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| **Project Management Plan** |

**Document Information**

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Table of Contents

*[Update this table of contents after completing the remainder of this document.]*

[Project Summary 1](#_Toc55380559)

[Project Description 1](#_Toc55380560)

[Schedule and Key Milestones 1](#_Toc55380561)

[Budget Summary 1](#_Toc55380562)

[Scope Management Plan 2](#_Toc55380563)

[Scope Statement 2](#_Toc55380564)

[Requirements Management 2](#_Toc55380565)

[Work Breakdown Structure 2](#_Toc55380566)

[Change Control Plan 2](#_Toc55380567)

[Change Control Process 2](#_Toc55380568)

[Schedule Management Plan 3](#_Toc55380569)

[Milestones 3](#_Toc55380570)

[Schedule Control 3](#_Toc55380571)

[Cost Management Plan 4](#_Toc55380572)

[Budget Details 4](#_Toc55380573)

[Tracking and Reporting 4](#_Toc55380574)

[Organization and Resource Management Plan 4](#_Toc55380575)

[Project Team Roles and Responsibilities 4](#_Toc55380576)

[Risk Management Plan 5](#_Toc55380577)

[Risk Management Process 6](#_Toc55380578)

[Risk Identification 6](#_Toc55380579)

[Risk Assessment 6](#_Toc55380580)

[Risk Response Planning 7](#_Toc55380581)

[Risk Control 7](#_Toc55380582)

[Issue Management Plan 8](#_Toc55380583)

[Issue Management Process 8](#_Toc55380584)

[Communication Plan 8](#_Toc55380585)

[Project Reporting 9](#_Toc55380586)

[Organizational Change Management 10](#_Toc55380587)

[Stakeholder Engagement 10](#_Toc55380588)

[Quality Management Plan 10](#_Toc55380589)

[Quality Control Principles and Objectives 11](#_Toc55380590)

[Quality Control Activities 11](#_Toc55380591)

[Benefits Measurement Plan 12](#_Toc55380592)

[Tangible Benefits Measurement 12](#_Toc55380593)

Template Guide

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**What is a Project Management Plan?**

The project management plan describes how a project will be executed, monitored and controlled. It briefly summarizes the project scope, schedule, and budget and outlines the plans to manage: 1) team resources, 2) risks; 3) issues; 4) project reporting; 5) quality; 6) project change; and 7) benefits measurement.

**Why a Project Management Plan?**

The project management plan documents consensus among the project sponsor, steering committee and project manager regarding project management processes, including the management of project resources, risks, issues, reporting, quality and change, as well as benefits measurement. It authorizes the project manager to execute, monitor and control the project according to these processes.

**How to Use this Template**

This template provides a guide for project managers to develop a project management plan for new technology projects. High-risk or mega projects may merit stand-alone plans for each of the sections represented in this template. Sections may be added or removed according to the specific business circumstance and need. Example tables and charts have been included to provide further guidance on how to complete each relevant section.

*Italicized instructions are included throughout this template to explain the purpose of each section and how to complete it.* ***These should be deleted from the final document.***

# Project Summary

*[This section briefly summarizes the project, including a high-level project scope, schedule and budget. In most cases, this information can be found in the Business Case or Project Charter.]*

## Project Description

*[Provide a brief description of the project. Include the high-level scope or boundaries of the project effort.]*

## Schedule and Key Milestones

*[Include a high-level project schedule and identify key project milestones. Replace the sample figure with a high-level project schedule, using Microsoft Project, Visio, Excel or similar scheduling tool being used for the project.]*

The following figure provides a high-level project schedule, including key project milestones.

Project Schedule and Key Milestones



## Budget Summary

*[Identify the estimated total project costs associated with the project. Include cost detail and assumptions appropriate for the specific business circumstance and need.]*

The following table identifies estimated total project costs associated with this project including the Budgeted Resources and Agency In-Kind Resources.

Total Project Cost Estimate

| **Budget Category** | **Costs** |
| --- | --- |
| State Employee Staffing Costs |  |
| Non-State Employee Staffing Costs |  |
| Contracted Professional Services |  |
| Software Licenses and Subscriptions |  |
| Hardware and Equipment |  |
| Other |  |
| Contingency |  |
| **Total Costs** |  |

# Scope Management Plan

[*Describe how scope will be managed throughout the project. This could include information on specific processes such as scope verification and control, development of work breakdown structure, roles and responsibilities, tools and techniques and reporting.*]

## Scope Statement

*[This is the written description of the project scope, major deliverables, assumptions and constraints. It is important to note that the scope statement includes requirements for both the product or service scope (functions or features) as well as project scope (the work required to deliver the project).]*

## Requirements Management

*[Requirements will feed into the details of the project and product scope. This section describes how requirements will be gathered, detailed, validated, controlled and managed. Also include tools and processes that will be used, such as requirements mapping.]*

## Work Breakdown Structure

*[This is a breakout of the work into smaller, more manageable work packages. This can be a graphical representation, a table or description.]*

# Schedule Management Plan

*[This section describes how time will be managed throughout the project. This should include processes that will be used to develop the schedule, roles and responsibilities, tools and techniques and reporting.]*

## Milestones

*[Identify the significant milestones in the project (phases, stages, decision gates, approval of a deliverable, etc.). This can also represent a high-level project schedule.]*

## Schedule Control

*[Specify the control mechanisms that will be used to measure the progress of the work completed at milestones. Specify the methods and tools used to compare actual schedule performance to planned performance and to implement corrective action when actual performance deviates from planned or required performance. Describe how and when schedules will be modified and how agreement and commitment to the revised schedules will be achieved.]*

# Cost Management Plan

*[Describe how cost will be managed throughout the project. This should include processes that will be used to develop the budget, roles and responsibilities, tools and techniques and reporting.]*

## Budget Details

The project’s technology budget provides a detailed spending plan for this project.

## Tracking and Reporting

The project manager will be responsible for managing and reporting on the project’s cost throughout the duration of the project. The project manager will present and review the project’s cost performance during the monthly project status meeting. The project manager is responsible for accounting for cost variance and presenting the project sponsor with options for getting the project back on budget. All budget authority and decisions, to include budget changes, reside with the project sponsor.

# Change Control Plan

*[This section summarizes the change control process for the project. It identifies major process steps as well as roles and responsibilities for proposing, analyzing, approving and communicating changes to project scope, schedule or budget.]*

Project change refers to any change that impacts the originally approved project scope, schedule or budget as documented in the Business Case and Project Charter. This section summarizes the change control process for the project.

## Change Control Process

*[Describe the change management process for the project. Add, delete or modify the recommended process below only as required by unique business needs or circumstances.]*

The following process will be used to propose, analyze, approve and communicate changes to project scope, schedule or budget.

| **Step** | **Responsibility** |
| --- | --- |
| 1. Notify the project manager of proposed change.
 | Any team member or stakeholder |
| 1. Document the change request in the change request log.
 | Project Manager |
| 1. Analyze the impacts of the proposed change using the change request form.
 | As assigned by the Project Manager |
| 1. Submit proposed change for review.
 | Project Manager |
| 1. Approve or reject change.
 | Project Sponsor (*for minor changes*)Steering Committee (*for significant changes*) |
| 1. Document approval or rejection decision in the change request log.
 | Project Manager |
| 1. Communicate change decision in project team meetings and project status report.
 | Project Manager |
| 1. Communicate change to other project stakeholders.
 | Project Manager, Project Sponsor |

# Organization and Resource Management Plan

*[This section summarizes the human resource requirements for this project and describes how the project team is organized and managed.]*

Organization and resource management identifies the project’s human resource requirements and describes how the project team is organized and managed. This section commits specific individuals to the team for the duration of the project and summarizes their key role responsibilities.

## Project Team Roles and Responsibilities

*[List the key responsibilities of each team member in the table below. Add, delete or modify the sample roles and responsibilities as appropriate.]*

The following table lists the key responsibilities of each project team member.

| **Role** | **Name/ Business Unit** | **Key Responsibilities** | **% Time****on Project** |
| --- | --- | --- | --- |
| **Project Sponsor** |  | * Serve as champion of the project.
* Gain commitment for project resources.
* Approve changes to scope, schedule, or budget.
* Measure and report project benefits.
 |  |
| **Project Advisor** |  | * Serve as liaison between the project team and the executive- or senior-level management team.
* Consult on project charter and project management plan.
* Consult on changes to scope, schedule, or budget.
 |  |
| **Steering Committee Members** |  | * Commit resources to the project as needed.
* Monitor project status.
* Resolve or escalate risks and issues.
* Review and recommend changes to scope, schedule, or budget.
* Support benefits measurement.
 |  |
| **Project Manager** |  | * Assist in the development of the benefits measurement plan.
* Manage scope, schedule, and budget.
* Coordinate implementation activities.
* Identify and assess risks and issues.
* Analyze impacts of proposed scope changes.
* Report project status.
 |  |
| **Functional SME(s)** |  | * Serve as business representative on the project team.
* Define functional requirements and work to ensure functional requirements are met.
* Evaluate impacts to business processes and recommend business process change.
 |  |
| **Technical SME(s)** |  | * Serve as technical representative on the project team.
* Define technical requirements and work to ensure technical requirements are met.
 |  |
| **Tester(s)** |  | * Assist in developing test plans and scripts.
* Perform testing.
 |  |
| **Trainer(s)** |  | * Assist in developing training plans and materials.
* Train users.
 |  |

# Risk Management Plan

*[This section summarizes how project risks will be identified, assessed, and managed. It identifies key process steps as well as associated responsibilities.]*

Risk management is the process of identifying, assessing, and preparing for events that have the potential to negatively impact the project. This is done by: 1) controlling the probability of the event occurring; 2) minimizing the impact of the event should it occur; or both. This section summarizes the project’s risk management process.

## Risk Management Process

*[Describe the risk management process for the project. Add, delete or modify the recommended process below only as required by unique business needs or circumstances.]*

Risk management consists of four process steps:

1. Identification.
2. Assessment.
3. Response Planning.
4. Control.

The table below summarizes the key activities to be performed during each process step.

Risk Management Process

|  | **Activities** | **Responsibility** |
| --- | --- | --- |
| **Step 1****Identification** | 1. Identify risk and submit to project manager.
 | Any project team member |
| 1. Log risk in the risk register (RAID log).
 | Project Manager |
| 1. Assign a risk owner.
 | Project Manager |
| **Step 2****Assessment** | 1. Determine the risk exposure rating.
 | Risk Owner |
| 1. Update the risk register.
 | Risk Owner |
| **Step 3****Response Planning** | 1. Develop a recommended risk response strategy.
 | Risk Owner |
| 1. Approve the risk response strategy.
 | Project Sponsor (*for minor changes*)Steering Committee *(for significant changes)* |
| 1. Update the risk register.
 | Risk Owner |
| **Step 4****Control** | 1. Regularly track and report on the risk status.
 | Risk Owner, Project Manager |
| 1. Implement the risk response strategy as required.
 | Risk Owner |
| 1. Close the risk and update the risk register.
 | Risk Owner, Project Manager |

The following sections describe each of these process steps in greater detail.

### Risk Identification

Several categories of risk exist. Risks have the potential to impact project scope, schedule, budget or desired outcomes. They may be strategic, environmental, financial, operational, technical or process in nature.

### Risk Assessment

Risks will be assessed based on a risk exposure rating. Risk exposure is determined by multiplying the probability of a specific event occurring and the impact to the project should it occur:

Probability x Impact = Risk Exposure

First, probability is rated on a scale of 1 to 4 according to the following:

|  |  |
| --- | --- |
| **1** | Very unlikely to occur. |
| **2** | Unlikely to occur. |
| **3** | Likely to occur. |
| **4** | Very likely to occur. |

Next, impact is rated on a similar scale of 1 to 4 according to the following definitions:

|  |  |
| --- | --- |
| **1** | Insignificant disruption to project progress, with little-to-no scope, schedule or budget implications.  |
| **2** | Minor disruption to project progress, with the potential for scope, schedule or budget implications. |
| **3** | Measurable disruption to project progress, with scope, schedule or budget implications. |
| **4** | Significant disruption to project progress, with severe scope, schedule or budget implications. |

Finally, a risk exposure rating is calculated, according to the following table.

|  |  |
| --- | --- |
|  | **Probability** |
|  | **1** | **2** | **3** | **4** |
| **Impact 1** | 1 | 2 | 3 | 4 |
| **2** | 2 | 4 | 6 | 8 |
| **3** | 3 | 6 | 9 | 12 |
| **4** | 4 | 8 | 12 | 16 |

**Risk Exposure**

|  |  |
| --- | --- |
|  | Low |
|  |  |
|  | Moderate |
|  |  |
|  | High |

### Risk Response Planning

There are four types of risk response:

* **Accept** the risk. This is most commonly a viable option only for low probability and low impact risks.
* **Transfer** the responsibility of risk management to someone external to the project. This strategy does not eliminate or mitigate the risk.
* **Mitigate** or reduce the probability or impact of the risk.
* **Avoid** the risk by changing project assumptions, constraints or dependencies or by changing project objectives, scope or both.

### Risk Control

The worksheet containing the Risks, Action Items, Issues and Decisions (RAID) log will be the primary control document for managing risk.

# Issue Management Plan

*[This section summarizes how project issues will be reported, analyzed and managed. It identifies key process steps as well as associated responsibilities.]*

Issue management is the process of reporting, analyzing and managing unresolved questions impacting the project. This section summarizes the project’s issue management process.

## Issue Management Process

*[Describe the issue management process for the project. Add, delete or modify the recommended process below only as required by unique business needs or circumstances.]*

Issue management consists of three process steps:

1. Identification.
2. Analysis.
3. Resolution.

The table below summarizes the key activities to be performed during each process step.

Issue Management Process

|  | **Activities** | **Responsibility** |
| --- | --- | --- |
| **Step 1****Identification** | 1. Identify issue and submit to project manager.
 | Any Project Team Member |
| 1. Log issue in the issue log (RAID log).
 | Project Manager |
| 1. Assign an issue owner.
 | Project Manager |
| **Step 2****Analysis** | 1. Identify an issue category.
 | Issue Owner |
| 1. Assess the impacts of the issue if left unresolved.
 | Issue Owner |
| 1. Identify and analyze alternative issue resolutions.
 | Issue Owner |
| **Step 3****Resolution** | 1. Recommend an issue resolution.
 | Issue Owner |
| 1. Approve the issue resolution.
 | Project Sponsor (*for minor changes*)Steering Committee *(for significant changes)* |
| 1. Update the issue log.
 | Issue Owner |

# Communication Plan

*[This section summarizes the reporting process for the project. It identifies reporting objectives for key stakeholders as well as communication messages, media and frequency.]*

Communication is fundamental to successfully coordinating project activities, reporting progress, informing decision-making and maintaining stakeholder support. This section summarizes the project reporting and communication plan for the project.

## Project Reporting

*[Identify important project stakeholders and stakeholder groups, both internal and external to the project. For each, identify the communication objective, message, media, frequency and communication owner. Add, delete or modify the table as appropriate for the project.]*

The following table summarizes the key communication and reporting approach for the project.

Communication and Reporting

| **Stakeholder (Who? Audience?)** | **Objective/Message (What?)** | **Media/Vehicle** **(How?)** | **Frequency** **(When? How often?)** | **Owner** |
| --- | --- | --- | --- | --- |
| Project Team | Weekly assignments | Team meetings | Weekly | Project Manager, Team Leads |
| Project decisions, action items, issues, and risks | RAID Log | Updated as needed | Project Manager |
| Project status | Project Status Report | Bi-weekly | Project Manager |
| Steering Committee | Project status | Steering Committee meetings | Monthly | Project Manager |
| Project Status Report | Monthly | Project Manager |
| Project Sponsor | Project status | Steering Committee meetings | Attended as needed | Project Manager |
| Project Status Report | Monthly | Project Manager |
| Sponsor meetings | As needed | Project Manager |
| Project Advisor | Project status | Steering Committee meetings | Attended as needed | Project Manager |
| Project Status Report | Monthly | Project Manager |
| Sponsor/Advisor meetings | As needed | Project Manager |
| Project Management Office | Project baseline information | Project Charter; Project Management Plan; Completed Project Initiation and Planning Checklist | Submitted to the PMO within the first two weeks of implementation activities | Project Manager |
| Project status | Project Status Report | Monthly | Project Manager |
| Project closeout | Completed Project Close Out Checklist | Submitted to the PMO upon completion | Project Manager |

# Organizational Change Management

*[This section summarizes the organizational change management process for the project. It identifies OCM objectives, tasks and outcomes.]*

The organizational OCM plan will help achieve these general objectives:

* Increase awareness and ownership of internal and external stakeholders.
* Establish readiness to receive the new product or service.
* Sustain adoption and high utilization rates of new software and business processes.
* Meet budget and schedule expectations.

OCM tasks will be iterative in nature, repeated many times over the life of the project, and include:

1. Stakeholder identification, analysis and planning.
2. Communication planning and execution.
3. Readiness assessment activities.
4. Training, mentoring and coaching.
5. Knowledge transfer.

## Stakeholder Engagement

*[Identify key project stakeholders and stakeholder groups, both internal and external to the project. For each, identify the communication objective, message, media, frequency and communication owner. Add, delete or modify the table as appropriate for the project.]*

| Stakeholders | Topics of interest | What they need to know | How to tell them |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# Quality Management Plan

*[This section defines quality control principles and objectives and summarizes key quality control activities and associated roles and responsibilities.]*

Quality management is the process used to ensure the project is completed on time and within budget, meets stated objectives and achieves desired outcomes. This section defines quality control principles and objectives, and summarizes key quality control activities, associated roles and responsibilities.

## Quality Control Principles and Objectives

*[Identify the quality control principles and objectives for the project. Add, delete or modify the recommended principles and objectives listed below as necessary to accommodate unique business needs or circumstances.]*

“*Meeting customer requirements and achieving desired outcomes*” is the guiding principle for all work on the project. Specific quality control objectives include:

* Project scope and desired outcomes are clearly defined, understood and agreed upon.
* Customer requirements are clearly defined, understood and agreed upon.
* Project tasks rely on complete and error-free inputs.
* Errors and defects are caught early in the project.
* Products delivered to the customer are free of significant errors and defects.

## Quality Control Activities

*[Identify the key project deliverables subject to quality review and list the quality reviewers for each. Add, delete or modify the table as appropriate for the project.]*

Quality control will be maintained by establishing “gates” for each project phase with specific entry and exit criteria. Entry criteria (approved deliverables from the previous phase) will ensure complete and error-free inputs to future-phase project activities and exit criteria (resulting approved deliverables), which will ensure errors and defects are caught early and corrected before significant project work continues. Gate reviews will ensure the quality of key deliverables resulting from one project phase before future phase activities can continue. The following table identifies the person responsible for reviewing each project deliverable at each gate review.

Quality Control Gates, Exit Criteria, and Reviewers

| **Gate Review** | **Exit Criteria/Deliverable** | **Quality Reviewer** |
| --- | --- | --- |
| Initiate | Project Charter |  |
| Plan | Project Management Plan |  |
| Project Work Plan and Schedule |  |
| Budget Plan |  |
| Change and Communication Plan |  |
| Design | Functional Requirements |  |
| Technical Requirements |  |
| Infrastructure Requirements |  |
| Disaster Recovery Requirements |  |
| Master Test Plan |  |
| Build | UAT Test Scripts  |  |
| Training Plan and Materials |  |
| Test | Test Signoff |  |
| Operational Support Guide |  |
| Users Guide |  |
| Deployment Plan |  |
| Maintenance Plan |  |
| Deploy | Final Go/No-Go Assessment |  |
| Closeout | Completed Project Closeout Checklist |  |
| Benefits Measurement Report |  |

# Benefits Measurement Plan

*[This section identifies the anticipated benefits of the project and lays out a plan to measure those benefits after completion of the project. In most cases, anticipated benefits can be found in the Business Case or Project Charter.]*

Benefits are the positive impacts resulting from a project. Benefits measurement is the process by which an organization monitors, tracks and reports on how well a project is realizing its intended outcomes. This section identifies the anticipated tangible benefits of this project and summarizes a plan to measure those benefits after completion of the project.

## Tangible Benefits Measurement

*[List the quantifiable benefits of the project. Consider enhanced customer service, improved customer satisfaction, reduced risk, increased reliability, reduced cost/energy savings, increased productivity and improved employee satisfaction. Identify how these benefits will be measured together with baseline and target values.]*

The anticipated tangible benefits of the project will be measured using the following metrics.

Tangible Benefits Measurement Approach

| **Benefit** | **Measurement Metric** | **Measurement Technique** | **Measurement Frequency** | **Baseline Value** | **Target Value** |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |