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PeopleSoft Projects (ESA) Support for PRINCE2™

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Executive Overview

PeopleSoft Projects, also known as Enterprise Service Automation or “ESA”, supports the guidance offered in the Office of Government Commerce’s (OGC) project management methodology named Projects IN Controlled Environments (PRINCE2)™. It is important to note that the PRINCE2™ methodology is in the public domain, and as such it provides suggested *guidance* on project management processes. PRINCE2™ is a registered trademark of OGC. In this paper, a synopsis of key PRINCE2™ terms and concepts is given, along with a detailed mapping of how PeopleSoft Projects supports each PRINCE2™ function.

What is PRINCE2™?

Projects IN Controlled Environments, often referred to as PRINCE2™, “is a structured project management method...based on experience drawn from thousands of projects”. “It is generic and can be applied to any project regardless of project scale, type, organisation, geography or culture.”¹

Published by the Office of Government Commerce in the UK, PRINCE2™ is a business case and product description-driven Project Management methodology based upon managing by exception. Project activities are organised around fulfilling and meeting the product description. Quality assurance, configuration control and risk management are all based upon ensuring the product delivered accurately meets the product description.

PRINCE2™ is built upon seven principles, and seven themes, each underpinning the PRINCE2™ project management processes.

PRINCE2™ Principles

Seven principles support the PRINCE2™ project management processes. These are listed below along with their description.

- **Continued Business Justification** - The project is continuously reviewed to ensure it is justified and meeting the business’ needs.²
- **Learn from Experience** - Lessons learned are recorded and reviewed so that previous mistakes are not repeated.³

¹ 2009, Office of Government Commerce. An Introduction to PRINCE2™: Managing and Directing Successful Projects. TSO (The Stationery Office), Norwich, UK, p 5

² Ibid, p. 11.

³ Ibid, pp. 11-12

- **Defined Roles and Responsibilities** - People working on a project have defined roles and responsibilities, so that each aspect of the project is covered. Importantly, stakeholders from the business, users and suppliers are all involved.⁴ PRINCE2™ organises the people involved in the project into an organisational structure. The project is managed by a Project Manager, who seeks approval and reports exceptions to the Project Board, who in turn may seek approval and report exceptions to the corporate Program Board. The Project Board and the Program Board will have set thresholds that they wish to be notified about if the project breaches one of them. The project manager may in turn delegate parts of the project to a team manager who is responsible for specified work packages.⁵
- **Manage by Stages** - When following the PRINCE2™ methodology, the project is broken down into smaller stages. Approval is sought for each stage before moving on to the next. This segmentation supports the Continued Business Justification principle by ensuring that each stage is reviewed.⁶
- **Manage by Exception** - Project role holders are alerted when exceptions over a specified threshold occur during the project.⁷
- **Focus on Products** - Product Descriptions are written before the work on the project proceeds, and the activities of the project are focused around fulfilling these Product Descriptions.⁸
- **Tailor to Suit the Project Environment** - PRINCE2™ can be tailored to projects of different sizes and complexities.⁹

⁴ Ibid, p 12.

⁵ Ibid, p. 22

⁶ Ibid, p. 12

⁷ Ibid, p. 13

⁸ Ibid, p.13

⁹ Ibid, p. 13

PeopleSoft Projects provides the tools and capabilities to support an organization in adhering to each of the PRINCE2™ principles. Table 1 below describes how the PeopleSoft applications support the principles.

PRINCE2™ Principle	PeopleSoft Projects Support	PeopleSoft Projects Module
Continued Business Justification	<p>The business case and ongoing project artifacts are attached to the project so that the project can be easily reviewed and updated.</p> <p>The original project request costs and benefits can be compared to actual and budgeted amounts to determine whether the original project will still deliver according to plan.</p> <p>Both current and projected Earned Value as well as project profitability is automatically calculated.</p> <p>The health of projects can be reviewed using the Manager Workbench. User-configurable indicators exist for monitoring the health of Schedule, Budget, Resources, Issues, and Risks.</p> <p>Transaction summaries and budget variances display progress and facilitate decomposition of summary figures.</p>	<p>Program Management</p> <p>Project Costing</p>
Learn from Experience	<p>Previous projects can be researched and reviewed.</p> <p>Project templates and the ability to copy projects or portions of projects enable the institutionalizing of successful plans and techniques.</p>	<p>Program Management</p>
Defined Roles and Responsibilities	<p>Roles and responsibilities can be created and defined.</p> <p>Project and activity teams can be created.</p> <p>Role-based security may be used to restrict access to assigned responsibilities.</p> <p>Event notification can be based upon roles.</p> <p>Project requirements feed service orders to source appropriately qualified talent to each project effort</p>	<p>Program Management</p> <p>Resource Management</p>
Manage by Stages	<p>Control points can be milestones on activities, project events or project phases.</p>	<p>Program Management</p>
Manage by Exception	<p>Project exceptions are easily viewed via the exception-based Manager Workbench and Review Program workbench.</p> <p>Configurable, automated change control, status reporting, and workflow routings surface concerns to project constituents, ensuring they are notified when an exception occurs.</p>	<p>Program Management</p>

Focus on Products	Products and quality assurance expectations are defined and managed as Deliverables and specifications can also be attached and stored.	Program Management
Tailor PRINCE2™ to Suit the Environment	<p>Flexible templates can be created for different types of projects.</p> <p>Different levels of change control can be set for use on different projects.</p> <p>The Manager Workbench has user-definable thresholds which can be tailored to the needs of different projects.</p>	Program Management

PRINCE2™ Themes

In addition to the principles described above, PRINCE2™ also suggests seven themes to support the project management process. These are described below.

- **Business Case** - The business case outlines the justification for the project and is continuously reviewed and updated throughout the life of the project.¹⁰
- **Organisation** - Project related roles and responsibilities are defined. Representatives from the business, user and supplier project interests are required.¹¹
- **Quality** - Acceptance criteria and quality requirements for the product should be part of the product description.¹²
- **Plans** - The project should have detailed project plans for each stage. The details of these plans may be developed stage by stage, although the overall outline of the project should be available from the start.¹³
- **Risk** - Risks need to be identified, and risk plans developed, in order to minimise their effect.¹⁴
- **Change** - Major changes, along with their justifications, are controlled and their history kept.¹⁵
- **Progress** - Progress made on the project is controlled and reviewed. This forms the basis of justifying the continuation of the project.¹⁶

¹⁰ Ibid, pp. 18-20

¹¹ Ibid, pp.20-23

¹² Ibid, pp.24-26

¹³ Ibid, pp.27-29

¹⁴ Ibid, pp.30-31

¹⁵ Ibid, pp.31-33

¹⁶ Ibid, p.33-36

For each theme, PeopleSoft Projects provides the necessary support needed for organizations to follow the PRINCE2™ guidelines. Table 2 below details the theme support.

PRINCE2™ Theme	PeopleSoft Projects Support	PeopleSoft Projects Module
Business Case	<p>The Business Case is attached to the project brief. PeopleSoft Projects provides the ability to capture costs and benefits and perform comparisons and calculations with the figures.</p> <p>Multiple project briefs can be submitted with different business case scenarios. Only one of these documents can be approved for the project.</p> <p>Alternative budgets can be developed to support the different project briefs.</p> <p>Past projects are available to reference in order to identify major risks.</p>	Program Management
Organisation	<p>Each role in the organisation of PRINCE2™ can be added as a role in PeopleSoft and descriptions given.</p> <p>Role-based security enables corporate program management organisation to control access to all of the projects within their portfolio.</p> <p>Electronic approval workflows and notifications support and enforce the project and program governance structure.</p> <p>Configurable Management Workbenches/dashboards highlight project health and provide an easy-to-access portal into the projects for which an individual has a vested interest.</p> <p>Qualification profiles define the requisite capabilities for each role and ensure that candidates for roles meet established standards</p>	Program Management Project Costing Resource Management
Quality	<p>Overall project quality is managed through a combination of predefined or user-defined project metrics. These can be tracked in real-time and are viewable via status reports. Thresholds for acceptable performance are user defined as well.</p>	Program Management Project Costing
Plans	<p>Project plans are created utilising a Gantt chart interface and hierarchical Work Breakdown Structures.</p> <p>Top down or bottom up budget versions can be created automatically from project plans.</p> <p>Dependencies are mapped among activities.</p> <p>Risks can be logged and their mitigations recorded.</p>	Program Management Project Costing

	<p>Role-based security controls access to the plan and the ability to update it.</p>	
Risk	<p>Every project participant can be granted access to log risks in one centralised risk log.</p>	<p>Program Management</p>
Change	<p>The audit log records all changes the organization identifies it should track.</p> <p>When making a change request, the system can be configured to require the identification of reasons/justifications for the change request.</p> <p>Approvals of changes can be managed and workflow-routed electronically.</p>	<p>Program Management</p>
Progress	<p>Periodic snapshots of percentage complete are captured for time-phased progress comparisons and calculations.</p> <p>Sophisticated cost and revenue transaction identification enable an organization to summarize and decompose balances and amounts as needed</p> <p>Team members, delegates, and project managers can capture actual and forecast time to facilitate the analysis of progress against plans.</p> <p>Project members can enter status updates in one central repository.</p> <p>Status reports are available for on demand report creation.</p> <p>Earned Value and Earned Value Projection calculations allow for monitoring activity-level budgets by comparing the amount of work that is performed against the amount that is budgeted.</p> <p>Different thresholds can be set for exception notification and project tolerances.</p>	<p>Program Management</p> <p>Project Costing</p>

PRINCE2™ Project Management Processes

Ensuring an organization of disparate teams adheres to a prescriptive methodology imposes a significant challenge and obligation on the Project and Program Boards. However, integrated enterprise project portfolio management applications can alleviate the burden. This section outlines the project management processes used within PRINCE2™ and how PeopleSoft Projects applications support each process.

Starting up the Project begins when a project mandate is received. In this stage, a project brief is produced and the business case is outlined. The project management team and the project board are assembled.

The Project Manager creates a stage plan for the project initiation stage and then seeks approval for the Project Initiation stage. The daily log is set up to record project information and the Lessons Log is reviewed to see if any lessons learned from past projects can be applied.¹⁷

Directing a Project involves reviewing the project and reports, making a decision about the next stage and ensuring that the project is still viable and supporting the business' strategy. Initially in this phase, the Project Brief and the Initiation Stage Plan are reviewed and approved. Directing a Project occurs throughout the project, with exception and report reviewing, and also at Stage Boundaries, where the previous stage is reviewed and a decision about pursuing the next stage is made. Project Closure is also authorized in this process.

Initiating a Project is the stage during which the Project Plan and Business Case are developed further, based upon the Project Brief, and submitted for approval using the approval workflow. The Project Initiation Documents, outlining the approach to risks, quality, communication and configuration control, are also defined. The Issues Log and Risks Log are set up for tracking of issues and risks, respectively. The Quality Register is created to hold information about the quality activities. These logs and registers are continuously updated throughout the project.

Also important is the Benefits Review Plan, which outlines how the benefits mentioned in the Business Case will be measured.¹⁸

Controlling a Stage/Managing Product Delivery involves assigning work to particular teams and resources, agreeing on product definitions of products to be produced, delivery dates, cost, resource days and project tolerances, monitoring the progress of the work, dealing with issues and taking corrective actions when required, and producing reports with the needed project information for the Project Board.¹⁹

¹⁷ Ibid, pp.41-44

¹⁸ Ibid, pp.44-47

¹⁹ Ibid, pp.47-50

Managing a Stage Boundary involves “updating the Project Plan and the Business Case with actual results available from the stage” of the project. The next stage in the plan is developed in detail and End Stage reports are produced to convey the progress which has been made. ²⁰

Closing a Project occurs once the Project Manager has gained approval for the products’ delivery. That is, quality guidelines have been followed, and product descriptions have been met. Closing a Project is where confirmation of acceptance of the project’s products occurs and the products are able to be set up for operational use.

Closing a Project may also occur due to the project no longer meeting the business’ requirements.

When a project is being closed, all project documentation is updated and archived, and any activities that may need to take place after the project is closed are documented. A Lessons Learned report is produced and project success is compared with that documented in the Project Initiation Documentation.

The final stage of Directing a Project involves reviewing and approving the End of Project Report, confirming that the products have been handed over and accepted, and also reviewing the results of the project actuals against the Business Case. The Benefits Review Plan is updated to ensure that there is a plan to measure any benefits that have not yet been verified.

Notification of the Project’s closure is also sent out to all relevant parties.²¹

²⁰ Ibid, pp.50-52

²¹ Ibid, pp.52-55

Table 3 below outlines how PeopleSoft Projects supports the PRINCE2™ Project Management Processes.

PRINCE2™ Project Process	PeopleSoft Projects Support	PeopleSoft Projects Module
Starting up a Project	<p>Multiple versions of a project brief can be created to facilitate comparison and analysis of options before an initiative and its approach are approved.</p> <p>PeopleSoft Projects provides the ability to enter and store costs and benefits, as well as attach the written business case to the request. The business case will also have a high-level, overall timescale included.</p> <p>The request to approve the project brief can be submitted via an approval workflow, notifying each person involved, and seeking their approval electronically. Once the project is approved to go to the initiation stage, the other versions of the project are declined, whilst the approved version is marked as approved. The tool keeps track of all of the proposed versions for the project, so that only one version will be approved for a given project, thus eliminating any confusion.</p> <p>The Project Manager creates a stage plan for the project initiation stage, utilising the Gantt chart and hierarchical Work Breakdown Structure, and includes the resources that will be needed for this stage.</p> <p>The Lessons Log and Daily Log are created and attached to the Project brief.</p>	Program Management
Directing a Project	<p>PeopleSoft Program Management provides role-based security to control access to information. Electronic approval of plans and approval for the next stage is also available. PeopleSoft Program Management can produce project status reports, risk reports, and exception alerts and reports. If a status report is late, the assigned user in charge of creating that report is automatically notified that they need to complete it.</p> <p>A manager can be directed to a workbench of the projects he/she is on the project board for, or the projects within the program that he/she is on the program board for, and immediately be alerted to the health of the project using the traffic light dashboards which are provided. The thresholds can be configured to meet each organisation's needs. In this way, exceptions are quickly noticed. PeopleSoft Program Management also has the ability to notify selected users when exceptions occur, allowing immediate notification</p>	Program Management

	<p>and intervention on a project if desired.</p> <p>Project status reports provide updates on budget variances and project profitability, work progress, risks and issues.</p> <p>Risk reports can be generated from the system.</p>	
Initiating a Project	<p>The Project Plan is created at a high level, with the Business Case and the summary of project controls attached.</p> <p>The Project Initiation Documentation can be attached to the Project Plan. The benefits review plan, and the strategies for communication, change control, quality management and risk management are also created and attached to the Project Plan.</p> <p>The risk register and issues register are created as the risk log and the issues log in the PeopleSoft Projects products. The quality register is created and attached to the Project Plan.</p> <p>The work package for the first stage is created by assigning teams and resources to particular activities. Advanced resource management can also be utilised to source resources.</p>	<p>Program Management</p> <p>Resource Management</p>
Controlling a Stage/ Managing Product Delivery	<p>Controlling a stage/managing product delivery is supported in PeopleSoft through the project change requests, budget change requests, an automated change control monitor, resource assignment approval workflows, status and issue reporting, deliverable tracking, and alerts.. An audit history of each change is kept. If only generic roles have been assigned to activities, the project manager can assign named resources, or named teams of resources, to each activity to fulfill the generic role placeholders. Resources can also be requested through an approval workflow, if the project manager chooses to use PeopleSoft Resource Management.</p> <p>Progress can be monitored by using one of multiple available progress calculations and can be reported through automatically created, configurable reports. Exception reports are also able to be produced from PeopleSoft Program Management, and the data captured during a project's phases is easily accessed for specialized reporting needs</p>	<p>Program Management</p> <p>Project Costing</p> <p>Resource Management</p>
Managing a Stage Boundary	<p>The project plan is updated to provide further details for the next stage.</p> <p>The business case, which is attached to the project, is also reviewed and updated.</p> <p>Preconfigured reports, available in PeopleSoft Project Costing, make it easy to produce the end of stage reports needed to convey the</p>	<p>Program Management</p> <p>Project Costing</p>

	<p>progress which has been made. Time triggers are available to alert users that they are required to complete a status report entry. Financial, risk, and issue reports can all be generated from the data within PeopleSoft Project Costing and PeopleSoft Program Management.</p> <p>PeopleSoft provides financial, progress, and risk reports to support the End of Stage project review.</p>	
<p>Closing a Project</p>	<p>Reports can be sent to stakeholders via project status reporting</p> <p>The project is closed in Project Costing to prevent transactions from charging against the project after closure. This closing event can trigger notification to the constituents who need to know that the project has been closed.</p> <p>Financial reports can be produced efficiently using preconfigured templates in PeopleSoft Project Costing, allowing comparisons to the budget baseline.</p>	<p>Program Management</p> <p>Project Costing</p>

Conclusion

It is important to note that project management as a discipline is highly complex and mere adherence to the PRINCE2™ discipline will not guarantee successful completion of a project. Similarly, the guidelines will not uniformly apply to all project types and sizes.

However, the thoughtful and measured usage of PRINCE2™ guidelines in a project-driven organisation, coupled with the use of project management tools, will certainly help keep a project on track, ensure accountability, and foster a more disciplined project management approach.



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Author: Megan Boundey

Oracle Corporation
World Headquarters
500 Oracle Parkway
Redwood Shores, CA 94065
U.S.A.

Worldwide Inquiries:
Phone: +1.650.506.7000
Fax: +1.650.506.7200
oracle.com



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