|  |
| --- |
| ESEIAAT |
| [Project Title]  [Acronym] |
| Deliverable 3  Procurement, Quality, Risks and Communication Management |
|  |
| Authors: |
| [Name and Surname of the group members] |
|  |
| National Contact Point: [Name and Surname] |

|  |  |
| --- | --- |
| Group ##-220310-PM-P2018 | [DD-MMM-AAAA] |

**Table of Contents**

[1 Plan procurement management 3](#_Toc466824859)

[1.1 Make or Buy decisions 3](#_Toc466824860)

[1.2 Statement Of Work 3](#_Toc466824861)

[2 Quality management plan 4](#_Toc466824862)

[2.1 Quality Assurance Approach 4](#_Toc466824863)

[2.2 Quality Control Approach 4](#_Toc466824864)

[2.3 Quality Improvement Approach 4](#_Toc466824865)

[2.4 Quality Roles and Responsibilities 4](#_Toc466824866)

[3 Risk management plan 5](#_Toc466824867)

[3.1 Definitions of Probability 5](#_Toc466824868)

[3.2 Definitions of impacts by objective 5](#_Toc466824869)

[3.3 Probability and impact matrix 6](#_Toc466824870)

[3.4 Risk rating 6](#_Toc466824871)

[3.5 Risk identification and assessment 7](#_Toc466824872)

[3.6 Risk data sheet 8](#_Toc466824873)

[4 Plan communication management 9](#_Toc466824874)

[4.1 Participants roles and responsibilities 9](#_Toc466824875)

[4.2 Communication process 11](#_Toc466824876)

[4.3 Communication management plan matrix 13](#_Toc466824877)

**List of tables**

[Table 1. List of procurement items 3](#_Toc466824878)

[Table 2. List of quality roles and responsibilities 4](#_Toc466824879)

[Table 3. List of definitions of probability 5](#_Toc466824880)

[Table 4. List of scope/quality impacts 5](#_Toc466824881)

[Table 5. List of schedule impacts 5](#_Toc466824882)

[Table 6. List of cost impacts 5](#_Toc466824883)

[Table 7. List of risk identification and assessment 7](#_Toc466824884)

[Table 8. List of revised risk identification and assessment 7](#_Toc466824885)

[Table 9. Risk X data sheet 8](#_Toc466824886)

**List of figures**

[Figure 1. Probability and impact matrix 6](#_Toc417397208)

# Plan procurement management

*Plan Procurement Management is the process of documenting project procurement decisions, specifying the approach, and identifying potential sellers. The key benefit of this process is that it determines whether to acquire outside support, and if so, what to acquire, how to acquire it, how much is needed, and when to acquire it.*

## Make or Buy decisions

*Identify the WBS work-packages that will be outsourced.*

Table 1. List of procurement items

| **WBS ID** | **WorkPackage Name** | **Reasons for BUY** | **Cost estimate** | **Type of contract** | **Possible risks** | **List of suppliers** | **Special considerations or constraints?** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| *From WBS* | *From WBS* | *Discuss the main reasons for buying* | *From activity cost estimation table* | *Which is the most appropriate type of contract?* | *Identify the main risks of outsourcing this work-package* | *Identify the possible suppliers for this work-package* | *Is there any special consideration to be included into the final contract? Which one?* |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

## Statement Of Work

*The statement of work (SOW) for each procurement is developed from the project scope baseline and defines only that portion of the project scope that is to be included within the related contract. The procurement SOW describes the procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services, or results. Sufficient detail can vary based on the nature of the item, the needs of the buyer, or the expected contract form. Information included in a SOW can include specifications, quantity desired, quality levels, performance data, period of performance, work location, and other requirements.*

*For each of the foreseen buying decisions, prepare a SOW including, at least the following information:*

• Detailed description of the procurement item;

• Requirements to be met by the procurement item;

• Type of contract to be used;

• Setting the scheduled dates in each contract for the contract deliverables (milestones) and coordinating with the schedule project development;

• Any constraints and assumptions that could affect planned procurements;

• Identifying requirements for performance bonds or insurance contracts to mitigate some forms of project risk;

• Establishing the form and format to be used for the procurement/contract statements of work;

• Identifying prequalified sellers, if any, to be used; and

• Procurement metrics to be used to manage contracts and evaluate sellers.

# Quality management plan

## Quality Assurance Approach

Guille

*Describe the processes, procedures, methods, tools, and techniques that will be used in performing quality assurance activities. Revise, from D1, your quality high-level requirements and define the specific requirements for which you will set specific quality standards.*

## Quality Control Approach

Lau

*Describe the processes, procedures, methods, tools, and techniques that will be used in performing quality control activities. Define the quality standards that you will use for the previous requirements.*

## Quality Improvement Approach

Eva

*Describe the processes, procedures, methods, tools, and techniques that will be used in performing quality improvement activities. Define the continuous quality improvement procedure you will use and its effect into the planned WBS.*

## Quality Roles and Responsibilities

Josep Maria

Table 2. List of quality roles and responsibilities

|  |  |
| --- | --- |
| **Role:** | **Responsibilities:** |
| 1. Describe the needed role  2.  3. | 1. Describe the responsibilities associated with the role.  2.  3 |

# Risk management plan

Riesgo es multiplicación (?) de la probabilidad por el impacto. Probabilidad en un eje e impacto en el otro. Una vez definidos las probabilidades y riesgos, los riesgos identificados se puntuan.

## Definitions of Probability

**Definición de la probabilidad. Definir cuanto es bajo ( más grande del 5%, por ejemplo).**

Table 3. List of definitions of probability

|  |  |  |
| --- | --- | --- |
| **Probability:** | **Description** | **Probability Score** |
| Very High |  |  |
| High |  |  |
| Medium |  |  |
| Low |  |  |
| Very Low |  |  |

## Definitions of impacts by objective

Definición del impacto.

Table 4. List of scope/quality impacts

|  |  |  |
| --- | --- | --- |
| **Scope/Quality Impact:** | **Description** | **Scope Impact Score** |
| Very High |  |  |
| High |  |  |
| Medium |  |  |
| Low |  |  |
| Very Low |  |  |

Table 5. List of schedule impacts

|  |  |  |
| --- | --- | --- |
| **Schedule Impact:** | **Description** | **Schedule Impact Score** |
| Very High |  |  |
| High |  |  |
| Medium |  |  |
| Low |  |  |
| Very Low |  |  |

Table 6. List of cost impacts

| **Cost Impact:** | **Description** | **Cost Impact Score** |
| --- | --- | --- |
| Very High |  |  |
| High |  |  |
| Medium |  |  |
| Low |  |  |
| Very Low |  |  |

## Probability and impact matrix

Para hacer esta table es necesario hacer las próximas secciones.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Very High** |  |  |  |  |  |
| **High** |  |  |  |  |  |
| **Medium** |  |  |  |  |  |
| **Low** |  |  |  |  |  |
| **Very Low** |  |  |  |  |  |
|  | **Very Low** | **Low** | **Medium** | **High** | **Very High** |

Figure 1. Probability and impact matrix

## Risk rating

*Define risk rating methodology*

## Risk identification and assessment

Riesgos que existen. Response: medida correctora si el riesgo es alto ( zona naranja o zona roja).

Table 7. List of risk identification and assessment

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Risk ID** | **Risk Statement** | **Probability** | **Impact** | | | **Score** | **Response** |
| Scope/Quality | Schedule | Cost |
| Identifier | Description of the risk event or circumstance | Likelihood of occurrence | Impact on each objective if it does occur | | | Probability x Impact | Description of the planned response strategy to the risk event |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

Hay que tomar medidas para corregir los riesgos. Action puede ser lo mismo que response o no.

Table 8. List of revised risk identification and assessment

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Risk**  **ID** | **Revised Probability** | **Revised Impact** | | | **Revised Score** | **Owner** | **Actions** |
| Scope/Quality | Schedule | Cost |
| Identifier | Likelihood after the response strategy | Revised impact on each objective after the response strategy | | | Revised probability x Impact | Person who will manage the risk | Actions to be taken to address the risk |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

## Risk data sheet

Table 9. Risk X data sheet

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Risk ID:**  Risk Identifier | **Risk Description:**  Detailed description of the risk | | | | | | | |
| **Status:**  Open or Closed | **Risk Cause:**  Description of the circumstances or drivers that are the source of the risk | | | | | | | |
| **Probability** | **Impact** | | | | **Score** | | **Responses** | |
| **Scope/Quality** | | **Schedule** | **Cost** |
| Qualitative or quantitative | Qualitative or quantitative assessment of the impact on each objective | |  |  | Probability x Impact | | Response strategies for the event. Use multiple strategies where appropriate | |
| **Revised**  **Probability** | **Revised Impact** | | | | **Revised Score** | | **Owner** | **Actions** |
| **Scope** | **Quality** | **Schedule** | **Cost** |
| Qualitative or quantitative |  |  |  |  |  | | Person who will manage the risk | Actions needed to implement responses |
| **Secondary Risks:**  Description of the risk that arise out of the response strategies taken to address the risk | | | | | | | | |
| **Residual Risk:**  Description of the remaining risk after response strategies | | | | | | | | |
| **Contingency Plan:**  A plan that will be initiated if specific events occur, such as missing an intermediate milestone. Contingency plans are used when the risk or residual risk is accepted. | | | | | | **Contingency Funds:**  Funds needed to protect the budged from overrun | | |
| **Contingency Time:**  Time needed to protect the schedule from overrun | | |
| **Comments:**  Any other information on the risk, the status of the risk, or response strategies. | | | | | | | | |

# Plan communication management

*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 needs change. This plan identifies and defines the roles of persons involved in this project. It also includes a communications matrix which maps the communication requirements of this project. An in-depth guide for conducting meetings details both the communications rules and how the meetings will be conducted, ensuring successful meetings. A project team directory is included to provide contact information for all stakeholders directly involved in the project.*

*Approximately 80% of a Project Manager’s time is spent communicating. Think about it – as a Project Manager you are spending most of your time measuring and reporting on the performance of the project, composing and reading emails, conducting meetings, writing the project plan, meeting with team members, overseeing work being performed, meeting with clients over lunch and many more activities related to your projects.*

*You should give considerable thought to how you want to manage communications on this project. By having a solid communications management approach you’ll find that many project management problems can be avoided.*

## Participants roles and responsibilities

*This section describes the roles and responsibilities of the DEOS-UD staff with regard to the Communication Plan. In this section, briefly describe the project organization, as it pertains to the flow of communication internally (vertically and horizontally), and relationships between the project team, the project sponsor, and the prime contractor (if applicable). This section will also identify the oversight agencies and other stakeholders that will be involved in managing communications.*

**Steering Committee**

*The project has a committee. Describe the role of the committee in issue resolution, escalation and dispute resolution. The following is an example:*

The <Project Name> committee will provide strategic direction, and resolve conflicts or expedite a process that is not resolved at a lower level. The committee is responsible for providing and maintaining the necessary resources needed for the successful completion of the <Project Name> project. Also the committee will provide leadership, support, and assist in implementing departmental policies as required to support the <Project Name>.

**Project Manager**

*The project manager generally manages the project communications.*

The <Project Name> project manager is responsible for communicating status for scope, schedule, and cost, as well as monitoring, controlling, and communicating the risks. The <Project Name> project manager has the responsibility to ensure that all information related to the <Project Name> project is consistent, correct, accurate, and timely. The <Project Name> project manager will review and approve all information being provided to the various stakeholders. The project manager will ensure continued user involvement and requirements remain relatively stable throughout the <Project Name> project..

**Advisory Committee**

*This section should summarize the advisory committee’s involvement in communications.*

The roles and responsibilities of the <Project Name> Advisory Committee are:

• Provide leadership and direction.

• Review progress, risks, and issues and recommend resolution.

• Make recommendations to the project sponsor.

• Assure <Project Name> implementation by educating district and program staff, provide means for training, and support implementation efforts.

**Business Project Team**

*This section should summarize the business project team’s involvement in communications.*

• Define requirements.

• Perform user testing.

• Accept products and solution.

**Technical Project Team**

*If applicable, indicate how the <Project Name> technical project team assists the project with communications and what communications the project receives from the technical project team.*

The <Project Name> technical project team will be responsible for the successful development, documentation, data conversion, implementation, and ongoing operational support of the <Project Name>. The technical team will also be responsible for developing, providing, and conducting training to the state for the <Project Name> project. The <Project Name> technical team will deliver a system that meets all the functional requirements of the contract. The <Project Name> technical team shall deliver the system per the schedule that will be described in the state approved <Project Name> Project Management Plan. The <Project Name> technical project lead will oversee the other technical personnel working on the solution, including any contractors and sub-contractors. The <Project Name> technical project lead is responsible to report any issues impacting the project, provide recommendations to resolve issues, and assist the project manager in successful implementation of the <Project Name> project.

The <Project Name> technical project lead will report directly to the <Project Name> project manager and provide all project information to them. The <Project Name> technical project lead will be responsible for collecting and gathering all <Project Name> related information from the subcontractors under their current contract.

**Oversight**

*If applicable, indicate the oversight agencies that will be involved in the project and their specific responsibilities.*

## Communication process

**Informal**

Informal communications consist of e-mail, conversations, or phone calls and serve to supplement and enhance formal communications. Due to the varied types and ad-hoc nature of informal communications, they are not discussed in this plan.

**Formal**

The <Project Name> Project will engage in various types of formal communication. The general types and their purpose are described below as “Status Meetings” and “Status Reports”.

**Status Meetings**

There are five basic types of status meetings for the <Project Name> Project:

1. Status meetings internal to the <Project Name> business team to discuss assignments, activities, and to share information;
2. Status meetings and reports between the <Project Name> business team, and the technical project team;
3. Advisory Committee meetings with the project stakeholders, and project manager to review progress, risks, and issues;
4. Status meetings and reports between the <Project Name> project manager and the steering committee; and
5. Status meetings and reports to stakeholders, such as oversight agencies.

**Status Reports**

A variety of status reports will be produced during the project. The status reports will be produced on regular intervals to provide stakeholders project information on the status and progress of the <Project Name> project. At a minimum the reports will contain:

• Project status on major activities

• Project schedule

• Budget and cost tracking

• Status of issues and risks

• Health status

• Status of action items, if applicable.

• Future or planned activities

The intent of the status reports is to inform stakeholders of the project’s progress and keep them actively involved in the project. The information provided will contain enough detail to allow stakeholders to make informed decisions and maintain oversight of the project.

**External Communication**

*If applicable, indicate the types of external communications that may be necessary in this project.*

.

## Communication management plan matrix

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Communication Type | Objective of Communication | Medium | Frequency | Audience | Owner | Deliverable | Format |
| Kickoff Meeting | Introduce the project team and the project. Review project objectives and management approach. | - Face to Face | Once | - Project Sponsor  - Project Team  - Stakeholders | Project Manager | - Agenda  - Meeting Minutes | Soft copy archived on SharePoint site and project website. |
| Project Team Meetings | Review status of the project with the team. | - Face to Face  - Conference Call | Weekly | - Project Team | Project Manager | - Agenda  - Meeting Minutes  - Project Schedule | Soft copy archived on SharePoint site and project website. |
| Technical Design Meetings | Discuss and develop technical design solutions for the project. | - Face to Face | As needed | - Project Technical Staff | Technical Leader | - Agenda  - Meeting Minutes | Soft copy archived on SharePoint site and project website. |
| Monthly Project Status Meetings | Report on the status of the project to management. | - Face to Face  - Conference Call | Monthly | - Project Management Office (PMO) | Project Manager | - Slide updates  - Project Schedule | Soft copy archived on SharePoint site and project website. |
| Project Status Reports | Report the status of the project including activities, progress, costs and issues. | - Email | Monthly | - Project Sponsor  - Project Team  - Stakeholders  - PMO | Project Manager | - Project Status Report  - Project Schedule | Soft copy archived on SharePoint site and project website. |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |