

5. The Initiation Phase

Assuring that all involved participants in a project have a clear understanding of what is required for each deliverable is a key factor in achieving a successful project.

In any effort it is always important to get off to a good start. Mistakes made early in a project will have major repercussions as the project progresses. The Initiation phase flow chart shows a pictorial view of the key tasks that occur at the start of the project. The Initiation phase commences once the CANDIDATE PROJECT Stage is completed and either the Board of Directors or executive management approves the project.

Figure 4 – Initiation Phase

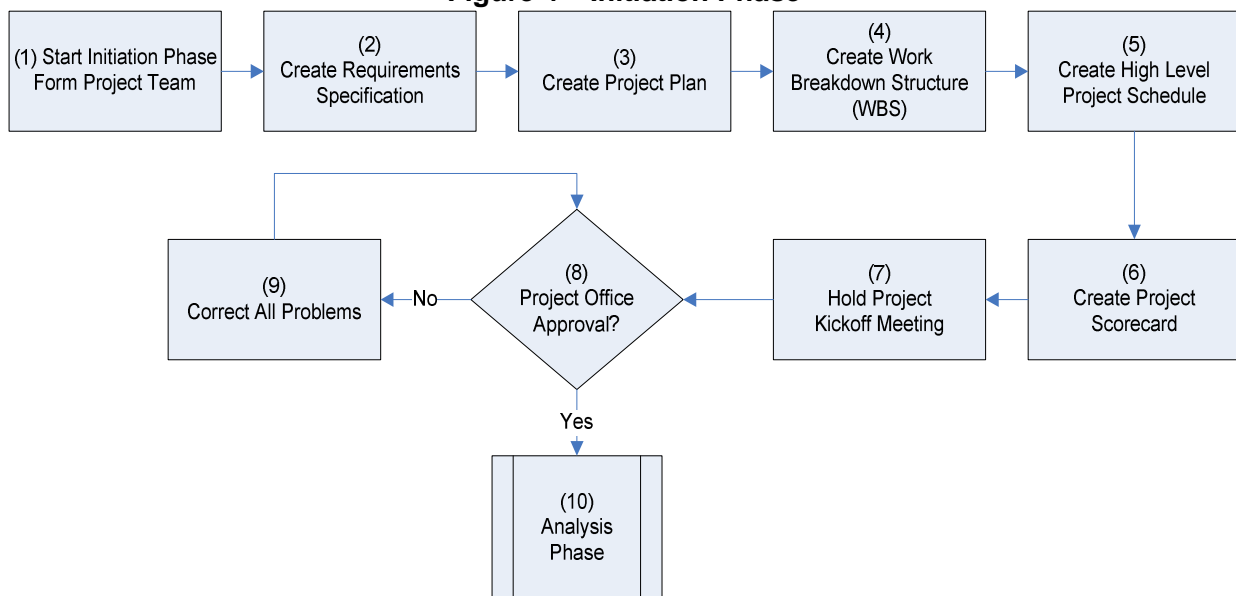


Table 9 – Initiation Phase Task Description

Task Step	Task Name	Responsibility	Description
1	Form Project Team	Department Managers, Senior Management, Project Manager and Project Office	A project team is formed that facilitates satisfying all requirements in a timely manner.
2	Create <u>Requirements Specification</u>	Project Manager and Project Team	The <u>Requirements Specification</u> must be a clear, concise definition of exactly what will be delivered as part of the project. All key stakeholders in the project should sign this document acknowledging their agreement as to each deliverables requirements.
3	Create <u>Project Plan</u>	Project Manager, Project Team and key Stakeholders	The <u>Project Plan</u> is a high level document describing how the project will be implemented. It includes the <u>Project Charter</u> (or a reference to the charter), the management approach, scope statement, WBS, <u>Roles and Responsibility</u> , network diagram, major milestones, budget, schedule, required resources, change control plan/system, measurement baselines, along with management plans for scope, schedule, cost, quality, staffing, risk, communications and procurement.

Task Step	Task Name	Responsibility	Description
4	Create a Work Breakdown Structure (WBS)	Project Manager and Project Team	The high-level list of tasks is documented with each entry containing the title, description, estimated effort, dependencies and resources. It uses the <u>Work Breakdown Structure Dictionary</u> template. It is organized by deliverables and milestones.
5	Create High Level <u>Project Schedule</u>	Project Manager and Project Team	Using the WBS created in "Task Step 4" a schedule is created using the <u>Project Schedule</u> template. The schedule is organized by the PROJECT stage's phases.
6	Create <u>Project Scorecard</u>	Key Project Participants	The Project Manager, sponsor, department manager and key stakeholders decide how the project will be evaluated using the <u>Project Scorecard</u> template.
7	Hold Project Kickoff Meeting	Project Participants	The Project Manager, project team and all key project participants meet to discuss the <u>Requirements Specification, Project Plan, Project Schedule</u> and <u>Project Scorecard</u> .
8	Project Office Approval	Project Office	Organizations conducting projects should have a Project Office that oversees all projects. The Project Office establishes and maintains the methodology to be employed (e.g., the ABCs) and both helps (train and mentor) Project Managers and oversees their activities to assure project success at key control gates (end of each phase).
9	Correct All Problems	Project Office and Project Manager	If the Project Office notes any problems, then it works with the Project Manager (who works with his/her team) to resolve the problems in an expeditious manner. This is often an iterative process between "Task Steps" 8 and 9.
10	Analysis Phase	Project Office and Project Manager	Once the Initiation phase is completed, then we are ready to enter the Analysis phase.