

PROJECT MANAGEMENT PLAN

Outline

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1. OVERVIEW

Overview of the Project

1.1 Project Management Plan Approach

The approach to the Project Management Plan describes the plan components that are included in this document and those that are available elsewhere in the project library. In some instances one Project Management Plan document is sufficient, while others may need components of the plan in greater detail and broken out into separate documents. Figure 1 illustrates the relationship between the project planning documents where it was decided to have the Communication plan as a separate document.

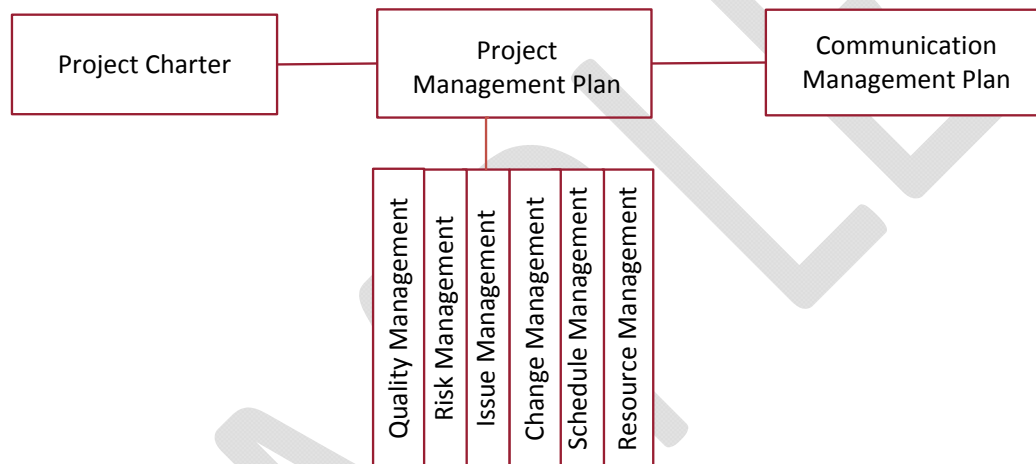


Figure 1 - Project Management Planning Document Structure

The three primary documents guiding this sample project are the Project Charter, Project Management Plan, and Communication Management Plan. The main components of the Project Management Plan are identified in Figure 1 for this specific project. The Project Charter and Communication Management Plan are separate documents, and are described in the following subsections. Each of these documents and plan elements are developed and maintained by the Project Manager.

1.2 Project Charter

The charter includes:

- Project justification and purpose
- Identifies key project contacts, and the Project Team
- Develops a formal Scope Statement that clearly articulates the scope of the project
- Organizes the actions associated with the project into manageable phases
- Provides a timeline for the project
- Serves as a reference of authority for the duration of the project

1.3 Communication Management Plan

The Communication Management Plan sets the communications framework and serves as a guide for communications throughout the project life cycle. The plan defines team roles and responsibilities, communication tools, required reporting, meetings, and communication principles to ensure timely, accurate communications involving project team members and stakeholders.

Clear, concise, timely and accurate communication is essential to the success of any project. This plan will document and organize the various communications that need to occur on this project to provide timely and appropriate generation, collection, and dissemination of project information.

Project Repository

A critical component of the overall communication plan for the project is the establishment of a common Project Repository. The Project Repository is the primary source for facilitating all communications for the project team members.

Communication Model

It is suggested that projects utilize a sender-receiver communication model that places the burden of understanding communication on the provider rather than the receiver of communication. This model requires project staff to work with receivers to assure that information is understood by the receiver and that the communication is effective.

The communication plan addresses the following:

- Communications Matrix
- Forms and Templates
- Performance Reporting Communication
- Meeting Communication
- Document Management
- Stakeholder Identification and Communication

The Communication Management Plan is a separate document in this example.

2. PROJECT SUMMARY

Summarize project goals and high level tasks to be completed by the project team. The project summary should contain at a minimum the following subsections:

2.1 Goals and Objectives

2.2 Success Criteria

3. PROJECT SCOPE

Reflecting the agreed upon scope in the project charter, the scope section provides detail in the following sections:

3.1 Scope Statement

3.1.1 Summary of Approach

3.1.2 Project Execution

3.1.2.1 Execution of the Communication Plan

3.1.2.2 Project Goals

3.1.2.3 Implementation of the Project after completion

3.2 Out-of-Scope

Define specific items that are related to the project, and may impact the overall success criteria, but which are not included in the project.

4. PROJECT ASSUMPTIONS

Assumptions define many of the boundaries of a project's scope, therefore it is critical to the success of a project that there is agreement among the project stakeholders and participants regarding the assumptions made, the accuracy of the assumptions, and the impact to the project should those assumptions prove incorrect.

For many Projects, assumptions fall into several categories. These categories include:

- Schedule
- Funding
- Resources
- Stakeholders and Expectations

4.1 Schedule

4.2 Funding

4.3 Resources

4.4 Stakeholders and Expectations

5. PROJECT CONSTRAINTS

Many boundaries on a project are related to constraints that exist and are beyond the control of the project team. These constraints are important in defining the project scope; therefore, it is critical to the success of a project that there is agreement among the project stakeholders and participants regarding the existence of a constraint and the impact to the project environment. Constraints fall into several categories. In this example, these categories include:

- Available Technology
- Resources and Skill Levels
- Laws and Policies
- Geography

5.1 Available Technology

5.2 Resources and Skill Levels

5.3 Laws and Policy

5.4 Geography

6. PROJECT GOVERNANCE

Project governance represents the basis for a decision-making framework that is logical, robust, and repeatable to govern management of the project. The structure provides authority that is both efficient and effective, and supports the collaboration of the project teams and stakeholders to meet the overall goals of the project.

6.1 Project Governance Structure

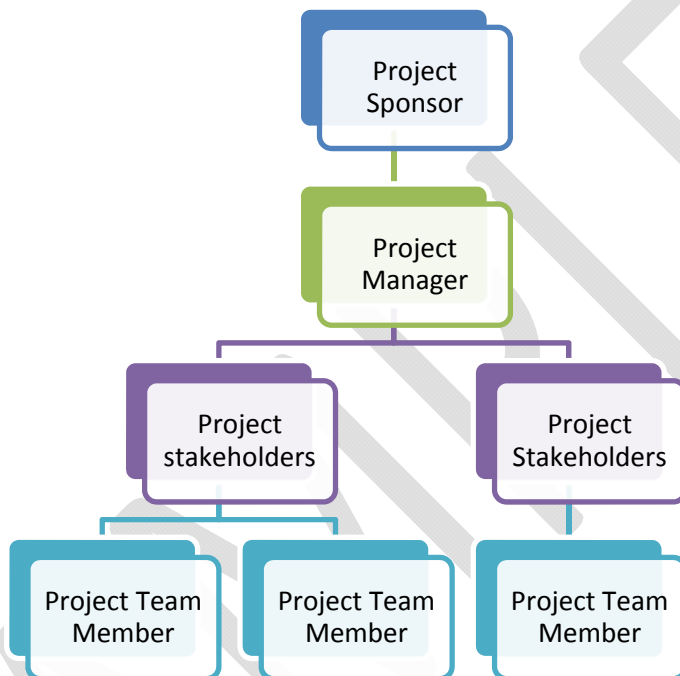


Figure 2 – High Level Project Structure

6.2 Governance Roles and Responsibilities

The following table identifies the individual team members, stakeholders and executive sponsors for this project. The table also describes at a high-level the responsibilities for each group or individual.

Role	Purpose	Responsibilities
Project Sponsor		
Project Stakeholder		

Role	Purpose	Responsibilities
Project Stakeholder 2		
Project manager		
Project Team Lead		
Project Team Lead		
Project Team Member		
Project Team Member		

Table 1 – Project Governance

7. PROJECT ORGANIZATION

Describes the project team as well as other project advisors and executives with authority to impact the project activity.

7.1 Project Team

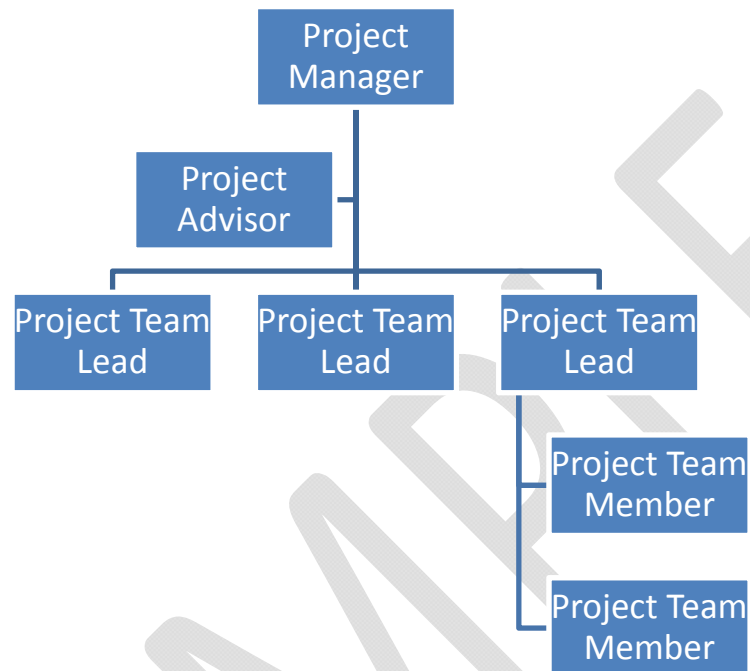


Figure 3 –Project Team Org Chart

Role	Responsibilities	Reporting
Project Manager	•	
Project Team Lead	•	
Project Team Lead	•	
Project Team Lead	•	

Role	Responsibilities	Reporting
Project Team Member	•	
Project Team Member	•	
Project Team Member	•	
Project Advisor	•	

7.2 Stakeholders

Stakeholders include all individuals and organizations impacted by the Project. These are the stakeholders with whom the team needs to communicate and are not included in the other roles defined in this section.

- Stakeholder 1
- Stakeholder 2
- Stakeholder 3

8. PROJECT PLAN

The Project Plan is comprised of a detailed Work Breakdown Structure (WBS) which is often in the form of a Project Schedule. The Project Plan WBS tasks are detailed in a Microsoft Project file (or similar tool) with start and end dates and resource assignments.

8.1 Project Schedule and Work Breakdown Structure

In this example, the Project Schedule and Work Breakdown Structure is a single Microsoft Project Schedule referred to as “The Detailed Project Schedule”. This tool segments work into logical and manageable tasks within the overall project effort and phases. Detailed tasks and subtasks allow the project team to incrementally perform the required activities and support successful management and control throughout the project lifecycle.

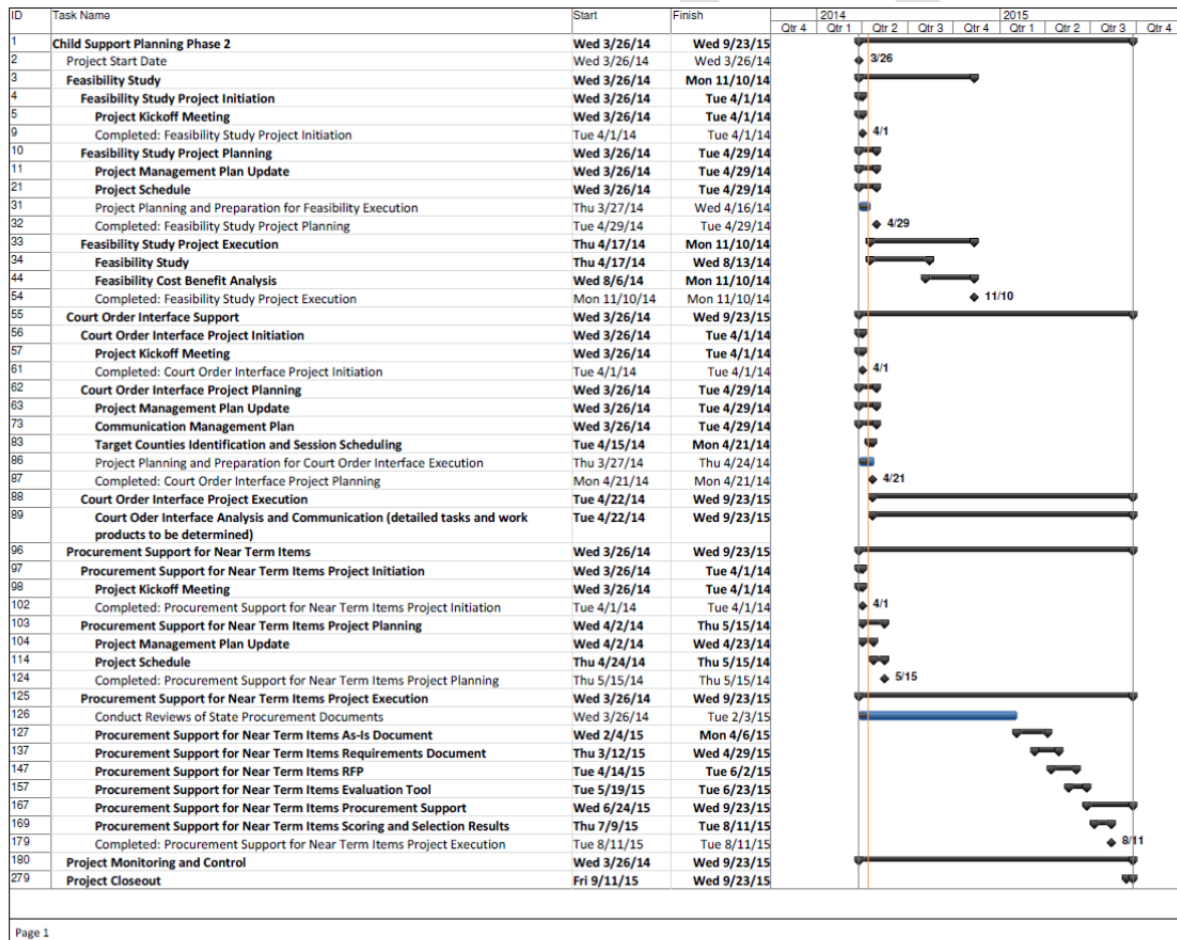


Figure 4 – Example High level project schedule

8.2 Project Tracking

Describes the process and responsibilities for updating and maintaining the Project Plan in a way that provides the most up-to-date project status and feeds into key project metrics, which facilitates transparency for the project management teams to identify and respond to schedule risks in order to decrease overall project risk and promote on-time delivery. This helps the project management team to quickly and proactively implement corrective actions to address schedule slippages and make necessary adjustments to stay on schedule.

Project Plans are updated and managed by:

- Establishing time tracking and reporting policies
- Communicating those policies to the Project staff
- Establishing a submission schedule
- Recording the number of hours worked by assigned project task
- Sending reminders to individuals to record their time
- Updating the Project Plan

8.3 Milestones

Certain milestones should be identified that mark the progression of this project towards its stated objectives.

Date	Milestone

Table 2 - Project Milestones

9. WORK PRODUCTS AND DELIVERABLES

The Project Team produces work products throughout the duration of the project and deliverables at the end of the project. Most of the project work products are in the form of documents, and in general, each work product and deliverable will be presented per the process illustrated in Figure 5 - Deliverable Approval ProcessFigure 5 below.



Figure 5 - Deliverable Approval Process

9.1 Development and Review

The team should establish a Quality Management Plan for the purpose of controlling quality and monitoring, measuring, reporting, and continuously improving project quality. The specific steps included in the deliverable development, review, and approval process are guided by the Quality Management Plan. Some of the components specific to deliverable development may be as follows:

1. Deliverable Expectations Document (DED)

- Prior to developing a deliverable, the team develops and submits an outline of the deliverable with some preliminary draft content and reviews it with the State to confirm agreement on the format, presentation, and expected content.

2. Previews of the deliverable as works-in-progress

- To efficiently build agreement on deliverable content, works-in-progress are periodically provided to the State for preview and feedback.

3. Deliverable submission for review

- When the Project Team has completed the deliverable, it is submitted to the user for review and approval.
- For more complex deliverables, a review session is held to walk through the document with the State and appropriate stakeholders, highlighting key points and eliciting feedback.
- The Project Sponsor reviews the deliverable within 10 business days and documents comments and requested changes to the Project Team.

4. Revision and resubmission

- The Project Manager addresses the comments and requested changes within five business days and resubmits the deliverable to the Project Sponsor.
- The Sponsor reviews resubmitted deliverable within five business days and may submit requests for further modifications as necessary to address the original feedback.

5. Final sign-off

9.2 Identified Work Products and Deliverables

The following table shows the identified work products and deliverables for the Project. The table identifies the planned completion date, as well as the project phase.

Date	Deliverable	Project Phase

Table 3 –Work Products and Deliverables

10. PLANNING ELEMENTS

This planning approach is based on the *PMBOK® Guide* and considers a library of management plans to augment the overall Project Management Plan.

10.1 Quality Management

The approach to Quality Management ensures that a framework is established for controlling quality and monitoring, measuring, reporting, and continuously improving project quality. The Quality Management Plan provides the structure and context for ensuring the desired quality is realized for all work products and deliverables.

At a high level, the approach to quality management includes the following:

Internal Project Team QA & Revision

- Peer review
- Project Team review
- Home Office review
- Non Project Team SME review

10.2 Risk Management

Risk management is a key component of strong project management as risks always arise over the lifecycle of a project. A strong risk management approach helps the project avoid or address problems throughout the lifecycle of the project. Strong project management requires that risks be identified quickly so effective approaches to mitigating the risk can be created and implemented before the risk becomes a significant stumbling block for the project.

Risk Review

This example uses an iterative risk management process based on PMBOK to address specific project risks that are invariably identified and monitored during the course of the project. Risk management is defined in the PMBOK as the systematic process of identifying, quantifying and analyzing responding to project risk, including maximizing the probability and consequences of positive events and minimizing the probability and consequences of adverse events to project objectives.

Weekly Reporting

The weekly project status report includes information regarding identified risks and their status.

Monthly Review

The objective of Risk Management is to anticipate, prepare for, and recognize risk, rather than addressing the aftermath of a risk event's occurrence. To do this, the Team schedules and leads risk identification and planning meeting with appropriate staff to ensure proactive communication and planning.

The description of the risk will clearly indicate the concern, likelihood (if known), and the possible consequences. The description will also include the impacts to stakeholders, assumptions, constraints, relationship to other project risks, issues or activities, possible alternatives, and impacts to the project budget, schedule or quality.

Risk Categories

The four major categories of risk, defined in the PMBOK®, are shown in the table below:

Risk Category	Description
Technical, Quality or Performance Risks	Reliance on unproven or complex technology, unrealistic performance goals, changes to the technology used or to industry standards during the project
Project Management Risks	Poor allocation of time and resources, inadequate quality of the project plan, poor use of project management disciplines
Organizational Risks	Cost, time, and scope objectives that are internally inconsistent; lack of prioritization of projects, inadequacy or interruption of funding, and resource conflicts with other projects in the organization
External Risks	Shifting legal or regulatory environment, labor issues, changing owner priorities, country risk, and weather

The risk management process helps the team anticipate and respond to emerging risks throughout the duration of the project. Because the nature of risk changes during the project lifecycle, we execute the process through all phases.

The risk management approach embodies four processes:

- Risk identification – determining which risks might affect the project and defining characteristics
- Risk analysis – prioritize risks, assess probability and consequence of risks
- Risk response planning – prepare action plans to enhance opportunities or minimize threats to the project
- Risk monitoring – executing action plans and evaluating their effectiveness, tracking and reviewing residual risks, and identifying new risks

Risk Log

An initial list of risks, ratings, and proposed responses should be included in this log. The list should be actively maintained during the life of the project, ensuring prompt detection of new risks, or changes in likelihood or impact of previously identified risks, or whether or not a risk has occurred.

The fields captured for each risk include:

Field	Description
Title	Title of the risk
Assigned To	The individual that is assigned to the risk to ensure that a mitigation strategy is developed and monitored if it occurs
Start Date	Date risk was identified
Due Date	Target or resolution date

Field	Description
Mitigation Strategy	Identify method to resolve the risk
Status	<ul style="list-style-type: none"> ➤ New ➤ Open ➤ Resolved ➤ Closed ➤ Duplicate ➤ Deferred
Priority	Drop Down Box <ul style="list-style-type: none"> ➤ (1) High ➤ (2) Medium ➤ (3) Low
Severity	<ul style="list-style-type: none"> ➤ (1) High ➤ (2) Medium ➤ (3) Low
Probability	<ul style="list-style-type: none"> ➤ (1) High ➤ (2) Medium ➤ (3) Low
Consequence	Identify what results will be if the risk is not resolved
Overall Rating	<ul style="list-style-type: none"> ➤ (1) High ➤ (2) Medium ➤ (3) Low Overall Rating is calculated automatically using the values entered in the Probability and Severity fields.
Description	Detailed description of the risk
Comments	Describe how the risk is resolved or comments relative to the risk

10.3 Issue Management

Issues are identified by many sources on the project team, such as technicians, business experts, managers, leadership staff, auditors, and project supporting vendors. Technical issues or business issues may be more evident than organizational or training issues. Yet all may have a profound impact on the project team. The Issue and Action Item Management process and procedures help reduce the danger of scope creep and work delays, keeping the project on track for meeting deadlines and containing costs. It is imperative that issues and action items are identified quickly, logged, and addressed.

The issue resolution approach and operational procedures for issues management include the methods to identify, record, track, research, and monitor an issue throughout the project. The issue resolution approach provides a proven process for managing issues within a set of specific project control procedures.

Issue Management Approach

Issues and action items are assigned an owner and tracked aggressively. Key features of an Issue Management process include:

- Issue Capture and Retrieval
- Ownership and Escalation
- Research
- Review and Reporting

Issue Log

A responsible person will be assigned to each issue. This person will do the necessary work to develop a resolution and will report on the issue status.

The fields that to be captured for each issue include:

Field	Description
Title	Title of the issue
Assigned To	The individual that is assigned the issue
Start Date	Date the issue was assigned
Due Date	Target or resolution date
Status	<ul style="list-style-type: none">➤ New➤ Open➤ Resolved➤ Closed➤ Duplicate➤ Deferred
Priority	Drop Down Box <ul style="list-style-type: none">➤ (1) High➤ (2) Medium➤ (3) Low
Severity	<ul style="list-style-type: none">➤ (1) High➤ (2) Medium➤ (3) Low
Description	Detailed description of the issue

Action Item Log

An important aspect to any project is managing assignments for follow-up or “to-do” by various team members. All projects have actions which arise that need to be tracked and addressed; action items may be the result of a topic discussed at a project meeting or some activity which needs to occur in order to accomplish a scheduled task on the schedule. Action item tracking is critical to Issue Management because often issues arise when actions are not taken in the timeframes needed.

Issue and Action Item Review

Issues and Action Items require continual monitoring and as such are reported and discussed in the weekly status meeting.

10.4 Change Management

This section of the plan describes the process for making changes to the scope or deliverables associated with the project.

Project Change Request Log

The fields that should be captured for each change request include:

Field	Description
Title	Name assigned to the Change Request
Assigned To	The individual who is responsible for assessing the change request
Description	Detail description of Change Request
Start Date	Current Date
Due Date	Current Date
Status	Status of Change Request
Priority	Priority of the Change Request
Impact	Priority of the Change Request
Impact Description	Impact of implementing or not implementing the requested change, Include provider and client impact statements
Schedule Impact	Major milestones dates, deliverables and overall project schedule impact
Resource Impact	Describe resource assignments and/or additional resources required
Solution Description	Detailed description of the solution to satisfy the change request
Hours Estimate	Hours necessary to implement change request
Dollars Estimate	Financial estimate to implement change request

10.5 Schedule Management

The Schedule Management Plan defines how the project team develops, maintains, monitors, and controls the schedule and manages changes after the baseline schedule is formally approved. This includes identifying, analyzing, documenting, prioritizing, and publishing all schedule-related changes. Schedule management, risk management, and issue management are closely inter-related. By meeting intermediate schedule milestones, resolving issues timely, and monitoring risk response plans, the project team keeps the project on schedule.

10.6 Resource Management

Because each member of the team is assigned a distinct and critical role in the project, it is imperative that the plan include a resource management approach that will allow work to continue even in the event of unexpected changes or temporary absence of team members.

Role	Support / Back Up

The Resource Management approach provides the basis for ensuring that appropriate skills and expertise are in place and maintained throughout the duration of the project. The table below identifies team members, their role, responsibilities and reporting structure with the Project.

Role	Responsibilities	Reporting
Key Personnel		
	•	
	•	
	•	
	•	
	•	
Project Advisory Support		
	•	
	•	
	•	

DELIVERABLE SIGNOFF AND APPROVAL

The signatures following indicate that this Project Deliverable, ***Project Management Plan***, has been reviewed by all of the necessary project stakeholders and that the authorized signers accept and approve the content herein.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be executed by their duly authorized representatives.

Project Manager

Project Sponsor

AUTHORIZED SIGNATURE

AUTHORIZED SIGNATURE

NAME

NAME

TITLE

TITLE

DATE

DATE

APPENDIX A – DETAILED PROJECT SCHEDULE

SAMPLE

APPENDIX B – TABLE OF ACRONYMS

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