Project Management Fact Sheet:

Project Documentation

Version: 2.2, November 2008

Inter Agency Policy and Projects Unit
Department of Premier and Cabinet

In order to manage a project effectively some documentation is required. The actual amount of documentation required is primarily dependant on the size and complexity of the project. This Fact Sheet seeks to provide guidance as to the type of documents you may need to develop, as well the level of detail required.

What is Project Documentation?

Project documentation is an agreement, tracking and communication tool for the Business Owner, Project Sponsor, Steering Committee members, Key Stakeholders, Project Manager and Project team members. Documentation is developed and used during all project phases as a reference point, for reporting and for ongoing project management.

Project Documentation may be used to:

- Obtain resources and approval for the project
- Define the project, its scope and timeframe
- Define how the project is to be managed and areas of responsibility
- Track the progress of the project
- Coordinate resources, particularly those resources outside the project team
- Communicate project information to the Business Owner, Project Sponsor, Steering Committee members, Key Stakeholders, Project Manager and Project team members
- Brief a new Project Manager or team member
- Analyse reasons for project success or failure for the benefit of future projects

Why would you develop Project Documentation?

- To obtain agreement on project outcomes, scope and outputs

- To manage expectations of the Business Owner, Project Sponsor, Steering Committee members, Key Stakeholders, Project Manager and Project team members
- To ensure a smooth transition to a new Project Manager or new team member, retaining critical project information
- To create a reference point for discussions as the project progresses
- To identify when the project needs to be replanned
- To define clearly potential project risks and manage mitigation strategies
- To keep the project team focussed on what you are trying to achieve
- To use in measuring the success of the project

What you need before you start?

- Knowledge and understanding of the Project
- Knowledge and understanding of the Key Stakeholders
- Knowledge and understanding of the *Tasmanian Government Project Management Guidelines*
- Departmental Project Management Guidelines if available
- Corporate/Business Plan for the Department/Business Unit

What documents should be developed and/or used?

The documentation that will be useful to a particular project depends on the type of project, the project size and complexity, and where you are in the project life. *Appendix 1* (*Tables 1, 2 & 3*) (attached) is a guide to the core, recommended and optional documentation required for small, medium and large projects.

Specific types of projects may require additional documentation, for example functional specifications for an Information Communications Technology (ICT) project, or an environmental impact statement for a construction project.

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The *Document Details* section (*Appendix 2*) further describes each document type, including its purpose, when it is prepared and who is responsible for its development.

Document templates are available from this website. *.* The templates have attached guides for their use and application, and can be modified to suit the particular requirements of the project.

Who is involved in the development of Project Documentation?

Documentation is best developed with input from a range of people such as Business Owner, Project Sponsor, Steering Committee members, Key Stakeholders, Project Manager, Project team members and Quality Consultants.

Who is to be involved will depend on the documentation being developed. How they are involved may be through either/or group brainstorming sessions, one-on-one consultations and draft document reviewers. Each or all approaches may be beneficial, depending on the circumstances. No matter which approach you choose to develop the project documentation, it is essential to obtain input from anyone who will be required to sign-off or agree to a document.

Some documents are developed and signed-off and are then completed. However, many documents are 'live' documents and are updated as the project progresses. Version control is used to manage the development to ensure the correct documents are read and discussed. (Reference: *Project Management Fact Sheet: Document Control*)

Where to get additional help

- Refer to the *Tasmanian Government Project Management Guidelines*

- The Inter Agency Policy and Projects Unit offers further advice and assistance, including a formal Advisory and Review Service

- Contact Project Services at project.management@dpac.tas.gov.au

- Further information and resources are available from www.egovernment.tas.gov.au

Appendices

Appendix 1

Guides to the core, recommended and optional documentation:

- **Table 1:** Small Project documents
- **Table 2:** Medium Project documents
- **Table 3:** Large Project documents

In determining whether a project is small, medium or large. Refer to *Project Management Fact Sheet: Project Sizing.*

Appendix 2

All of the documents have been categorised as either:

a. **Core documents** are those documents that should be created as a minimum;

b. **Recommended documents** that may be created to enhance the project management; or

c. **Optional documents** are developed when required.

The documents listed are also categorised as:

1. **Major Documents** (describe the management and control of the project)

2. **Other Documents**

3. **Smaller Templates** (assist in the management of the project, for example the *Issues Register* is used to help manage any project issues)

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Appendix 1

- Table 1: Small Project Documents
- Table 2: Medium Project Documents
- Table 3: Large Project Documents
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Table 1: Small Project Documents

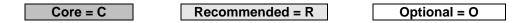| Phase	Major Docs	Other Docs
Initiate **Setup**	Project Proposal ^O	
Manage	**Project Business Plan ^C**	^C
		Risk Register ^R
		Project Status Report ^R
		Issues Register ^R
		Communication Strategy/Plan ^O
		Training Strategy ^O
Finalise	**Project Review & Closure Report ^C**	

Note:

Core = C	Recommended = R	Optional = O

The Small Project Business Plan does include such things as the Project Execution Plan, the Outcome Realisation Plan, Risk Management Plan, Quality Management Plan, etc.

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Table 2: Medium Project Documents

Phase	Major Docs	OTHER DOCS/PROFORMAS
Initiate **Setup**	Project Proposal [R]	Business Needs Analysis [O]
	Project Business Case [C]	Project Initiation Plan [O]
		Feasibility Study/Report [O]
Manage	**Project Business Plan [C]**	**Project Status Report [C]**
	Project Execution Plan [R]	**Risk Register [C]**
	Outcome Realisation Plan [C]	**Risk Management Plan [C]**
		Issues Register [C]
		Stakeholder Management Plan [R]
		Organisational Change Management Plan [O]
		Implementation Plan [O]
		Communication Strategy/Plan [O]
		Quality Management Plan [R]
		Marketing Plan [O]
		Training Strategy [O]
		Handover Plan [R]
		Project Phase Review [O]
Finalise	**Project Closure Report [C]**	**Project Review & Evaluation Report [C]**

Note:

Core = C	Recommended = R	Optional = O

The Medium Project Business Plan does include such things as the Project Execution Plan, the Outcome Realisation Plan, Risk Management Plan, Quality Management Plan, etc.

Table 3: Large Project Documents

Phase	Major Docs	Other Docs/Proformas
Initiate **Setup**	Project Proposal [C]	Business Needs Analysis [R]
	Project Business Case [C]	Project initiation Plan [O]
		Feasibility Study/Report [O]
Manage	Project Business Plan [C]	Project Status Report [C]
	Project Execution Plan [C]	Risk Register [C]
	Outcome Realisation Plan [C]	Risk Management Plan [C]
		Issues Register [C]
		Stakeholder Management Plan [C]
		Organisational Change Management Plan [R]
		Implementation Plan [O]
		Communication Strategy/Plan [R]
		Quality Management Plan [R]
		Marketing Plan [O]
		Training Strategy [O]
		Handover Plan [C]
		Project Phase Review [R]
Finalise	Project Closure Report [C]	Project Review & Evaluation Report [C]

Note:

Core = C	Recommended = R	Optional = O

Appendix 2: Document Details

- Major Documents
- Other Documents
- Proformas

Major Documents

Project Proposal

Description	Introduces the project, providing sufficient information for a decision to be made as to whether it should proceed to the next step, eg preparation of a *Business Case*
Purpose	Converts an idea or policy into a proposal for a Project
Contains	Basic details of the Project aims and the resources required, as a minimum, for the next step
When is it prepared	Once the concept has been identified
Who prepares & maintains it	A responsible officer
Target audience	Cabinet, Senior Management or Line Manager who have the ability to approve and resource the Project
Updated how often	Once approved it should not be changed
Who owns/is responsible for the document	The Project Sponsor
Who approves the document	Cabinet, Senior Management or Line Manager who allocates resources for the next step
What is its lifespan	Fixed for the life of the project
Comments	This is often overlooked; it captures the original idea

Business Case

Description	Defines the Project and used to obtain approval, including resourcing
Purpose	A once-off, start-up document used by senior management to assess the justification of a proposed Project or the development options for a Project that has already received funding
Contains	Basic Project details of what the objectives are, explores options and the resources required
When is it prepared	After the *Project Proposal* has been approved or once the Project concept has been identified and it has been determined that it is worth pursuing
Who prepares & maintains it	A Project Officer
Target audience	Budget Committee, Senior Management or Line Manager who have the ability to approve and resource the Project.
Updated how often	Should not be changed once it has been approved
Who owns/is responsible for the document	The Project Sponsor
Who approves the document	Steering Committee, Senior Management or Line Manager who allocates resources for the Project
What is its lifespan	Fixed for the life of the Project
Comments	The Budget Committee may or may not approve the *Business Case.* Preparation may require the development of a project initiation plan for delivering the final Business Case.

Project Business Plan

Description	Defines the management of the Project
Purpose	The high-level management document for the Project. It is utilised by the Steering Committee to ensure the achievement of defined Project outcomes
Contains	Details how the Project is going to be managed
When is it prepared	Once the Project has been approved and resources allocated
Who prepares & maintains it	The Project Manager and Project Team
Target audience	All who have an involvement in the management of the Project eg Steering Committee, Business Owner, Project Team
Updated how often	Throughout the Project, as required, eg the end of a major phase
Who owns/is responsible for the document	The Steering Committee
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released, as required
Comments	It should be aligned to existing documents

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Project Execution Plan

Description	The Project delivery schedule
Purpose	The 'road map' used by the Project Team to deliver the agreed Project outputs
Contains	Project activities and tasks with specific timings and task allocations
When is it prepared	Once the *Project Business Plan* has been approved
Who prepares & maintains it	The Project Manager
Target audience	The Project Sponsor and Project Team
Updated how often	Throughout the life of the Project
Who owns/is responsible for the document	The Project Manager
Who approves the document	The Project Sponsor, Senior Management or Line Manager
What is its lifespan	Versions should be released as it is updated
Comments	Normally this is not approved by the Steering Committee as it is too detailed

Outcome Realisation Plan

Description	The plan for the achievement of the outcomes
Purpose	Describes how the Project outputs will be utilised by the Business Owner(s) in order for the outcomes of the Project to be realised
Contains	Project outcomes, how these are to be utilised and measured. May also include how outputs will be managed after Project closure.
When is it prepared	After the *Project Business Plan* has been approved
Who prepares & maintains it	The Business Owners (in some cases the Project Manager does this on the behalf of the Business Owner)
Target audience	The Steering Committee and Business Owner(s)
Updated how often	As required, in particular when major outputs are delivered
Who owns/is responsible for the document	The Steering Committee
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released when it is updated, but should be finalised prior to delivery of the outputs
Comments	May also include organisational change management details

Project Closure Report

Description	Represents the formal 'ending' or termination of a Project
Purpose	To provide confirmation that outputs have been delivered and that project documentation has been completed
Contains	Effectively it is a final Project Manager's *Status Report*
When is it prepared	With a successfully completed Project, when all of the work of the Project is finished, all of the outputs have been delivered and accepted by the Business Owner(s) and the target outcomes have been or are being generated
Who prepares & maintains it	The Project Manager
Target audience	The Steering Committee, Senior Management or Line Manager
Updated how often	Should not be changed once it has been approved
Who owns/is responsible for the document	The Steering Committee, or Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	The end of the Project
Comments	This template is specifically designed to be used in closing a medium to large sized Project

Project Review & Closure Report

Description	Represents the formal 'ending' or termination of a Project, including a 'tidy up' of any loose ends
Purpose	To assess the success of the Project, inform future Projects, provide confirmation that outputs have been delivered and that project documentation has been completed
Contains	Effectively it is a final Project Manager's *Status Report*.
When is it prepared	With a successfully completed Project, when all of the work of the Project is finished, all of the outputs have been delivered and accepted by the Business Owner(s) and the target outcomes have been or are being generated
Who prepares & maintains it	The Project Manager
Target audience	The Steering Committee, Senior Management or Line Manager
Updated how often	Should not be changed once it has been approved
Who owns/is responsible for the document	The Steering Committee, or Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	The end of the Project
Comments	This template is specifically designed to be used in closing a small to medium sized Project

Project Phase Review

Description	A review of a phase of a larger Project.
Purpose	To verify that the phase has been completed successfully, with the

	assigned outputs delivered, and to ensure the Project is ready to proceed with the next phase
Contains	An analysis of how successful the phase was in meeting its targets
When is it prepared	At the completion of a phase prior to the start of the next phase
Who prepares & maintains it	Project Manager
Target audience	Steering Committee, Senior Management
Updated how often	Should not be changed once it has been approved
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Applicable to the phase reviewed only
Comments	Also used to inform future phases of the Project

Project Review & Evaluation Report

Description	A review and evaluation of a larger Project
Purpose	To verify that the Project has been completed successfully, with the assigned outputs delivered
Contains	An analysis of how successful the Project was in meeting its outputs and outcomes, including such things as lessons learnt, time and budget
When is it prepared	At the completion of a Project, once the outputs have been handed over to the Business Owners and outcomes can be measured or at the completion of a stage in the project
Who prepares & maintains it	Project Manager
Target audience	Steering Committee, Senior Management or Line Manager, the Organisation
Updated how often	Should not be changed once it has been approved
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Indeterminate, as lessons learnt may be of value in the future
Comments	Should feed back into the organisation to inform future Projects

Other Documents

Business Needs Analysis

Description	An analysis of the business processes
Purpose	To identify business processes and match them against the business needs
Contains	A mapping of the business processes with a description
When is it prepared	Either as part of the initial analysis prior to the approval of the Project or during the Project
Who prepares & maintains it	Suitably skilled Project Officer or consultant
Target audience	The Steering Committee, Senior Management or Line Manager
Updated how often	As required
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released as required. If maintained the document may be of use well after the Project has been closed.

Project Initiation Plan (using Project Business Plan Template)

Description	Outlines what is to occur in the Initiation Phase of a Project
Purpose	Where a Project is being completed that may form part of a larger Project, eg a Project to develop a *Business Case*, or where an output is to be delivered from this initial phase
Contains	Details on how the Project or activities are going to be managed
When is it prepared	Once the Project has been approved
Who prepares & maintains it	Project Manager
Target audience	The Steering Committee, Senior Management or Line Manager
Updated how often	As required
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions to be released as required
Comments	May be used instead of a *Project Business Plan* where a large Project may flow from this Project and defines only the current Project or phase, eg to develop a *Business Case.* Also as an alternative to the *Project Business Plan* in small Projects.

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Feasibility Study/Report

Description	Explores whether the Project is feasible
Purpose	To explore all the issues associated with a proposed Project and determine whether it is feasible
Contains	An examination of the Project including a detailed examination of the issues associated and whether the Project is feasible
When is it prepared	Prior to approval for the development of the *Business Case* or approval for the Project to proceed
Who prepares & maintains it	Project Officer
Target audience	The Steering Committee, Senior Management or Line Manager
Updated how often	Once approved it is not updated
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	The life of the Project
Comments	The Project usually will not proceed if this has not been successful

Risk Management Plan

Description	Describes how risks are to be managed in the Project
Purpose	To attain a common understanding as to how risks are to be managed
Contains	Details of the processes to manage risks, for example the risk review frequency and process of review, responsibilities and accountabilities
When is it prepared	Once the Project has been approved and resources allocated
Who prepares & maintains it	Project Manager
Target audience	The Steering Committee, Senior Management or Line Manager
Updated how often	As necessary
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	The life of the Project
Comments	For large Projects it may be a separate document. For small to medium Projects, the *Risk Management Plan* can be detailed in the *Project Business Plan*.

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Stakeholder Management Plan

Description	A listing of the stakeholders and how they are to be engaged
Purpose	To ensure all stakeholders who are affected by or who may affect the Project are managed to maximise their positive impact and minimise their negative impact
Contains	A list of stakeholders and what actions are being undertaken to manage them
When is it prepared	Once the *Project Business Plan* has been approved
Who prepares & maintains it	Project Manager and Project Team
Target audience	Steering Committee, Project Sponsor and Project Team
Updated how often	As required
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released as it is updated
Comments	For large Projects it may be a separate document. For small to medium Projects, the *Stakeholder Management Plan* can be detailed in the *Project Business Plan*.

Organisational Change Management Plan

Description	The plan to manage change within the organisation(s) required to achieve the Project outcomes
Purpose	To manage the requirements for change required successfully implementing the outputs and achieving the desired outcomes
Contains	Identified the changes required, who is impacted, when the changes are required and how they are to be implemented
When is it prepared	Once the *Project Business Plan* has been approved
Who prepares & maintains it	Project Manager, Project Team and Business Owner (s)
Target audience	Steering Committee and Project Sponsor
Updated how often	As required, eg as major outputs are delivered
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released as it is updated
Comments	Over time authorship transfers to the Business Owner. Can be documented as part of the *Outcome/Benefits Realisation Plan*.

Implementation Plan

Description	The plan for the implementation of the Project outputs
Purpose	To enable the implementation of the outputs to be managed
Contains	Details on what, how, when, who, etc are required to implement the outputs
When is it prepared	Once the *Project Business Plan* has been approved
Who prepares & maintains it	Project Manager and Project Team
Target audience	Steering Committee and Project Sponsor
Updated how often	As required
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released as it is updated
Comments	This may be included as part of the *Outcome/Benefits Realisation Plan*

Communication Strategy/Plan

Description	The plan detailing communication with all stakeholders
Purpose	To ensure all stakeholders are engaged and to maximise support for the Project
Contains	A list of all stakeholders and what communication strategies will be undertaken to manage them
When is it prepared	Once the *Project Business Plan* has been approved
Who prepares & maintains it	Project Manager and Project Team
Target audience	Steering Committee and Project Sponsor
Updated how often	As required
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released as it is updated
Comments	Can form part of the *Stakeholder Management Plan*

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Marketing Plan

Description	Similar to the *Communication Plan* but for a general audience
Purpose	To 'sell' the Project
Contains	Details of stakeholder groups and how they will be influenced
When is it prepared	Once the *Project Business Plan* has been approved
Who prepares & maintains it	Project Manager and Project Team
Target audience	Steering Committee and Project Sponsor
Updated how often	As required
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released as it is updated
Comments	Can form part of the *Stakeholder Management Plan*

Training Strategy

Description	The plan to train the users of the Project outputs
Purpose	To ensure that the Business users have the requisite skills to utilise the Project outputs
Contains	Details on the training requirement for the various user groups and how and when that training is to be carried out
When is it prepared	Once the *Project Business Plan* has been approved
Who prepares & maintains it	Project Manager and Project Team
Target audience	Steering Committee, Project Sponsor and Project Team
Updated how often	As required
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released as it is updated
Comments	Can for part of the *Outcome/Benefits Realisation Plan*

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Handover Plan

Description	Details the requirement for a handover of the Project outputs
Purpose	To ensure that all outputs are successfully handed over to the Business Owner(s)
Contains	Details of all the outputs, when they will be handed over and the requirements for those outputs to be utilised
When is it prepared	Once the *Project Business Plan* has been approved
Who prepares & maintains it	Project Manager and Project Team
Target audience	Steering Committee, Project Sponsor, Business Owner and Project Team
Updated how often	As required
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released as it is updated
Comments	This details the transfer of ownership of the outputs from the Project Team to the Business Owner. Can form part of the *Outcome/Benefits Realisation Plan*

Project Status Report

Description	A report describing the current status of the Project
Purpose	To report to appropriate people on actual progress against planned progress
Contains	Details on progress against milestones, the current status of risks, issues, budget and recommendations
When is it prepared	Prior to Steering Committee meetings or meetings with the Line Manager
Who prepares & maintains it	Project Manager
Target audience	The Steering Committee, Senior Management or Line Manager
Updated how often	Prior to Steering Committee meetings
Who owns/is responsible for the document	Project Sponsor
Who accepts the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Of immediate use to the Steering Committee, but may be used subsequently to review the Project's progress
Comments	This is normally prepared as at a particular date

Risk Register

Description	A listing of all risks and their current status
Purpose	To manage the risks associated with the Project
Contains	A list of all risks and details of how those risks are being managed
When is it prepared	At the start of the Project

Who prepares & maintains it	Project Manager and Project Team
Target audience	Steering Committee, Project Sponsor and Project Team
Updated how often	Regularly
Who owns/is responsible for the document	Project Sponsor
Who approves the document	The Steering Committee, Senior Management or Line Manager
What is its lifespan	Versions should be released as it is updated
Comments	Should be updated fortnightly, or at least monthly, to reflect any changes in the risk status. Should be maintained separately to the *Project Business Plan.*

Issues Register

Description	A listing of all issues
Purpose	To manage the issues associated with the Project
Contains	A list of all issues, details of how these issues are being managed and their current status
When is it prepared	At the start of the project
Who prepares & maintains it	Project Manager and Project Team
Target audience	Steering Committee, Project Sponsor and Project Team
Updated how often	Regularly, as a minimum as issues arise
Who owns/is responsible for the document	Project Sponsor
Who approves the document	Not Applicable
What is its lifespan	Versions should be released as it is updated
Comments	This is an internal working document

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