<Project Name>

Project Initiation Document (PID)

V\_1

Revision History (latest at top)

|  |  |  |  |
| --- | --- | --- | --- |
| Date | Version | Description | Author |
|  |  |  |  |

All parties have reviewed the attached document and agree with its content:

|  |  |  |
| --- | --- | --- |
| Stakeholders | Name and Title | Date |
| Project Sponsor |  |  |
| Project Manager |  |  |
| Other Groups |  |  |
| Other Groups |  |  |
| Other Groups |  |  |
| Other Groups |  |  |

**Contents**

[1 Introduction 4](#_Toc406762457)

[2 Background 5](#_Toc406762458)

[3 Objectives 5](#_Toc406762459)

[4 Project Definition 5](#_Toc406762460)

[4.1 Scope 5](#_Toc406762461)

[5 Budget 5](#_Toc406762462)

[6 Approach 5](#_Toc406762463)

[7 Key Deliverables 6](#_Toc406762464)

[8 Critical Success Factors, Assumptions, Constraints and Dependencies 6](#_Toc406762465)

[8.1 Critical Success Factors 6](#_Toc406762466)

[8.1 Assumptions 6](#_Toc406762467)

[8.2 Constraints 6](#_Toc406762468)

[8.3 Dependencies 7](#_Toc406762469)

[9 Work Breakdown Structure (WBS) 7](#_Toc406762470)

[10 Key Milestones 7](#_Toc406762471)

[11 Risks 7](#_Toc406762472)

[12 Team structure, Team Roles and Responsibilities 8](#_Toc406762473)

[13 Stakeholder Management and Communication Plan 8](#_Toc406762474)

[14 Quality Assurance 8](#_Toc406762475)

[15 Control 8](#_Toc406762476)

[15.1 Governance 8](#_Toc406762477)

[15.2 Reporting 8](#_Toc406762478)

[15.2 Project Change Control 8](#_Toc406762479)

[Appendix A – Risk Scores 9](#_Toc406762480)

**1 Introduction**

The Project Initiation Document (PID) is one of the most important documents in project management because it provides a foundation for the project. A PID should only be produced once approval has been given of the Business Case to proceed.

The PID will

* Set out the aims and objectives of the project;
* Define the scope of the project;
* Set out the activities, resources, responsibilities and outputs required to facilitate the completion of the project;
* Define any assumptions, known dependencies and risks
* Set out the management structure for the project; and
* Act as a base document against which the Project Board can assess project progress on an ongoing basis.

The PID is effectively the "contract" for the project, between the project manager and the project board. From the PID the project board can ensure that the programme has established: -

* Clear terms of reference;
* An adequate management structure;
* That sufficient initial planning has taken place;
* The required resources can be made available.

The PID should be developed for the entire project and provide sufficient detail on the whole project. However, where projects may have several phases which may not all be known in great detail at this stage, some phases may be referenced in other documents if there is a likelihood that they will change. This negates the need for continually changing the PID.

Please note that when completing the document, the text in *italics* is explanatory and can be deleted.

**2 Background**

*Please provide some background to why this project was initiated. You can take this information from the Business Case document.*

**3 Objectives**

*Detail the key objectives of the project in the table below.*

|  |  |
| --- | --- |
| **Objective Number** | **Project Objectives** |
| O1 |  |
| O2 |  |
| O3 |  |

For a full explanation of the business drivers, objectives and benefits of the project please refer to the Business Case.

**4 Project Definition**

**4.1 Scope**

*Define the scope for the project, what is in-scope for the project to deliver and also what is out of scope for the project to deliver.*

The project will:

The project will not:

**5 Budget**

*Please ensure that there is consistency with the Business Case, or an explanation to why it is different.*

The following project implementation costs were approved in the Business Case:

|  |  |  |  |
| --- | --- | --- | --- |
| **Budget** | **Project Costs** |  | **Ongoing Costs** |
|  | YR1 | YR2 |  |
| Internal Spend |  |  |  |
| External Spend |  |  |  |
| Licences |  |  |  |

**6 Approach**

*Describe the high level approach the project will take to achieve the objectives. This should include the strategy of how the project will be structured or phased and any key review points.*

*Please also provide a high level description on the approach to resourcing, communications, governance, progress reporting, issue and risk management For example, a risk register will be used to help aid the management of project risk which will be reviewed on a weekly basis.*

**7 Key Deliverables**

Define the main deliverables from each Project Phase below:

*Please ensure that the deliverables are tangible.*

Phase 1

|  |  |
| --- | --- |
| **Deliverable** | **Description** |
| *E.g. Technical Design Document* | *E.g. Describes the key infrastructure components of the CRM system and the key interface points* |
| *E.g. Test Strategy Document* | *E.g. Describes the testing strategy for the CRM system from unit testing through to user acceptance testing* |
| *E.g. Support Model* | *E.g. Describes the support model for CRM* |
| *E.g. Post Project Review document* | *E.g. Details the post project review.* |

Phase 2

|  |  |
| --- | --- |
| **Deliverable** | **Description** |
|  |  |
|  |  |

**8 Critical Success Factors, Assumptions, Constraints and Dependencies**

**8.1 Critical Success Factors**

Critical Success Factors (CSF) are events or activities that have to take place, or be in place, to ensure that the project is a success. Define the CSF’s below.

|  |  |
| --- | --- |
| **Critical Success Factors** | **Measure/Approver** |
| 1. E.g. Technical design fully agreed |  |
| 1. E.g. Requirements signed off in a timely manner |  |

**8.1 Assumptions**

*Assumptions are factors that are believed to be true, although these factors are not confirmed to be true. Assumptions add risk to a project since it is possible that they will turn out to be false. Assumptions can impact any part of your project life cycle and resulting solution implementation, so it is important to document and analyze them*.

The project assumptions are:

**8.2 Constraints**

*A constraint is something that will affect the performance of the project e.g. a key resource required for this project is also required to work on another project and therefore the time allocated will be restricted*.

The project constraints are:

**8.3 Dependencies**

*Project dependencies establish the links, and the type of links, between all the tasks of a project. There are also dependencies with other projects.*

The project is dependent on:

The following depend on this project:

**9 Work Breakdown Structure (WBS)**

*A WBS visually defines the scope into manageable chunks that a project team and stakeholders can understand, as each level of the work breakdown structure provides further definition and detail.*

Please provide a high level WBS for the project.

**10 Key Milestones**

The table below shows the key milestones for the project and their associated date.

|  |  |  |
| --- | --- | --- |
| Milestone Number | Milestone Description | Planned Date |
| MS 01 |  |  |
| MS 02 |  |  |

**11 Risks**

*Risk Management is the process of identifying, analyzing and responding to risk factors throughout the life of a project and in the best interests of its objectives. Best practice risk management is proactive rather than reactive.*

The table below shows the key risks perceived at project initiation – please see Appendix A for further guidance:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk Description** | **Impact** | **Prob** | **Severity**  **(R,A,G)** | **Detail of action to be taken**  (mitigation / reduction / transfer / acceptance) | **Risk Owner** |
|  |  |  |  |  |  |

**12 Team structure, Team Roles and Responsibilities**

*Please provide an organisational diagram showing how the project team is structured and the key members of the project team. This diagram should also show the reporting structure from the PM to the Project Sponsor/Project Board.*

This table below describes the key responsibilities of each member of the project team and their role in the project.

|  |  |
| --- | --- |
| Project Team Member | Project Role/Responsibilities |
|  |  |
|  |  |

**13 Stakeholder Management and Communication Plan**

*Please list the key stakeholder groups and individuals that will be interested in your project outputs, will be affected by them or whose support is essential within your institution. A full Stakeholder Management and Communications plan should be completed alongside the PID. Please see template xxxx*

|  |  |
| --- | --- |
| **Stakeholder** | **Interest/Stake** |
|  |  |
|  |  |
|  |  |

**14 Quality Assurance**

*Please describe* your approach to *Quality Assurance. For example, what will be measured, who will evaluate quality and when?*

**15 Control**

**15.1 Governance**

*Please describe how the project will be governed.*

**15.2 Reporting**

*Please describe how progress will be reported, to whom and how frequently.*

**15.2 Project Change Control**

This states the mechanisms through which changes to key project elements (e.g. scope) are agreed and recorded. Any of these changes would need to be agreed with Project Sponsor/Project Board.

|  |  |
| --- | --- |
| **Item under Change Control** | **Change Control System used** |
| Scope | Reflected in Amendments to PID |
| Costs | Reflected in the finance workbook |
| Risk | Reflected in the risk register |
| Time | Reflected in the project schedule via progress reports |
| Others (E.g Requirements) | Reflected in agreed requirements management process |

**Appendix A – Risk Score**

**Risk Assessment**

|  |  |  |  |
| --- | --- | --- | --- |
| Major = 5 | 5 | 15 | 25 |
| Moderate = 3 | 3 | 9 | 15 |
| Minor =1 | 1 | 3 | 5 |
| **Impact / Probability** | Possible = 1 | Probable = 3 | Almost certain = 5 |

**Risk Score**

|  |  |  |
| --- | --- | --- |
| **High** | **15-25** | **Unacceptable level of risk exposure that requires constant active monitoring, and measures to be put in place to reduce risk exposure.** |
| **Medium** | **5-9** | **Acceptable level of risk exposure subject to regular active monitoring measures** |
| **Low** | **1-3** | **Acceptable level of risk exposure subject to regular passive monitoring measures** |