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Welcome

From the Editor:

"And on the fourth instalment, they kept calling it PRINCE2® - with an addendum." - *The Editor, to himself in a dream*

Yes folks, the PRINCE2: 2009® refresh is here and it's clear that one of the more recognised project management tools will never be the same. How big is the refresh? What becomes of those prior qualifiers? While PRINCE2® still is one of the most attractive tools of qualification in the project management market, will the fourth version force a retraining of the old guard of PRINCE2® Practitioners?

These are our questions. We've brought in some people close to the matter to get you the answers.

That's why our valued clients deserve better when it comes to tracking down the best project management talent out there. It's always a good time to ramp up your project management knowledge, so keep reading Project Management News!

Dan Strayer, Editor

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NEWS UPDATE: Arras People Secure NHS PASA / DH Tender For Commercial Project Personnel

From the Editor

Arras People have been successfully awarded by both the [Department of Health \(DH\)](#) & the [NHS Purchasing & Supply Agency \(NHS PASA\)](#) for the supply of Commercial Resources in a national and regional capacity.



Headquartered in Heywood, Lancashire, Arras People is one of the awarded suppliers named on this framework who will work with the DH, its ALBs (Arms Length bodies) and NHS PASA to improve commercial capability through an increased emphasis on efficiency and value for money, specifically in a project and programme management capacity. Arras People is widely acknowledged for its expertise in project and programme management and the company will provide recruitment services and consultancy in the hiring (both for local and national NHS entities) of future non-permanent Project Manager, Programme Manager and Project Co-ordinator positions.

"The team at Arras are looking forward to engaging with the NHS and the Department of Health personnel. We feel that our inclusion recognises the value of professional project management and specifically the value that we can deliver as a knowledge-based, niche recruitment supplier," said John Thorpe, Managing Director of Arras People.

- *For more information about the Commercial Framework Agreement with Arras People and NHS PASA, click [here](#).*
- *For all Arras People News & Events, click [here](#).*
- *For our post about the Commercial Framework Agreement at How to Manage a Camel, click [here](#).*

PRINCE2® Undergoes a Significant Transformation

By Derek Bell

PRINCE stands for Projects IN Controlled Environments. Originally released in 1989 to enhance best practice in project management in the UK, it was replaced by PRINCE2® in 1996 and had a major update in 2005, however, the transformation into the 2009 version is a much greater change in line with its role as a more global standard.



The intent is twofold.

- To simplify the guidance by making the language more accessible and less wordy, resulting in the manual being reduced from 457 to 327 pages.
- To bring the guidance more in line with the latest project and programme management practices, particularly as found in the Office of Government Commerce's (OGC) Managing Successful Programmes (MSP™) and Management of Risk (MoR®) guidelines.

Previously PRINCE2® was based on the number eight! We had eight processes and eight components. Each process outlined the management activities to be carried out during the project and the components covered the major concepts to be applied.

Now the magic number is seven!

- Seven principles that underpin any PRINCE2® project.
- Seven themes which closely map to the former PRINCE2® components, except that configuration management is incorporated into the Change theme.
- Seven processes, which map to the former eight processes, with the planning process being covered in the Plans theme.

The final main section of the manual gathers together the tailoring aspects of PRINCE2®, which used to be split up throughout the manual, into a chapter in its own right. The seven principles are summarised as:

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

Is our project being run under PRINCE2®? Rather than assessing which documents and processes are being used, review how well these principles are being applied.

Learn from experience emphasises the need to learn at the beginning of a project as reflected in the new activity in Starting up a Project, 'Capture previous lessons'.

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Themes – aspects of project management that need to be addressed continuously throughout the project – replace the previous Components.

Much of the guidance is immediately recognisable from the previous version, but is generally clearer and briefer.

- Organisation clarifies the separate Business, User, and Supplier Project Assurance requirements, along with the clearer role of the Change Authority. It also provides better guidance in stakeholder engagement and working with the corporate organisation.
- Risk has been brought much more in line with the OGC's Management of Risk (MoR®) principles.

Processes: PRINCE2® has done away with sub-processes! Strictly speaking, it has done away with the term sub-process and renamed them activities. They are not numbered any more, and have a diagram representing inputs and outputs rather than an 'information needs' table, along with clarification of responsibility for production, reviewing and approving each product.

The appendices have been modified with Risk Categories and Document Management being replaced by ones on Governance and a Product-based planning example.

To conclude: the 2009 version of PRINCE2® still adheres to the same fundamental concepts, but aims at being easier to understand and less proscriptive in its approach.

Derek Bell is a Project Management Consultant and Trainer for ESI. For more about ESI, click [here](#).

For more PRINCE2: 2009 information, go to [How to Manage a Camel to read Friday's exclusive PRINCE2: 2009 Twitter hour](#) for a brief overview of the refresh with Andy Murray, lead author of the refresh.

An Inside Look at 'The Economic Situation', and the Future of Project Management Communications Tools

By Helen Moore

So, PRINCE2: 2009® has hit the streets, which is all very exciting, especially if you are a training company! PRINCE2® remains eternally popular with PMs who feel that it is an essential part of their professional training: it has become a 'must have' in many circles and official figures say that the number of people taking PRINCE2® qualifications increases by 20% year on year.

The press release which landed in my inbox today quotes Nigel Smith, Chief Executive of OGC (Office of Government Commerce), as saying,

"PRINCE2® is extensively used in over 150 countries around the world and its take up grows daily. It is widely considered as the leading tool in project management, with over 20,000 organisations already benefiting from its pioneering and trusted approach. Complex projects today often involve several organisations working together in partnership or through contractual arrangements to achieve the objectives, and PRINCE2® provides a common language between organisations and with external suppliers."



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This is all true, up to a point. However, there is a belief in the business that PRINCE2® is the least appropriate of all recognised frameworks for delivering projects in the 'real world'. This belief is based on the fact that PRINCE2® can be prescriptive and if applied in its entirety, rather longwinded. Clients running projects don't always want to be constrained by its lengthy procedures.

Having said that, many organisations recognise the excellence of the qualification and request, if not insist, that their PM's are PRINCE® accredited, and I am sure if a candidate holds the latest accreditation, PRINCE2: 2009®, then he/she will stand out.

However, the real test is how the framework is applied and whether the new version offers more obvious flexibility and can be adapted to suit the demand for efficient, fast-paced project delivery out in the commercial world. There's no doubt that PMs need to understand the principles of PRINCE2® (if their company project delivery approach is based on PRINCE®), but many organizations want a lean/light touch to their project management that they believe precludes the use of the PRINCE2® framework.

In certain vertical markets, particularly IT, telecoms and Web 2.0, other methods such as Agile seem to be preferred – it seems to suit their development project needs better. PRINCE2® seems like overkill - is PRINCE2: 2009® different? Does it REALLY suit the delivery of projects in 2009, or is it an antiquated approach that has some useful elements that should be utilised, but wrapped in a more versatile, leaner, lighter approach?

Going back to that press release, they claim that PRINCE2: 2009® has got it right. Richard Pharro, CEO, The APM Group, said:

"This is a very exciting time for the PRINCE2® (sic) Accredited Community. The new version of PRINCE2® (sic) makes it more accessible for all users and particularly for senior managers. Many of the criticisms that were made of the method have been addressed. "It is more appealing than ever to adopt it as a Best Practice Standard."

It will be interesting to hear the feedback from the market in the coming months. If anyone has any first hand experience of the new PRINCE2: 2009® product, I would be interested to hear.

Helen Moore is the editor of pmlifeline.com and has been a regular contributor to the Arras People family of newsletters. To give your feedback, email her at editor@pmlifeline.com

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Dear PM Bartender...



Dispensing the Finest in Ales and PM Advice Since 2009!

QUESTION: Does the project management job market change once you find yourself on the wrong side of age 60? - Anonymous

PM BARTENDER: I didn't want to dwell on last month's question, but one thing I've learned after years behind the bar is that people feel better sometimes drowning their sorrows out in the open.

Below are a few more responses I've culled to the gentleman's question. Names have been changed to protect anonymity. You might want to order a couple pints - like last month, we could be here awhile!

Mark* is an American CGC and PMP construction professional based in Miami who has worked with a variety of project managers of all ages. He is of the view that real-world knowledge, first-hand experience and a sincere willingness

2009 PM Survey Now Online

The survey that gets everyone talking is back, and the results are in. Do you want to be left behind in project management trends? If not, then it's time to show how serious you are about project



to take younger, eager PMs under the wing is a characteristic a company can't put a price tag on.

"Most of the 50+ PMs I have worked with have forgotten more than the younger PMs know," Mark said. "You can only get real experience after 10-15 years of real world work. You need to work under an experienced PM in order to understand how to use what you learned in school. Senior staff are the best mentors in the business. They can guide the young and they teach without the cost of errors, in judgment and in the field."

Mark added that the notion of over qualified and too much experience makes little sense, though their ability to accept the work climate demands of the day is essential in the hiring process.

"I do not buy into the over qualified and too expensive debate," he said. "How can anyone be over qualified or have too much experience? Older PMs have usually put money away and in these low economic times are willing to work for much less that they may have earned in the high times. Given an opportunity, they will show their value, and it won't cost much."

"This market is a real buying opportunity to hire high caliber PMs cheap. The company gets the advantage of knowledge, skills, experience and wisdom that cannot be taught, for the best price in many years. Many of these seniors will work till they are 70 or 75, and may work part time or on contract. They are usually stable and have good work ethics. They bring real value with them."

Lisa* is a renowned governance director for an architectural group who works in full-time/contract roles IT management, architecture and programme management. While she considers the matter a 'touchy subject', she comes down safely on the side of Mark's views about experience.

"There is value in being mentored by more experienced folks," Lisa said. "Experience adds to practical wisdom. The mark-to-market occurred with a round after the dotcom bust and people are going through it again, unfortunately. I would say, though, that there is a difference between fair market value and below-market-value."

The matter of "over qualification" is often viewed by the general public as a generalised excuse that has somehow gained traction and thus power. Sceptics of the phrase find it to be a cop-out for hirers who really mean to say 'too expensive': Others can't shake the notion that the very nature of the word is a positive that has somehow morphed into a negative coming out of the job application process.

Bryant* is a PMP-certified PM Consultant/Trainer who believes that contracting is the way to go in a market that is moving toward non-permanent hiring as a way to attract talent without adding the financial headaches of more long-term talent.

"I would think that getting a permanent position might be difficult as, for one, they may think you're overqualified and too expensive for a mid-level PM position," Bryant said. "However, seeking a contract position (6 months to a year) may be a good way to segue into an organization and let them know that you are a valuable asset for years to come."

I promise we'll move on to better things next month. The next one's on me!

E-mail careersadvice@arraspeople.co.uk with your questions for the PM Bartender.

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How to Manage a Camel

The hot PM topic: this month at the top



among top blogs for the discerning project management professional:

[PMXPO 2009 - Did You Catch It?](#)

[Free Best Practice Showcase 23rd June 2009](#)

[PRINCE2®: 2009 PROJECT™, Are We Ready?](#)

And there's always more to look at whenever you go to the camel. [More available](#) at The Camel homepage.

ProjectOffices.com



This month, Arras People launched a new webpage dedicated to all things related to Project Offices - [ProjectOffices.com](#). You can also check out their blog, at [blogspot.com](#). The hot Project Office topics this month at the new spot for Project Office information:

[Hmm one of leading](#)

Eye of the Needle

The Eye of the Needle is



Suggested Reading

We're going to try something new



a brief glimpse at a selected blog post from our blog, [How to Manage a Camel](#).

This month's post is from Gary Holmes, whose post is titled 'DWP Executive Support - 2 Months In'.

But before we get to Gary's words, we'd like to alert both our PM News and PM Tipoffs readers of another first-come, first-served opportunity, just like last month. Arras People will give away free copies of the **Portfolio, Programme and Project Offices (P3O) Pocketbook**, authored by the Office of Government Commerce



(OGC), to the first four (4) e-mailers. The e-mail address is located [here](#).

On to Gary's post:

When Arras People started our collaboration with the Department for Work and Pensions (DWP) and Jobcentre Plus on April 6th to provide free Jobsearch Support to unemployed project professionals, it is fair to say that there was an element of trepidation surrounding the service. Questions such as how it would work, what the response would be like and how smooth the process would be all contributed to the wariness.

After 2 months of working on the service however, I am pleased to report that the cogs are beginning to turn quite rapidly, enabling us to deliver a timely and quality service to those that really need it. Candidates have been responding well to the scheme thus far. People are really engaging with the service and looking to get the most out of it that they can, which is a really positive sign.

Our approach with the service is to take each candidate through the entire job hunting process, from effective search techniques that go beyond looking in the local rag, to CV development, project market intelligence, job applications and interview techniques. Our premise is to use these areas as a framework on which to build our service for each individual, focusing on specific areas in greater detail that may need more

this month with the Suggested Reading section. In an agreement with our new publishing partner, Gower Publishing, PM News will provide a book review and make available exclusively to our readers a project management title for free simply by becoming the first to answer a short trivia question.

In addition, Gower has agreed to knock 20% off the listed price when you click the links below to purchase from their website. Such links are available in **orange** text or by clicking on the book image itself. Don't forget the promotion code - G8BRL20.

TRIVIA QUESTION: "What was the surname of the drug store owner young George Bailey worked for in the 1946 Frank Capra classic, *It's a Wonderful Life*?" Have the answer? **Email** it to us first to get your free copy of the Tipoffs' Book of the Month.

TIPOFFS' BOOK OF THE MONTH



Managing Project Uncertainty
David Cleden

Tipoffs Review:
By Dan Strayer

Few quotes from *Managing Project Uncertainty* resonate nearly as well with the project manager as Field Marshal Helmuth von Moltke's 'No plan survives contact with the enemy' (pg. 28). Author Cleden surmises that von Moltke's statement 'sits at the heart of any strategy for managing uncertainty.' In essence, Cleden is talking about projects as if he is talking about the future – no one knows what's going to happen. So uncertainty is a given, a piece of marble that simply won't move.

The book is simple in other ways, like breaking things down about project uncertainty in relatable and easily-understood ways. Many readers will find figures like the Four Quadrants model a useful tool in identifying what you do and don't know. Tables like the flawless Hallmarks of Effective Decision-Making are useful, and the book's focus on the types of variables involved in managing uncertainty is detailed, thorough and open. Most importantly, Cleden successfully implies that uncertainty arises on the project scene because today's static

[professional bodies got me worried...](#)

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Read more from this post [here](#).

world (when the project is planned) will not remain so (when the project is being carried out). You know the London 2012 Olympics needs certain facilities; what you don't know are the uncontrollable variables (Economic? Environmental?) that will wreak havoc on the effective delivery of those facilities.

Cleden will leave you with an understanding about the traits, tendencies, timing and tenacity of uncertainty. He is also adept at identifying certain methods that try to contain the uncertainty, and why some prove more successful than others. Those who expect risk management is the be-all, end-all for uncertainty solutions will be in for a rude awakening. While you can't always anticipate uncertainty or the ultimate degree of difficulty it creates, you can adapt, especially in a world of cost-effective budget management. Moreover, it might also be - in addition to being a good alternative title - the best glass half-full way of approaching uncertainty: Managing Project Adaptability.