# Project management and control

## Communication management plan

The communication management plan will set the communications framework for this project. It will serve as a guide for communications throughout the life of the project and it will be updated in case the communication requirements change. It includes a communications matrix which maps the communication requirements of this project, and communication conduct for meetings and other forms of communication.

The Project Manager together with the technical coordinators (TC) 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.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Communication type** | **Description** | **Frequency** | **Format** | **Participants** | **Deliverable** | **Owner** |
| Weekly status report | Email summary of the project status | Weekly | Email | Project Sponsor, Project manager, TCs | Status Report | Project Manager |
| Daily team meeting | Meeting to overview daily work | Daily | Video conference | Team | / | Project Manager |
| Weekly Backlog refinement | Meeting to overview change requests | Weekly | Video conference | Project Team | / | Project Manager |
| Spring planning | Choosing the priorities to work on for the next two weeks | Every two weeks | Video conference | Project Team, Sponsors | Meeting minutes | Project Manager |
| Project Monthly Review (PMR) | Present status to the team and sponsor | Monthly | Video conference | Project Sponsor, Team, and other stakeholders | Status presentation | Project Manager |
| Project Gate review | Present closeout of project phases and kickoff next phase | As needed | Video conference | Project sponsor, Team, other Stakeholders | Phase competition report and phase kickoff | Project Manager |
| Technical Design Review | Review of any technical deign or work associated with the project | As needed | Video conference | Project team | Technical review document | Technical coordinator |

Communications Conduct:

1. Meetings: The Project Manager or technical coordinators will distribute a meeting agenda for every scheduled meeting and all meeting participants are expected to review the agenda. The project manager should make sure that the group adheres to the time. However, if needed, the time can be extended. After every meeting the project manager or the technical coordinator should write the meeting minutes and distribute them to all the participants. The meeting minutes should contain date and location, attendees, invited people that did not attend, the meeting agenda, recap of the discussion, actions to be taken (action, due date, responsible person).

2. Email: Email should be the first form of communication between the project stakeholders and the team members. This way any decision taken will be documented in a written form. If further discussion is needed any team member can schedule a further meeting.

3. Informal communication: Informal communication is a part of every project and is necessary for a successful project. However, any important updates that will arise from an informal discussion should be communicated with the project manager or the technical coordinators so the appropriate action may be taken.

## Management and control of documents

All formal documents will be written in Microsoft office. The documents will be kept on the company’s server and will be made available to the clients by using WebDAV. The person who modifies the document should inform all affected parties by an email.

Every document should follow a naming convention: <name\_of\_document>\_<version\_number>

Every document should contain:

1. Name of the project.

2. If document is draft or final and the release date.

3. Information about the Author, Owner, Client and Version Number.

4. Date and author of the revision if it’s revision.

5. Approval form (See Appendix **TODO**).

## Change Management Plan

This section breaks down the process the team will use to manage changes to the project.

Step #1. Identify the need for a change (Any stakeholder or team member)

Requestor will submit the change request to the project manager. The change request can be a new requirement or changing an existing requirement.

Step #2. Change is added to the product backlog (Project manager)

The project manager will maintain the product backlog for all change requests for the duration of the project.

Step #3. Conduct evaluation of the change (Project Team)

The team acknowledges the request, assesses feasibility of the requested change and discusses the priority.

Step #4. Submit change request to the project sponsor.

The project manager will submit the change request and team analysis to the project sponsor for a review.

Step #5. Project sponsor decision

The project sponsor reviews the proposed change and decides whether to implement it.

Step #6. Conduct change (Project Manager and Technical coordinators)

If the change is approved, the technical coordinators update the SRS and together with the project manager will communicate any changes with the team.

## Delivery acceptance

The project sponsor team will review all project tasks and deliverables to ensure compliance with established and approved quality standards. The project sponsor is also responsible and signs off on the final acceptance of each project deliverable. By the end of each phase the project sponsor will review the delivered document or do acceptance testing. This may result in additional change requests, improvements or bug reports.

The sponsor acceptance will be part of each specific document or the project sponsor will send the final sign off document to the project manager by email. (See Appendix **TODO**).

## Escalation process

In case of any production issue or misunderstood requirements, the client can start an escalation process. The escalated issue will have the highest priority and will be solved by an urgent procedure. If there are multiple escalations, they will be solved by the criticality level. If there are multiple escalations with the same criticality level, they will be worked on in parallel. The team will use as much resources as needed to solve the issue which will have an impact on the overall schedule.

The level of criticality will be defined as following:

|  |  |  |
| --- | --- | --- |
| **Level** | **Description** | **Person of contact** |
| Critical | Production issue (potential production issue) | Project manager |
| Urgent | Significant customer impact | Project manager or Business analyst |
| Important | Some business impact, some customer impact | Technical coordinator |
| Normal | Minimal business impact, minimal customer impact | Technical coordinator |

## Schedule Control Plan

The project schedule is derived from the Work breakdown structure (WBS) with input from the technical coordinators.

The project schedule will be maintained by using a Gantt chart. Any proposed changes to the schedule will follow the change request procedure. If the change is approved by the sponsor, the project manager will update the schedule and all documentation and communicate the change to the team.

The roles and responsibilities for developing the project schedule are as follows:

* 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 create the project schedule using Gantt chart and validate the schedule with the team, stakeholders and project sponsor. The project manager will obtain schedule approval from the project sponsor.
* The technical coordinators are responsible for participating in work package definition and sequencing the tasks. Then, the whole team will do the resource and duration estimations. Once the proposed schedule is approved the team will perform assigned activities.
* The project sponsor will review the proposed schedule and approve the final schedule.

The project manager should be responsible for measuring the progress. The progress of a task is compared against the baseline in the Gantt chart for that task. In case where the team meets more than the baseline, the project manager should review the schedule and inform the project sponsor and affected stakeholders by following the format in Appendix (**TODO**).

Whether a work product is completed depends on passing multiple reviews. In order to determine if a work product has reached a milestone, it must pass the internal reviews from the technical coordinators, business analyst and quality assurance specialist. Then it is passed on to the product sponsor and his team to perform the final testing. Each phase may occur multiple times before a final version is delivered.