

4.2.2 Develop Project Management Plan: Tools and Techniques

4.2.2.1 Expert Judgment

When developing the project management plan, expert judgment is utilized to:

- Tailor the process to meet the project needs,
- Develop technical and management details to be included in the project management plan,
- Determine resources and skill levels needed to perform project work,
- Define the level of configuration management to apply on the project,
- Determine which project documents will be subject to the formal change control process, and
- Prioritize the work on the project to ensure the project resources are allocated to the appropriate work at the appropriate time.

4.2.2.2 Facilitation Techniques

Described in Section 4.1.2.2. Facilitation techniques have broad application within project management processes and are used to guide the development of the project management plan. Brainstorming, conflict resolution, problem solving, and meeting management are key techniques used by facilitators to help teams and individuals achieve agreement to accomplish project activities.

4.2.3 Develop Project Management Plan: Outputs

4.2.3.1 Project Management Plan

The project management plan is the document that describes how the project will be executed, monitored, and controlled. It integrates and consolidates all of the subsidiary plans and baselines from the planning processes.

Project baselines include, but are not limited to:

- Scope baseline (Section 5.4.3.1),
- Schedule baseline (Section 6.6.3.1), and
- Cost baseline (Section 7.3.3.1).

Subsidiary plans include, but are not limited to:

- Scope management plan (Section 5.1.3.1),
- Requirements management plan (Section 5.1.3.2),
- Schedule management plan (Section 6.1.3.1),
- Cost management plan (Section 7.1.3.1),
- Quality management plan (Section 8.1.3.1),
- Process improvement plan (Section 8.1.3.2),
- Human resource management plan (Section 9.1.3.1),
- Communications management plan (Section 10.1.3.1),
- Risk management plan (Section 11.1.3.1),
- Procurement management plan (Section 12.1.3.1), and
- Stakeholder management plan (Section 13.2.3.1).

Among other things, the project management plan may also include the following:

- Life cycle selected for the project and the processes that will be applied to each phase;
- Details of the tailoring decisions specified by the project management team as follows:
 - Project management processes selected by the project management team,
 - Level of implementation for each selected process,
 - Descriptions of the tools and techniques to be used for accomplishing those processes, and
 - Description of how the selected processes will be used to manage the specific project, including the dependencies and interactions among those processes and the essential inputs and outputs.
- Description of how work will be executed to accomplish the project objectives;
- Change management plan that documents how changes will be monitored and controlled;
- Configuration management plan that documents how configuration management will be performed;
- Description of how the integrity of the project baselines will be maintained;
- Requirements and techniques for communication among stakeholders; and
- Key management reviews for content, the extent of, and timing to address, open issues and pending decisions.

The project management plan may be either summary level or detailed, and may be composed of one or more subsidiary plans. Each of the subsidiary plans is detailed to the extent required by the specific project. Once the project management plan is baselined, it may only be changed when a change request is generated and approved through the Perform Integrated Change Control process.

While the project management plan is one of the primary documents used to manage the project, other project documents are also used. These other documents are not part of the project management plan. Table 4-1 is a representative list of the project management plan components and project documents.

Table 4-1 Differentiation Between the Project Management Plan and Project Documents

Project Management Plan	Project Documents	
Change management plan	Activity attributes	Project staff assignments
Communications management plan	Activity cost estimates	Project statement of work
Configuration management plan	Activity duration estimates	Quality checklists
Cost baseline	Activity list	Quality control measurements
Cost management plan	Activity resource requirements	Quality metrics
Human resource management plan	Agreements	Requirements documentation
Process improvement plan	Basis of estimates	Requirements traceability matrix
Procurement management plan	Change log	Resource breakdown structure
Scope baseline <ul style="list-style-type: none"> • Project scope statement • WBS • WBS dictionary 	Change requests	Resource calendars
Quality management plan	Forecasts <ul style="list-style-type: none"> • Cost forecast • Schedule forecast 	Risk register
Requirements management plan	Issue log	Schedule data
Risk management plan	Milestone list	Seller proposals
Schedule baseline	Procurement documents	Source selection criteria
Schedule management plan	Procurement statement of work	Stakeholder register
Scope management plan	Project calendars	Team performance assessments
Stakeholder management plan	Project charter Project funding requirements Project schedule Project schedule network diagrams	Work performance data Work performance information Work performance reports