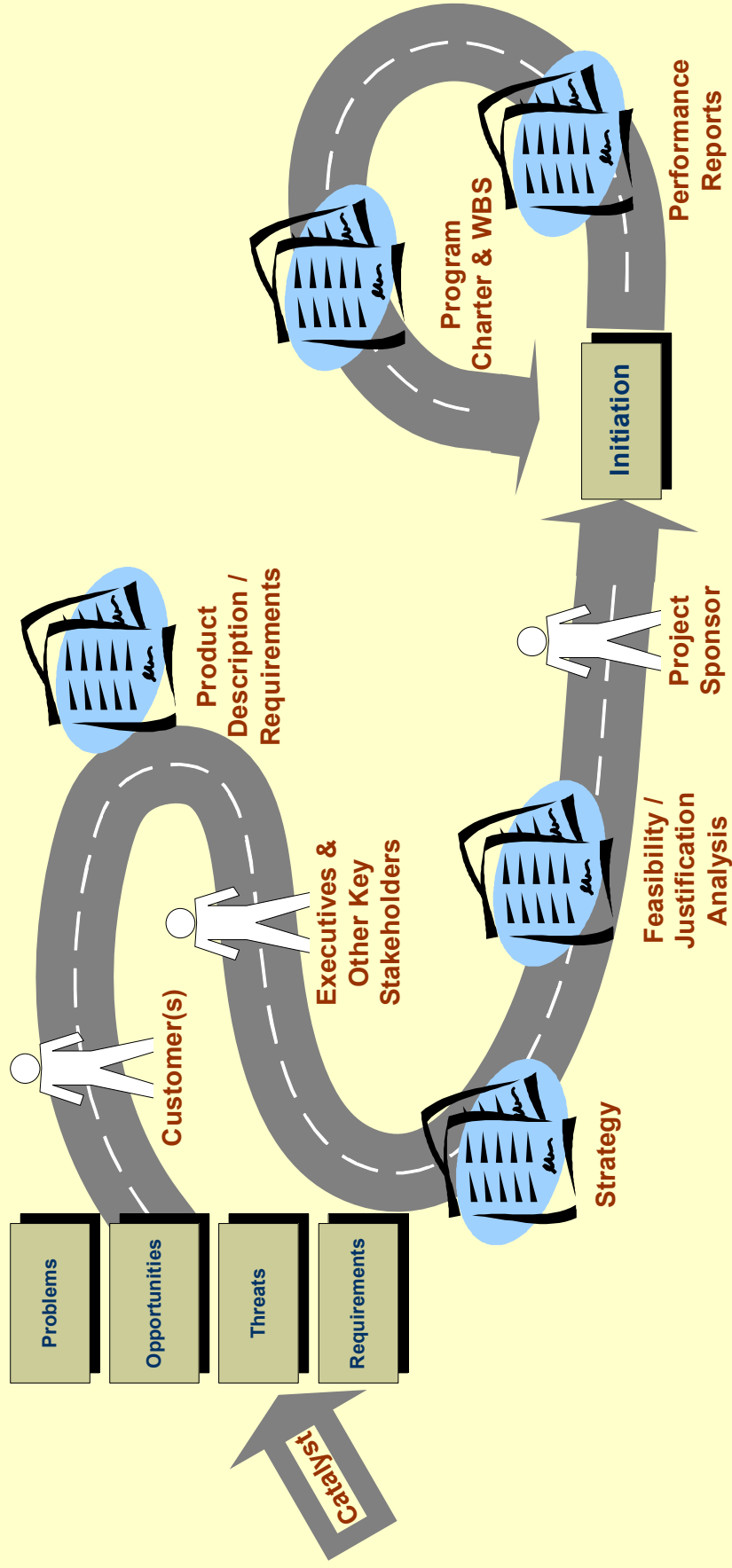
Initiating processes are unique to each organization. Sometimes they are unique to individual executives, departments or individual programs and projects within the organization.

Seldom is there a defined and repeated process that leads to the identification and initiation of every program and project within an organization. It is sometimes referred to as the “fuzzy front end”.



Initiating Processes Overview

Common Inputs into Initiation



Initiating Processes Overview

Product Description / Requirements



Product
Description /
Requirements

Documents the characteristics of the product or service that the project will be undertaken to create. Includes description of features and functions to be included (preferably post cost/value analysis) and the relationship of each to the business need or other stimulus that gave rise the project.

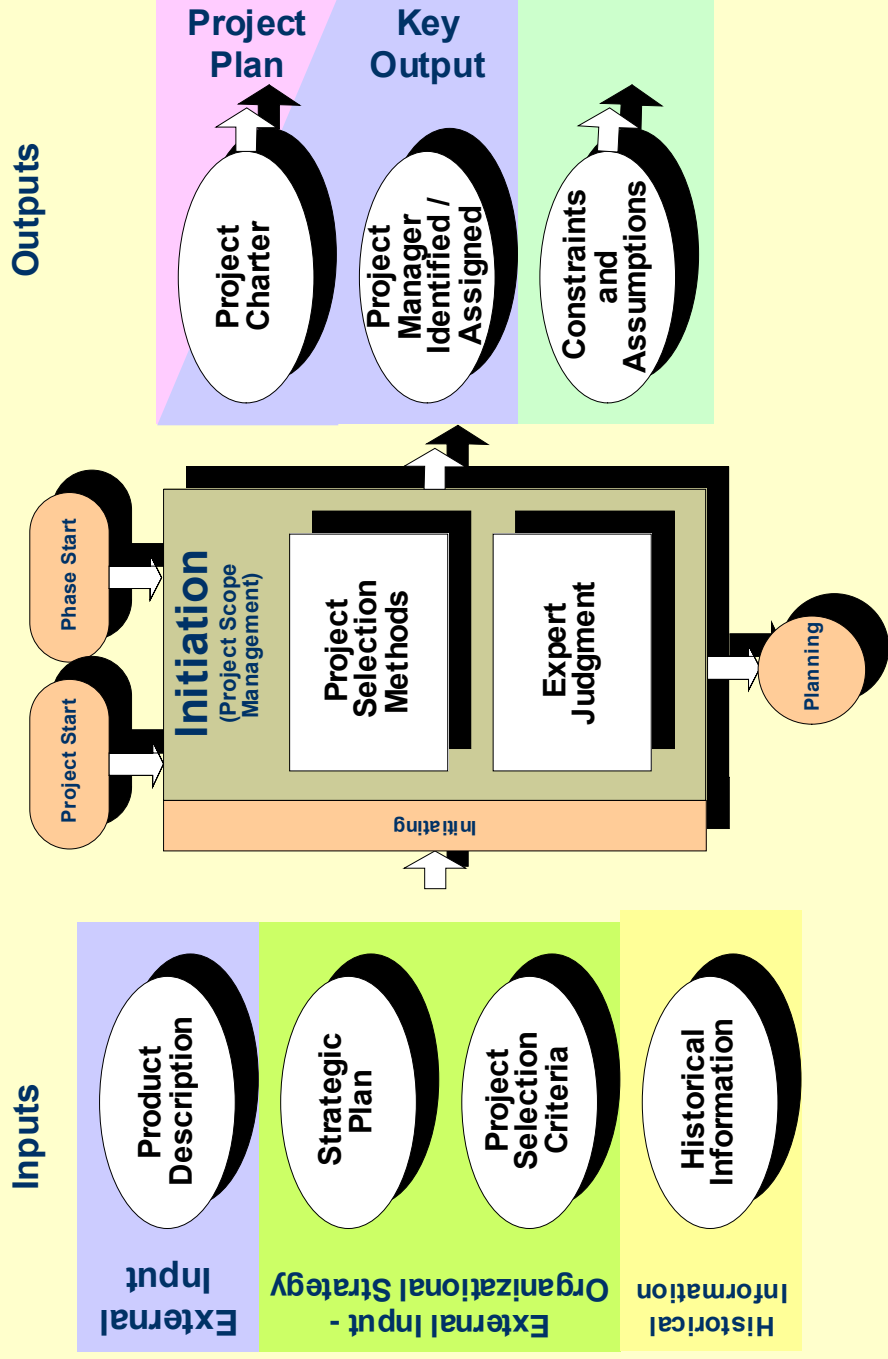
While the product description is subject to progressive elaboration, it must be detailed enough to support project planning.

It is often a best-practice to manage the creation of the product description and requirements as an individual project to itself.



Initiating Processes Overview

PMI Initiation Process

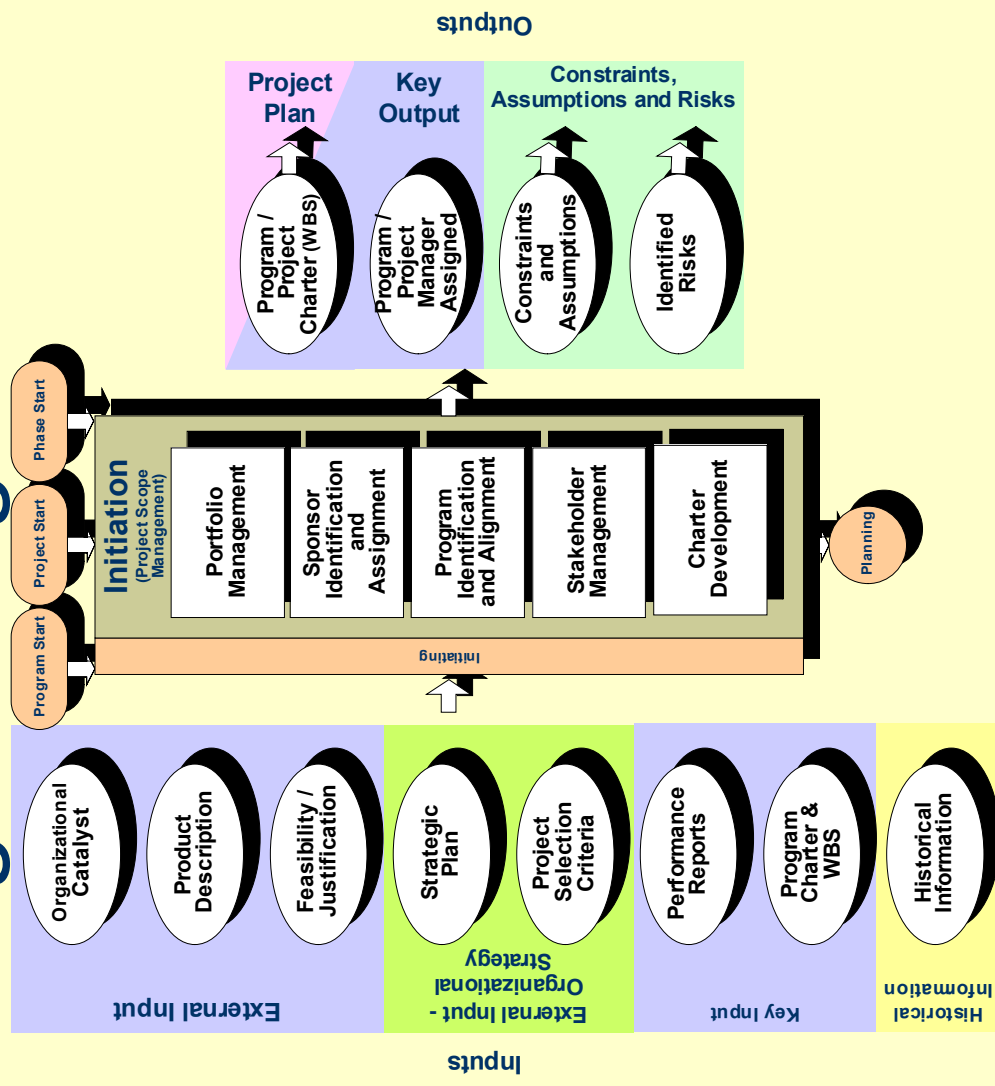


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Initiating Processes Overview

Portfolio-Engineering Initiating Process



Initiating Processes Overview

Outputs of Initiating Processes



- Program / Project Charter (WBS)
 - Document that formally authorizes a program / project, links it to the organization's strategy and on-going work and details:
 - The business need
 - The product description
 - Significant pre-project analysis and decisions
 - Key-stakeholder project vision
 - Issued by a manager external to the project (project sponsor) and at a level appropriate to the needs of the project, the charter identifies the project manager and provides them the authority to apply organizational resources to project activities
 - Establishes the framework for detailed project planning and outlines any constraints that have been determined, assumptions made or risks identified



Initiating Processes Overview

Outputs of Initiating Processes

- Program / Project Manager Assigned
 - The assignment of the project manager should be made as early as possible. The project manager leads project planning and will benefit by participation in project initiation activities.
- Constraints, Assumptions and Risks
 - As factors are identified that will limit the project management team's options or will require their careful management attention, these are documented and attached to the charter. Constraints often include a pre-defined budgetary limitations or time constraints that must be observed.



Initiating Processes Overview

Next Steps

For additional information, **Portfolio-Engineering** recommends reviewing the following related materials:

- Introduction to Portfolio Management
- Investment Selection Methods
- Project Sponsor / Project Charter
- Introduction to Program Management
- Stakeholder Management
- Charter Development Technique



Initiating Processes Overview

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