

Project Management Plan

PROJECT MANAGEMENT PLAN

PROJECT MANAGEMENT PLAN **XYZ COMPANY WEBSITE**

XYZ CORPORATION
2253 MONTGOMERY AVENUE
MEMPHIS, TN 56321

OCTOBER 27, 2020

Project Management Plan

TABLE OF CONTENTS

INTRODUCTION	3
PROJECT MANAGEMENT APPROACH	3
PROJECT SCOPE	4
CRITICAL SUCCESS FACTORS	4
PROJECT DELIVERABLES	5
MILESTONE LIST	7
WORK BREAKDOWN STRUCTURE	8
SCHEDULE	9
INTEGRATED CHANGE CONTROL	10
COMMUNICATIONS MANAGEMENT PLAN	11
RISK MANAGEMENT PLAN	17
STAFFING MANAGEMENT PLAN	17
COST BASELINE	18
SPONSOR ACCEPTANCE	20

Project Management Plan

INTRODUCTION

The XYZ company has recently approved ABC Web Designs to move forward for project the XYZ Company Website Project initiation within the research and development (R&D) group. This project will result in the development of new website that supports XYZ's corporate strategy of providing progressive solutions to clients which improve productivity. They initially hired a small web company to set up a simple website that provides minimal XYZ company information. While a website is currently available, XYZ believes that the growing customer base and the growing company provide our team with the opportunity to develop a professional solution to facilitate global exposure, establish and improve global sales through a web interface and integrate sales applications.

XYZ has been successful in growing its customer base because of its pursuit of product quality, ease of use, flexibility, and customer service. Additionally, customers understand that our products may be applied to a wide range of uses for business and personal functions. By leveraging our reputation for superior quality and user-friendly products, and capitalizing on new technology, XYZ can position itself as the premier provider of products and services.

PROJECT MANAGEMENT APPROACH

The Project Manager, Amy Campbell, has responsibility for managing and executing this project according to this Project Plan. The project team will consist of personnel from the coding and development group, quality control/assurance group, technical writing group, and testing group. The project manager will work with all resources to perform project planning. The project management overall approach applied to the XYZ Company Website Project will be Predictive, although each self-organizing Team will decide for itself and supported as such by the Project Manager. All project and subsidiary management plans will be reviewed and approved by the project sponsor. All funding decisions will also be made by the project sponsor. Any delegation of approval authority to the project manager should be done in writing and be signed by both the project sponsor and project manager. (For the purpose of this project, there was no project sponsor denoted in the Case Study.)

The project team will be a matrix in that team members from each organization continue to report to their organizational management throughout the duration of the project. The project manager is responsible for communicating with organizational managers on the progress and performance of each project resource.

Project Management Plan

PROJECT SCOPE

The scope of XYZ Company Website Project includes the analysis, design, build, test, and delivery of the XYZ Company Website to a fully integrated web interface. This software will meet or exceed organizational software standards and additional requirements established in the project charter. The scope of this project also includes completion of all documentation, manuals, and training aids to be used in conjunction with the software. Project completion will occur when the software and documentation package has been successfully executed and transitioned to XYZ's manufacturing group for production.

All XYZ Company Website Project work will be performed internally, and no portion of this project will be outsourced. The scope of this project does not include any changes in requirements to standard operating systems to run the software, software updates or revisions.

[PROJECT CHARTER](#)

CRITICAL SUCCESS FACTORS

The success of the project will be dependent on the following project objectives:

- (1) All functional requirements (and specified milestones) being met and completed within 3-6 months of project charter acceptance.
- (2) The website will offer a responsive web interface (2-3 seconds).
- (3) Availability: 24 hours a day, 6 days a week.
- (4) SEO Analytics enabled.
- (5) The website should comply with all city, state, and international requirements in the following locations: Los Angeles, CA, Toronto, Canada, New York, NY, Paris, France, and London, England.
- (6) The website will be operable in the following languages: English, Spanish, Japanese, French, and Italian.
- (7) Satisfactory 2-factor encryption will be implemented for all transactions.

Whereas there will be other critical aspects associated with the completion of this project, the success factors listed above are the most critical.

Project Management Plan

PROJECT DELIVERABLES

Project deliverables for this project will include the following:

- A fully functional website that has been successfully integrated with identified XYZ applications

- The “About page” contains pertinent XYZ information

- The resulting website supports all business, functional, non-functional and user requirements

- The resulting website meets or exceeds specified performance requirements

- The resulting website meets or exceeds specified supportability, security, and compliance requirements

REQUIREMENTS MANAGEMENT PLAN

Development of initial project requirements for the XYZ Company Website Project will begin with an examination of the ABC Web Design as a source. The following tools and techniques will be collected and used to further develop the project requirements.

Document Analysis method will include data gathering via questionnaires and surveys, interviews, and focus groups, brainstorming and benchmarking.

The requirements for the project will be managed on a Requirements Register. All project requirements identified to date are logged on the requirements register, included below as a link.

[REQUIREMENTS REGISTER](#)

Requirements listed there will be analyzed, categorized, prioritized, and quantified. Those that survive analysis and receive approval will be added to the Requirements Traceability Matrix.

[REQUIREMENTS TRACEABILITY MATRIX](#)

The Requirements Traceability Matrix will capture items that have been approved to be worked on by the team. Approvals must be done in writing. Approvals are accepted either via “wet” signature or email. An email Requirements Template document is in place. Any requirements not approved will must be done in writing. Rejections are accepted either via “wet” signature or email. An email Requirements Template document is in place. The Requirements Traceability

Project Management Plan

Matrix will capture rejected items will be listed on this form by the appropriate stakeholder. Rejected requirements will captured on this form. Those that have ability to reject requirements are as follows: Developer, Project Manager, Director, Sponsor, Stakeholder and Company Owner.

A meeting will be held to review all the Requirements by vested stakeholders. The Project Management and Project Team will do their best to write requirements to be approved for completion. Each requirement will be reviewed one at a time to eliminate duplicates. Each requirement will be evaluated to ensure feasibility. Requirements will be discussed to see whether they should be broken down into smaller deliverables. As each requirement is discussed, and verbiage will be clarified in writing. The Project Manager will ensure each requirement is written clearly, easily discerned and the approver and the approval process has been clearly identified.

The project requirements will be categorized as follows:

(List the applicable categories below and remove any categories that do not apply. Describe or define the categories.)

1. FUNCTIONAL REQUIREMENTS
2. NON-FUNCTIONAL REQUIREMENTS

Two categories of requirements have been prioritized: Functional and Non-functional Requirements. Requirements have been assigned a priority of HIGH during the development process by the Sponsor and then Stakeholder agreement. The Requirements Register includes a column for HIGH, MEDIUM and LOW to designate priority. Those requirements with the highest priority will be completed first and those that are the lowest priority will be completed last. Responsible parties include all Stakeholders (Project Manager, Project Team, Sponsor, Stakeholders and Executive Management).

Although the Project Manager will record each requirement and acceptance criteria, the QA Testers will define the measures to the criteria, the XYZ Company end users and developers will draft the acceptance criteria and develop solutions to requirements. The Project Manager will solicit end user acceptance.

The QA Team will review the project work to ensure it meets the applicable acceptance criteria. The process will allow the Team to validate each requirement against how it performs. Gather the Tester to review the SDLC and review test plan and testing criteria. The test must meet the criteria, or returns to the developers to fix. All Results logged in a spreadsheet.

The Project Team and the Project Manager will present the work for acceptance at each milestone and for demonstration. The XYZ Project Sponsor must accept and approve each

Project Management Plan

milestone before ABC Web Designs can proceed to the next milestone step. The Project Manager will obtain final written acceptance form the Development Manager and the Project Sponsor. In the event a deliverable is rejected it is sent back to the developer.

The Project Team and the Project Manager will present the final work for acceptance and a written approval will be required. The XYZ Project Sponsor has authority to accept deliverables.

Every identified project requirement is set forth on the requirements register. Only those approved requirements will be carried forward for project work. The approved requirements are listed in the requirements traceability matrix.

The Project Manager is responsible for monitoring and tracking project requirement including change orders. Any change order that impacts scope, schedule, budget requires the approval of a Stakeholder including all project changes from baseline acceptance must be approved in writing by the Project Sponsor.

Monitoring approved status of the project requirements will occur through the Requirements Traceability Matrix by the Project Manager. Approved requirements that pass QA, UAT and approved for "Go Live."

Changes to the project requirements will follow the same change control procedures as those set forth in the change management plan. All requests for changes must be submitted in writing, on the approved change request form.

MILESTONE LIST

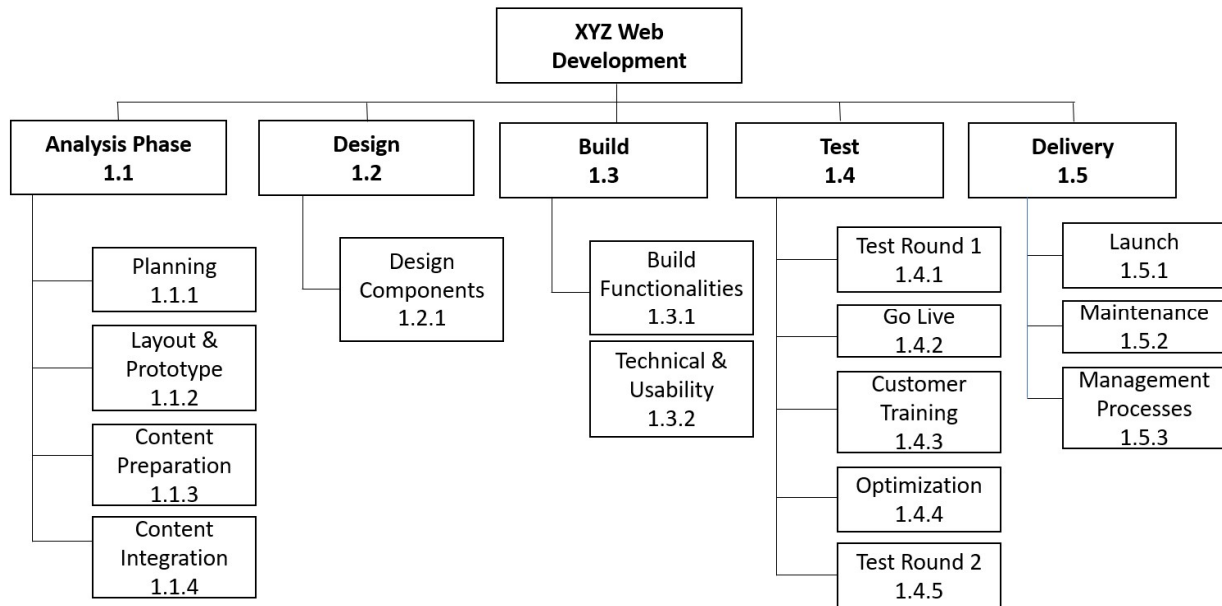
The below chart lists the major milestones for the XYZ Company Website Project. This chart is comprised only of major project milestones such as completion of a project phase or gate review. Each Phase Gate requires written Project Sponsor Approval. There may be smaller milestones which are not included on this chart but are included in the project schedule and WBS. If any project team member becomes aware of any scheduling delays which may impact a milestone or delivery date, the project manager must be notified immediately so proactive measures may be taken to mitigate slips in dates. Any approved changes to these milestones or dates will be communicated to the project team by the project manager.

Project Management Plan

Phase Milestones	Description	Date
Complete Requirements Gathering	All requirements must be determined to base design upon	7/20/20
Complete Design	This is the theoretical design for the software and its functionality	9/21/20
Complete Coding	All coding completed resulting in software prototype	11/24/20
Complete Testing and Debugging	All functionality tested and all identified errors corrected	12/22/20
Complete Transition of Website to XYZ Production	Completed software and documentation transitioned to operations group to begin production	1/7/21

WORK BREAKDOWN STRUCTURE

The WBS for the XYZ Company Website Project is comprised of work packages which do not exceed 40 hours of work but are at least 4 hours of work. Work packages were developed through close collaboration among Project Team members and stakeholders with input from Functional Managers and research from past projects.



Project Management Plan

SCHEDULE

Project schedules for the XYZ Company Website Project will be created using applicable project management tool starting with the deliverables identified in the project's Work Breakdown Structure (WBS). Activity definition will identify the specific work packages which must be performed to complete each deliverable. Activity sequencing will be used to determine the order of work packages and assign relationships between project activities. Activity duration estimating will be used to calculate the number of work periods required to complete work packages. Resource estimating will be used to assign resources to work packages to complete schedule development.

Once a preliminary schedule has been developed, it will be reviewed by the project team and any resources tentatively assigned to project tasks. The project team and resources must agree to the proposed work package assignments, durations, and schedule. Once this is achieved the project sponsor will review and approve the schedule and it will then be base lined.

The project manager will be responsible for facilitating work package definition, sequencing, and estimating duration and resources with the project team. The project manager will also create the project schedule and validate the schedule with the project team, stakeholders, and the project sponsor. The project manager will obtain schedule approval from the project sponsor and baseline the schedule.

The project team is responsible for participating in work package definition, sequencing, duration, and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.

The project sponsor will participate in reviews of the proposed schedule and approve the final schedule before it is base lined.

The baseline schedule as established in accordance with several meetings with XYZ leadership has been established as stated below:

Project Management Plan

Task Name	Duration	Work	WBS	Start	Finish
XYZ Web Development	118.75 days	1,810 hrs	1	Mon 7/20/20	Thu 1/7/21
▸ Analysis	20 days	275 hrs	1.1	Mon 7/20/20	Fri 8/14/20
Project Start	1 day	0 hrs	1.1.1	Mon 7/20/20	Mon 7/20/20
▸ Planning	2.75 days	39 hrs	1.1.2	Mon 7/20/20	Wed 7/22/20
▸ Layout & Prototype	3.75 days	54 hrs	1.1.3	Wed 7/22/20	Tue 7/28/20
▸ Content Preparation	7.75 days	115 hrs	1.1.4	Tue 7/28/20	Fri 8/7/20
▸ Content Integration	5.75 days	67 hrs	1.1.5	Fri 8/7/20	Fri 8/14/20
▸ Design	24.38 days	455 hrs	1.2	Mon 8/17/20	Mon 9/21/20
▸ Build	46.25 days	700 hrs	1.3	Mon 9/21/20	Tue 11/24/20
▸ Functionalities	16.13 days	259 hrs	1.3.1	Mon 9/21/20	Tue 10/13/20
▸ Technical & Usability	30.13 days	441 hrs	1.3.2	Tue 10/13/20	Tue 11/24/20
▸ Test	18.13 days	260 hrs	1.4	Tue 11/24/20	Tue 12/22/20
▸ Test Round 1	2.63 days	48 hrs	1.4.1	Tue 11/24/20	Tue 12/1/20
▸ Go Live	1.5 days	24 hrs	1.4.2	Tue 12/1/20	Wed 12/2/20
▸ Customer Training	2.5 days	38 hrs	1.4.3	Wed 12/2/20	Mon 12/7/20
▸ Marketing and Search Engine Optimization (SEO)	8.5 days	108 hrs	1.4.4	Mon 12/7/20	Thu 12/17/20
▸ Test Round 2	3 days	42 hrs	1.4.5	Thu 12/17/20	Tue 12/22/20
▸ Delivery	10 days	120 hrs	1.5	Tue 12/22/20	Thu 1/7/21
▸ Launch and Delivery	1.88 days	24 hrs	1.5.1	Tue 12/22/20	Thu 12/24/20
▸ Maintenance & Optimization	5.88 days	69 hrs	1.5.2	Thu 12/24/20	Tue 1/5/21
▸ Management Processes	2.25 days	27 hrs	1.5.3	Tue 1/5/21	Thu 1/7/21

INTEGRATED CHANGE CONTROL

Changes to the project requirements will follow the same change control procedures as those set forth in the change management plan. All requests for changes must be submitted in writing, on the approved change request form.

The following steps comprise XYZ's organization change control process for all projects and will be utilized on the XYZ Company Website Project:

Step #1: Identify the need for a change (Any Stakeholder)

Requestor will submit a completed XYZ change request form to the project manager

Step #2: Log change in the change request register (Project Manager)

The project manager will maintain a log of all change requests for the duration of the project

Project Management Plan

Step #3: Conduct an evaluation of the change (Project Manager, Project Team, Requestor)

The project manager will conduct an evaluation of the impact of the change to cost, risk, schedule, and scope

Step #4: Submit change request to Change Control Board (CCB) (Project Manager)

The project manager will submit the change request and analysis to the CCB for review

Step #5: Change Control Board decision (CCB)

The CCB will discuss the proposed change and decide whether or not it will be approved based on all submitted information

Step #6: Implement change (Project Manager)

If a change is approved by the CCB, the project manager will update and re-baseline project documentation as necessary as well as ensure any changes are communicated to the team and stakeholders

Any team member or stakeholder may submit a change request for the XYZ Company Website Project. All change requests will be logged in the change control register by the Project Manager and tracked through to completion whether approved or not.

COMMUNICATIONS MANAGEMENT PLAN

This Communications Management Plan sets the communications framework for this project. It will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change. This plan identifies and defines the roles of all internal and external members of XYZ Company Website Project team members as they pertain to communications. It also includes a communications matrix which maps the communication requirements of this project, and communication conduct for meetings and other forms of communication.

A project team directory is also included to provide contact information for all stakeholders directly involved in the project:

Project Management Plan

Role	Name	Title	ORG/DEPT	Email	Phone
Design	Helen Peters	Web Designer	Development	helenpeters@abcwebdesigns.com	555-5555
Developer	Jason Morris	Senior Developer	Development	jasonmorris@abcwebdesigns.com	555-5555
Design	Scott Fassett	Senior Web Designer	Development	scottfassett@abcwebdesigns.com	555-5555
Business Analyst	Cindy Lewis	Consulting Analyst	PMO	cindylewis@abcwebdesigns.com	555-5555
Project Sponsor	Tom Kane	Manager of Facilities	XYZ Company	tomkane@xyzcompany.com	111-1111
Stakeholder	Roger Wilson	Chief Financial Officer	XYZ Company	rogerwilson@xyzcompany.com	222-2222
Stakeholder	Lisa Sellers	Executive OCC	XYZ Company	lisasellers@xyzcompany.com	333-3333
Stakeholder	Edward Speck	Product Manager	XYZ Company	edwardspeck@xyzcompany.com	444-4444
Stakeholder	James Pulliam	Professional Services Manager	XYZ Company	jamespulliam@xyzcompany.com	555-5555
Stakeholder	Carol Donners	Warehouse Manager	XYZ Company	caroldonners@xyzcompany.com	666-6666

As with most project plans, updates or changes may be required as the project progresses, or changes are approved. Changes or updates may be required due to changes in personnel, scope, budget, or other reasons. Additionally, updates may be required as the project matures, and additional requirements are needed. The project manager is responsible for managing all proposed and approved changes to the communications management plan. Once the change is approved, the project manager will update the plan and supporting documentation and will distribute the updates to the project team and all stakeholders. This methodology is consistent with the project's Change Management Plan and ensures that all project stakeholders remain aware and informed of any changes to communications management.

All project communication activities will occur within the project's approved budget, schedule, and resource allocations. The project manager is responsible for ensuring that communication activities are performed by the project team and without external resources which will result in exceeding the authorized budget. Communication activities will occur in accordance with the frequencies detailed in the Communication Matrix to ensure the project adheres to schedule constraints. Any deviation of these timelines may result in excessive costs or schedule delays and must be approved by the project sponsor.

ABC Corp. organizational policy states that where applicable, standardized formats and templates must be used for all formal project communications. The details of these policy requirements are provided in the section titled "Standardization of Communication" in this document.

Project Management Plan

ABC Corp. organizational policy also states that only a Vice President or higher-level employee may authorize the distribution of confidential information. The project manager is responsible for ensuring that approval is requested and obtained prior to the distribution of any confidential information regarding this project.

As part of identifying all project stakeholders, the project manager will communicate with each stakeholder to determine their preferred frequency and method of communication. This feedback will be maintained by the project manager in the project's Stakeholder Register. Standard project communications will occur in accordance with the Communication Matrix; however, depending on the identified stakeholder communication requirements, individual communication is acceptable and within the constraints outlined for this project.

In addition to identifying communication preferences, stakeholder communication requirements must identify the project's communication channels and ensure that stakeholders have access to these channels. If project information is communicated via secure means or through internal company resources, all stakeholders, internal and external, must have the necessary access to receive project communications.

Once all stakeholders have been identified and communication requirements are established, the project team will maintain this information in the project's Stakeholder Register and use this, along with the project communication matrix as the basis for all communications.

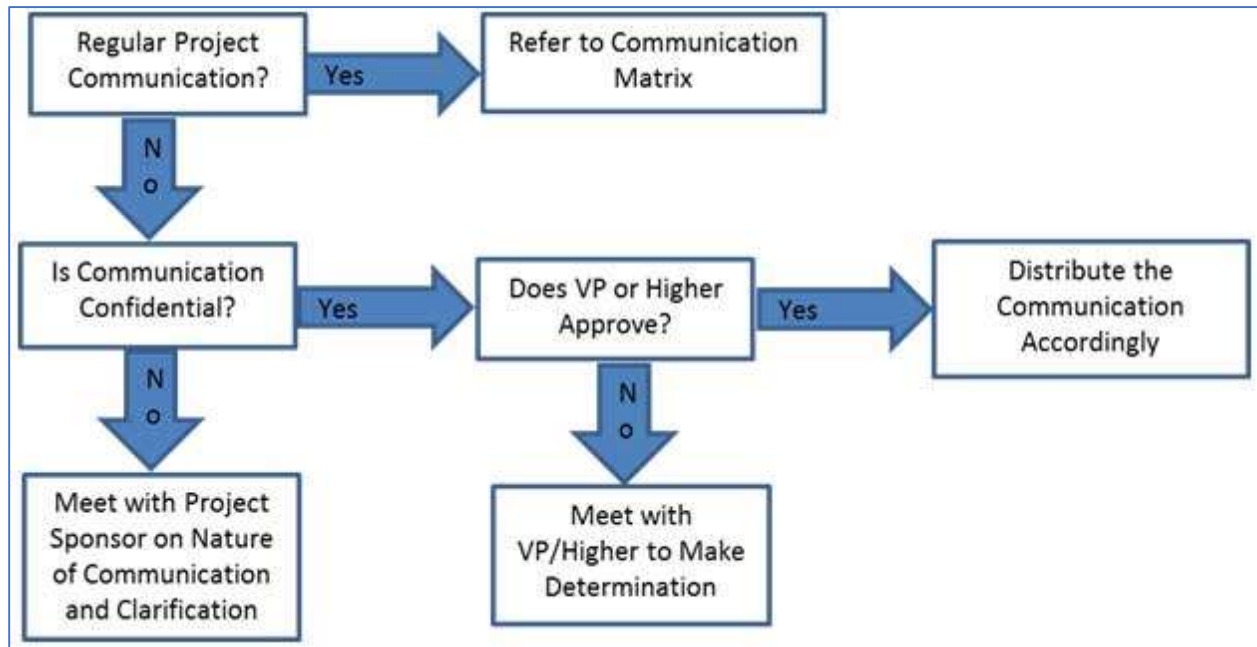
The Project Manager will take the lead role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix below. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it, and to whom to communicate.

Project Management Plan

Communication Type	Description	Freq	Format	Participants/ Distribution	Deliverable	Owner
Kickoff Meeting	Introduce team and project and review objectives and approach.	Once	In Person	Project Sponsor, Team and Stakeholders	Agenda and Meeting Minutes	Project Manager
Weekly Status Report	Email summary of project status	Weekly	Email	Project Sponsor, Team and Stakeholders	Status Report	Project Manager
Weekly Project Team Meeting	Meeting to review action register and status	Weekly	In Person	Project Team	Updated Action Register	Project Manager
Monthly Project Status	Present metrics and status to team and sponsor	Monthly	In Person	Project Sponsor, Team, and Stakeholders	Status and Metric Presentation	Project Manager
Monthly Status Report	Metrics and status to team and sponsor	Monthly	Email	Project Sponsor, Team and Stakeholders	Status Report	Project Manager
Phase Gate Reviews	Demo Deliverable	As Needed	In Person	Project Sponsor, Team and Stakeholders	Written Approval from Customer	Project Manager
Technical Design Review	Review technical designs	Twice Weekly	In Person	Project Team	Technical Design Package	Project Manager

The communication flowchart below was created to aid in project communication. This flowchart provides a framework for the project team to follow for this project. However, there may be occasions or situations which fall outside of the communication flowchart where additional clarification is necessary. In these situations, the Project Manager is responsible for discussing the communication with the Project Sponsor and determine on how to proceed.

Project Management Plan



Communications Conduct:

Meetings:

The Project Manager will distribute a meeting agenda at least 2 days prior to any scheduled meeting and all participants are expected to review the agenda prior to the meeting. During all project meetings the timekeeper will ensure that the group adheres to the times stated in the agenda and the recorder will take all notes for distribution to the team upon completion of the meeting. Action Items and Risks will be recorded as appropriate. It is imperative that all participants arrive to each meeting on time and all cell phones should be turned off or set to vibrate mode to minimize distractions. Please leave laptops closed. Meeting minutes will be distributed no later than 24 hours after each meeting is completed.

Email:

All email pertaining to the XYZ Company Website Project should be professional, free of errors, and provide brief communication. Email should be distributed to the correct project participants in accordance with the communication matrix above based on its content. If the email is to bring an issue forward then it should discuss what the issue is, provide a brief background on the issue, and provide a recommendation to correct the issue. The Project Manager should be included on any email pertaining to the XYZ Company Website Project that impacts scope, schedule, or budget.

Project Management Plan

Informal Communications:

While informal communication is a part of every project and is necessary for successful project completion, any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the Project Manager so the appropriate action may be taken.

Efficient and timely communication is the key to successful project completion. As such, it is imperative that any disputes, conflicts, or discrepancies regarding project communications are resolved in a way that is conducive to maintaining the project schedule, ensuring the correct communications are distributed, and preventing any ongoing difficulties. To ensure projects stay on schedule and issues are resolved, ABC Corp. will use its standard escalation model to provide a framework for escalating communication issues. The table below defines the priority levels, decision authorities, and timeframes for resolution.

Priority	Definition	Decision Authority	Timeframe for Resolution
Priority 1	Major impact to project or business operations. If not resolved quickly there will be a significant adverse impact to revenue and/or schedule.	Vice President or higher	Within 4 hours
Priority 2	Medium impact to project or business operations which may result in some adverse impact to revenue and/or schedule.	Project Sponsor	Within one business day
Priority 3	Slight impact which may cause some minor scheduling difficulties with the project but no impact to business operations or revenue.	Project Manager	Within two business days
Priority 4	Insignificant impact to project but there may be a better solution.	Project Manager	Work continues and any recommendations are submitted via the project change control process

NOTE: Communication including sensitive and/or confidential information will require escalation to VP level or higher for approval prior to external distribution.

Project Management Plan

RISK MANAGEMENT PLAN

The approach for managing risks for the XYZ Company Website Project includes a methodical process by which the project team identifies, scores, and ranks the various risks. Every effort will be made to proactively identify risks ahead of time and plan a mitigation strategy from the project's onset. The most likely and highest impact risks were added to the project schedule to ensure that the assigned risk managers take the necessary steps to implement the mitigation response at the appropriate time during the schedule. Risk managers will provide status updates on their assigned risks in the monthly project team meetings.

Any improvements will be captured as part of the lessons learned knowledge base.

[RISK REGISTER](#)

STAFFING MANAGEMENT PLAN

The XYZ Company Website Project will consist of a matrix structure with support from various internal organizations. All work will be performed internally. Staffing requirements for the XYZ Company Website Project include the following:

Project Manager (1 position) – responsible for all management for the XYZ Company Website Project. The Project Manager is responsible for planning, creating, and/or managing all work activities, variances, tracking, reporting, communication, performance evaluations, staffing, and internal coordination with functional managers.

Senior Programmer (Developer) (1 position) – responsible for oversight of all coding and programming tasks for the XYZ Company Website Project as well as ensuring functionality is compliant with quality standards. Responsible for working with the Project Manager to create work packages, manage risk, manage schedule, identify requirements, and create reports. The Senior Programmer will be observed by the Project Manager who will provide performance feedback to the functional manager.

Designer (1 position) – responsible for coding and programming for the XYZ Company Website Project. All coding and programming tasks will be reviewed by the Senior Programmer prior to implementation. Responsibilities also include assisting with risk identification, determining impacts of change requests, and status reporting. The Programmer will be observed by the Project Manager and feedback will be provided to the functional manager for performance evaluations by the Project Manager and Senior Programmer.

Project Management Plan

Senior Web Designer (1 position) – responsible for coding and programming for the XYZ Company Website Project, optimized for search engines, developing website layouts, updating sites with changes or new information, and working with other teams to create concepts and strategies, utilizing new technology to streamline the process, and adhering to best practices the clients’ brand and goals. Plays a key role in meeting with clients and team members to discuss the needs of the project. Working from project briefs and concepts, senior web designers create and test applications to ensure that they’re working effectively and meet the demands of the client, validate the site is responsive, addressing bugs or faults, and checking the site on different browsers to assess potential usability issues. Works closely with team members to integrate different forms of media. Responsibilities also include assisting with risk identification, determining impacts of change requests, and status reporting. Coding and programming tasks will be reviewed by the Senior Programmer prior to implementation. The Programmer will be observed by the Project Manager and feedback will be provided to the functional manager for performance evaluations by the Project Manager and Senior Programmer.

Consulting Analyst (1 position) – responsible for improving business performance by providing insight and solutions for organizational problems. Responsibilities include analyzing datasets and information, interviewing management and stakeholders, conducting studies and surveys, and conveying findings to clients.

The Project Manager will negotiate with all necessary XYZ functional managers to identify and assign resources for the XYZ Company Website Project. All resources must be approved by the appropriate functional manager before the resource may begin any project work. The project team will not be co-located for this project and all resources will remain in their current workspace.

COST BASELINE

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. Using earned value calculations, the Project Manager is responsible for accounting for cost deviations 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 XYZ Company Website Project Sponsor.

For the XYZ Company Website Project, control accounts will be created at the fourth level of the WBS which is where all costs and performance will be managed and tracked. Financial

Project Management Plan

performance of the XYZ Company Website Project will be measured through earned value calculations pertaining to the project's cost accounts. Costs may be rounded to the nearest dollar and work hours rounded to the nearest whole hour.

Cost and Schedule Performance Index (CPI and SPI respectively) will be reported monthly by the Project Manager to the Project Sponsor. Variances of 10% or +/- 0.1 in the cost and schedule performance indexes will change the status of the cost to yellow or cautionary. These will be reported and if it is determined that there is no or minimal impact on the project's cost or schedule baseline then there may be no action required. Cost variances of 20%, or +/- 0.2 in the cost and schedule performance indexes will change the status of the cost to red or critical. These will be reported and require corrective action from the Project Manager to bring the cost and/or schedule performance indexes back in line with the allowable variance. Any corrective actions will require a project change request and be must approved by the CCB before it can be implemented.

Earned value calculations will be compiled by the Project Manager and reported at the monthly project status meeting. If there are indications that these values will approach or reach the critical stage before a subsequent meeting, the Project Manager will communicate this to the Project Sponsor immediately.

The cost baseline for the XYZ Company Website Project includes all budgeted costs for the successful completion of the project.

Project Phase	Budgeted Total	Comments
Analysis	\$15,595.00	Includes work hours for all project team members for

Project Management Plan

		gathering requirements and planning project
Design	\$25,970.00	Includes work hours for all project team members for work on WebDev-101 conceptual design
Development	\$41,320.00	Includes all work hours for coding of WebDev-101
Testing	\$15,425.00	Includes all work hours for testing (including beta testing) of WebDev-101 software
Delivery Closeout	\$7,120.00	Includes all work hours for transition to operations and project closeout

The project budget has been established through the creation of a project baseline schedule that has been loaded with required resources and correlated with the established rates for required resources:

Total Development and Delivery	\$105,430.00
Project Risk Contingency Reserve (15% Project Cost)	\$15,814.50
Total Project Cost Baseline	\$121,244.50
Management Reserve (10% Project Cost Baseline)	\$12,124.45
Project Cost Budget	\$133,368.95

SPONSOR ACCEPTANCE

Approved by the Project Sponsor:

Project Management Plan

Tom Kane

October 27, 2020

Project Sponsor

Manager of Facilities, XYZ Company