Project Management Plan

for

[ABC]

**[YYYY-MM-DD]**

Prepared by:

[Project Manager]

Authorized by:

[Sponsor]

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# Executive Summary

This document provides the project management plan for the [*ABC*] project, documenting the baselines for scope, schedule, budget, and risks, and providing additional information to assist in successful execution of the effort.

This project supports the following objective from the [*ABC*] Strategic Plan: “[*Strategic Objective*]”.

This is a living document, and shall be updated by the Project Manager as needed throughout the course of the project.

## Need

This project responds to the following need ...

*[Brief description of problem or opportunity, with references as required.]*

## Sponsor

[*Sponsor*] is the sponsor of this project, responsible for the project budget, and the authority for approval of this project plan and any changes during execution.

## Customer

[*Customer*] represents the end-users of the project, participated in definition of the project scope, and will be responsible for sign-off of the requirements and acceptance of the final deliverables.

*[One lead representative for each scope area if more than one for a larger project, ideally but not always different people than the Sponsor, more focused on end-users and scope than finances. May include any other brief description of the people that use the project output, with references to any other relevant information such as job descriptions or process documents if applicable.]*

## Business Case

The business case analysis from initiation has been revised to reflect the results of project planning. In summary, the planning stage analysis indicates the project is justified due to [*positive benefit / cost ratio (BCR), return on investment (ROI), or net present value (NPV) calculation, with year if applicable*].

### Options

The following options were examined:

*[Brief listing of the options considered, and reasons for rejection or selection, often including the three options (a) status quo rejected since the costs or lost opportunity are too high, (b) a sensible best value option with reasonable costs and good benefits, (c) a high cost option showing it was too expensive and making the point that the second best value option is a carefully considered best choice. ]*

### Assumptions

The business case is based on the following assumptions:

*[Assumptions and references to supporting documents on which the business case depends.]*

### Benefits

The benefits are expected to be as follows ...

*[Increase in revenue, efficiency, productivity, decrease or avoidance of costs.]*

### Costs

The costs are estimated to be as follows ...

*[By a comparison to a similar project, or a simple and top-level roll-up estimate of the people costs, material, and services.]*

### Analysis

The comparison of benefits to costs shows the selected option has a positive [*Benefit / Cost Ratio (BCR) or Return On Investment (ROI) or net present value (NPV) with year as applicable*].

# Scope

This section describes the [*ABC*] project scope, including the project objective, assumptions, constraints, requirements, and the work breakdown structure defining all the deliverables to be produced during the project execution and closing. It also describes the process to be used for scope verification.

All planning of the project schedule, budget, and risks described in the remainder of this document is based on this scope definition.

The current status of the scope progress shall be reported each month to the Sponsor, Customer, and other relevant Stakeholders at the Monthly Project Review described in *Section 9 – Communications*.

Any changes to the project scope once this plan is approved and baselined must go through the formal change control process described in *Section 12 – Change Control Process*.

## Objective

The project objective is ...

*[The one sentence project objective. If given multiple objectives, try to get agreement on the most important one, and put the others in some other section such as Critical Success Factors or even the requirements.]*

The project assumptions are:

*[Project-level assumptions that make the plan simpler.]*

The project constraints are:

*[Project level constraints that the project must meet.]*

## Requirements

The [*ABC*] project requirements provide the scope detail required to build the project objective. The requirements identify what the project needs to meet the objective, not how it will be done. The “how” will be defined during project execution as the detailed requirements and design deliverables are developed.

Requirements have been identified in the areas of [*as applicable, functionality, facility, supportability, regulatory, capacity, availability, safety, environmental, security, training, marketing, procurement, etc.*].

A complete requirements listing can be found in Appendix A, along with the owner of the requirement and preliminary deliverable and test case allocations to be refined as the design and test planning is progressed during execution.

The requirements were gathered and baselined by the [*ABC*] business analysts, based on prior experience with similar projects, extensive interviewing with the customer user groups, and research of relevant standards. The requirements have gone through multiple rounds of review to ensure they are complete, consistent, and testable, and have been signed off by the respective owners.

*[All the detail that the team needed to prepare a plan with an accurate cost and schedule, but only what is needed not how, no detailed level design. For smaller projects say with less than a couple dozen requirements these could be listed here, for larger projects include in an Appendix.]*

## Solution

The solution to be developed to meet the project objective is [*top-level solution description*]. A top-level diagram is provided below.

[*Diagram*]

This solution definition was developed at a sufficient level of detail that the planning team was able to prepare a project plan with a schedule and budget at a level of accuracy estimated to be +/- 10% for Sponsor review and approval for proceeding to execution. The additional definition detail sufficient to build the complete solution will be developed during project execution.

*[While this section typically has more detail than that provided in the charter, it remains a top-level description of the solution, product, or result planned to be produced by the project, sufficiently detailed for the team to prepare an accurate plan, however without any detailed definition that should be left for preparation during execution after the project is approved. A top-level graphic or diagram is very helpful wherever possible. Sometimes this section includes a listing of the major deliverables expected.]*

## Work Breakdown Structure

The [*ABC*] work breakdown structure (WBS) provides the formal baseline of the full scope of the project. The Project Manager and Leads conducted several iterations of planning to prepare the WBS. The WBS documents all of the project deliverables, and captures all the work to be performed during the project.

The WBS is shown [*below / in the following sections*].

*[A Work Breakdown Structure diagram, possibly shown in pieces here with a reference to an external document containing the full diagram if large.]*

More information can also be found in the WBS dictionary [*below / in Appendix B, depending on how voluminous*], providing a description, owner, and cost account for each deliverable.

The deliverables in the work breakdown structure can also be found flowcharted they will be done in precedence order in *Section 3.1 – Precedence Diagram*, and as scheduled across the calendar in *Section 3.2 – Gantt Schedule*.

## Scope Verification

All work that is delivered into the final product shall undergo verification by both the project teams that produced the deliverables as well as independent verification by the Quality Assurance organization to ensure they are compliant with all requirements and are fit for purpose – able to fully meet the need for which they were intended.

Before each deliverable is completed, the project teams shall first conduct verification of their own work to ensure it is defect free and meets all the project requirements before they pass it on for Quality Assurance verification. The deliverable owners will not rely on the QA process to find issues and defects.

Quality assurance shall then conduct formal verification to confirm the project outputs are correctly built and configured. Any issues or deficiencies shall be documented and corrective actions then defined by the deliverable owner. The corrections shall be implemented with all due speed by the deliverable owners, and then the work re-verified by quality assurance. A deliverable shall not pass verification until the quality assurance organization formally confirms all issues have been addressed and the work is ready to passed on to the next step.

Verifications may be conducted through inspections, demonstrations, analyses, or tests as appropriate. Verifications shall be conducted throughout the project as individual elements, drafts, versions, increments, or sprints are completed to find issues and enable correction well before the final deliverable is baselined.

Wherever possible, scenario based verification shall be used, where the verification event is conducted in the context of an example of actual use of the deliverable to obtain the most realistic verification it meets all the requirements and ensure it is clear that the work is fit for purpose at the same time. The to-be business processes developed as part of the first steps of the project will be the basis for these scenarios wherever applicable.

Where appropriate, thresholds for issues and defects shall be established to allow minor issues to be corrected during the support phase while enabling the work to proceed to the next stage. Where this approach is deemed appropriate, quality assurance shall work with the project team and customer groups to establish criteria according to the following structure:

* There must be zero Category 1 issues – affecting core functionality.
* There must be less than N (e.g. 3) Category 2 issues – where a workaround acceptable to the customer representative exists until the issue is corrected in a timely manner.
* There must be less than M (e.g. 5) Category 3 issues – minor usability not affecting use that the customer representative agrees can addressed during support or the next phase of the project.

Where the above thresholds are deemed useful for evaluation of deliverables they shall be agreed and documented during test planning before the deliverable testing commences.

# Schedule

This section documents the [*ABC*] schedule baseline, mapping the project work defined in the work breakdown structure to the calendar in order to determine the project duration and the critical path driving the end-date.

The schedule logic is provided in *Section 3.1 – Precedence Diagram*. The precedence diagram mapped to the calendar showing when work will be done and providing the overall project duration is provided in *Section 3.2 – Gantt Schedule*. The critical path driving the project duration and end-date is provided in *Section 3.3 – Critical Path*. The major project milestones are documented in *Section 3.4 – Milestones*.

The current status of the schedule progress shall be reported each month to the Sponsor, Customer, and other relevant Stakeholders at the Monthly Project Review described in *Section 9 – Communications*.

Any changes to the project schedule once this plan is approved and baselined must go through the formal change control process described in *Section 12 – Change Control Process*.

## Precedence Diagram

The [ABC] precedence diagram documents the execution logic of the project, flowcharting the deliverables to show the dependencies between them and the order in which the project work will be carried out.

The Project Manager and Leads conducted several iterations of planning to baseline a complete and accurate precedence diagram documenting the relationships between all of the project work.

This precedence diagram provides the logical structure of the project work that is then mapped to the calendar as shown in the Gantt Schedule in the following section.

*[Precedence Diagram graphic, or reference to full-size copy in an appendix or attachment if needed.]*

## Gantt Schedule

The Project Leads prepared detailed activity breakdowns for all of their deliverables to obtain duration estimates for all the elements of work. The precedence diagram structure and these estimates were then loaded into [*Microsoft Project or similar* *application*] to obtain a Gantt schedule showing the mapping of the project work to the calendar, including calculation of the critical path driving the project end-date. This Gantt schedule provides the formal [*ABC*] schedule baseline.

*[Gantt Schedule or reference to full-size copy in an appendix or attachment if needed. On larger projects may include a complete view as entered in WBS order, a view of just the summary tasks showing the broad calendar ranges of the work, and a view of just the deliverables without summary tasks sorted into calendar order.]*

## Critical Path

A subset of the [*ABC*] Gantt schedule showing just the deliverables on the project critical path is shown below, listed in order of finish date, showing the work driving the project duration and end-date in the calendar order in which it is planned to be completed.

Performance of this work on schedule is essential to avoid any delays to the overall project, and shall be a particular focus of the Project Manager and Project leads. Resources shall be moved from non-critical path work to deliverables on the critical path wherever practical if the critical path work requires additional resources to maintain the schedule performance.

*[A subset of the Gantt Schedule showing just the critical path work, usually sorted into calendar order. A table of the work on the critical path can also be included in this section, usually also sorted by start date into calendar order.]*

## Milestones

The [ABC] project milestones mark events where important elements of work are completed that significantly move the project forward. The status of progress towards the milestones will be presented at each Project Monthly Review, and will be a particular focus of management attention.

The following milestones were defined by the Sponsor in the Initiation Project Charter:

*[Any Sponsor defined milestones.]*

The rest of the project milestones were selected by the planning team to indicate the most significant points of achievement as the project progresses.

A Gantt schedule showing the project milestones as they fall across the calendar is shown in the following figure.

*[A subset of the Gantt Schedule showing just the project milestones.]*

# Budget

This section documents the baseline [*ABC*] budget, describing all the costs planned to be expended over the course of the project.

The total planned cost of the project is [*$$$*]. Additional information is provided in the following sections, including a breakdown of the cost per major deliverable, a summary of the resource costs by type, and a cost curve graphing the planned spending across time.

The baseline budget meets the financial constraint specified in the initiation project charter to be less than [*$$$*]:

The current status of the budget progress shall be reported each month to the Sponsor, Customer, and other relevant Stakeholders at the Monthly Project Review described in *Section 9 – Communications*.

Any changes to the project budget once this plan is approved and baselined must go through the formal change control process described in *Section 12 – Change Control Process*.

## Deliverable Costing

The Project Leads prepared a detailed activity breakdown for each of their deliverables including all resources, material, and services required to produce the deliverables in order to obtain complete cost estimates for all the elements of work.

A breakdown of the project cost of the deliverables is provided in the table below.

*[A listing of the cost of each deliverable. For larger projects with many deliverables, this may be at the WBS summary level grouping more than one deliverable, with a reference to the Gantt Schedule cost column or appendix or attachment for the cost breakdown to the individual deliverable level.]*

Cost accounts to be used for tracking all cost expenditure for each deliverable were assigned by the finance department, and can be found in the cost account column of the WBS Dictionary.

## Resource Costs

A listing of the costs of the resources used by the [ABC] project is provided in the table below, including summaries of the cost by major resource type. The rate for personnel resources is the full loaded mid-point for each labour classification, including all indirect and overhead costs.

*[The cost by unit or time of the various resources used by the project.]*

## Cost Curve

A time-phased summary of the planned project budget expenditure across the calendar is provided below.

*[For larger projects, a graph of the anticipated spending across time, sometimes showing any fiscal year boundaries.]*

# Risks

This section describes the [*ABC*] risk management process, and provides a copy of the baseline risk register. The total planned risk budget is [*DD*] days and [*$$$*], and has been included in the baseline project budget and schedule.

## Risk Management Process

The risk register and associated risk budget was prepared by the Project Manager and Project leads and refined in an iterative process through project planning. Risks were identified by consideration of all the risks on our standard Risk Checklist, reference to the risk planning and lessons learned of previous similar projects, and consultation with the project team. Risks were quantified, response plans prepared to avoid or mitigate the risks to the greatest extent possible, backup plans prepared to deal with the event the risk occurred anyway, and a final quantified risk budget baselined.

The probability and time estimates for the risks were developed by the project team considering previous experience and using Delphi estimation. The dollar estimates were developed with a cost impact analysis as a function of the estimated delay time and considering all other relevant costs.

The [*ABC*] Project Manager has accountability for management of the risk budget and successful performance of the project. Ownership of individual risks has been allocated to the level closest and best able to manage the risk. The risk register shall be reviewed at the end of each weekly status meeting. The risk triggers shall be monitored by the risk owners, and action taken proactively to avoid or mitigate the risks everywhere possible. Risk response plans shall be refined and improved throughout the project as required. Funds shall be withdrawn from the risk budget to fund proactive measures to provide the greatest possible risk avoidance or mitigation at the earliest possible point possible. If it becomes apparent a risk cannot be avoided, the backup plans shall be activated.

The Project Manager is the authorized signing authority for drawdown on the risk dollar budget. To obtain funds from the budget the Project Manager shall submit a drawdown justification form to the [*ABC*] financial controller, fully documenting the status of the planned risk for which the funds are being accessed, or the reason they are needed for an unforeseen risk, the alternatives to drawdown of the risk budget that were considered and deemed unsuitable, and the justification for the amount being withdrawn. Amounts requested in excess of 10% of the original risk budget baseline shall also require authorization by the VP Finance.

The risk time buffer has been scheduled according to the principles of critical chain management, in a single consolidated buffer before the critical customer event whose planned date should be most protected, which was determined to be directly before the start of the pilot rollout of the first production line.

The current status of the risk budget shall be reported each month to the Sponsor, Customer, and other relevant Stakeholders at the Monthly Project Review described in *Section 9 – Communications*.

Any increases to the risk budget once this plan is approved and baselined must go through the formal change control process described in *Section 12 – Change Control Process*.

## Risk Register

The [*ABC*] project risk register showing the known project risks, estimated schedule and cost impacts, owner, trigger, response plans, and backup plan can be found in the following pages. The total planned risk budget of [*DD*] days and [*$$$*] is provided in the last row of the risk register, summing up the amounts estimated to be required for all of the individual risks.

The full risk register can also be found in the attached document [*ABC Risk Register*]. The full risk register also provides additional information on the quantification assessment before the risk response planning was applied.

*[The risk register here, possibly in landscape mode, or in an appendix, with a separate attached file if there are more columns than can fit in this document. For smaller projects instead of this detail you simply put either 10% or 15% aside as experience indicates is best, and state so in this section.]*

# Issues

The required resources, schedule, and budget to address all of the anticipated project issues have been built into the baseline plan, with the following issues remaining outstanding to be resolved during execution of the project.

*[Project level known problems (not risks) that remain unresolved at the end of planning and must be resolved during implementation, typically if not already with associated cost and time included in the plan then consisting of issues external to the project scope and to be handled by the customer or outside agency.]*

# Stakeholders

This section describes the [ABC] key stakeholders. The project stakeholders are affected and can affect the project, and therefore have been included in definition of the project scope and development of the project plan, and will be included in regular communications as the project progresses. The key project stakeholders, along with their role, key need, priorities, and planned communications are described in the Stakeholder Register provided below.

*[The departments, organizations, and agencies that can affect or be affected by the project, with the name of a single representative responsible for coordination with the project, their role, key need, priorities (scope, schedule, budget), and planned communications. List all responsibilities of any key stakeholders that need to contribute to the project – resources, finances, reviews, certifications, etc.]*

# Resources

This section describes the project team, provides a resource loading across time, and describes the plans for management of critical resources required to carry out the [*ABC*] project.

## Project Team

The Project Team that will carry out the [ABC] project is shown in the following organization chart.

*[Organization chart showing the Sponsor at the top, then the Project Manager, then the Leads at the third level, possibly with boxes indicating teams at the fourth level.]*

Due to the critical importance of the [ABC] project to the company, the assigned Project Leads are the most senior and experienced members from each department. The Project Leads report directly to the Project Manager for the purposes of carrying out the project, and are responsible for management of all work and the team members in their functional area. The deliverables that each Project Lead is accountable for are listed in the owner column of the WBS Dictionary.

The various working level teams are drawn from the matrix, from the company functional departments. To ensure there are no schedule delays, all team members shall be allocated full-time to this project during the periods they are required.

The roles and responsibilities of the Project Sponsor, Project Manager, and Project Leads are described in the table below.

| **Name** | **Role** | **Responsibilities** |
| --- | --- | --- |
| [Sponsor] | Project Sponsor | • Approval of the project plan, scope, schedule, budget, and risk budget.  • Approval to any changes to the plan baseline once the project is underway.  • Chair of the monthly project reviews.  • Maintenance of company support.  • Resolution of any issues the Project Manager is unable to resolve. |
| [Project Manager] | Project Manager | • Preparation of a complete, accurate, and realistic project plan.  • Management of the project to obtain the best scope, schedule, budget, and risk performance possible.  • Management of the Project Leads.  • Ensure the project result is fit for purpose and fully meets the stakeholder expectations.  • Formal statusing of the project progress once a month.  • Conduct of the monthly project reviews and presentation of the project status to the Sponsor and key stakeholders.  • Chair of the weekly issues status meeting. |
| [Lead] |  |  |
| [Lead] |  |  |
| [Lead] |  |  |

## Resource Loading

The following graph shows the resource loading by number of hours for the labour categories [categories] across the course of the project.

*[Labour loading graphs, by total including all personnel resources, or by individual labour categories. A lot of this is mainly for internal project management purposes, so don’t provide more detail in this section than will be actually be useful and of interest to the stakeholders reading this plan.]*

## Critical Resources

The following resources have been deemed critical to the success of the [*ABC*] project:

*[List of critical resources, with reason they are deemed critical, such as they are in high demand and/or difficult to acquire, and plans to manage / acquire / replace as applicable.]*

# Communications

This section describes the planned formal communications as the [ABC] project is carried out.

Formal project communications shall consist of weekly issue status meetings, monthly project review meetings, change control board meetings, and [*other planned communications*]. The following sections provide additional information.

## Weekly Issue Status Meetings

The purpose of the Weekly Issue Status Meeting is to provide a regular communication touchstone for the core team to discuss project-level issues and risks, coordinate steps for further action where required, and keep the momentum of the project going.

The Project Manager shall chair the meeting. Attendees shall include the Project Leads. The meeting shall be held each week at 9:00 on Monday mornings. Duration shall be a maximum of one hour.

The team leads shall review the risks on the Project Issues List for action, update, or closure as required. New issues shall be recorded and potential resolutions discussed as time permits. The Project Coordinator shall distribute the updated list to all Project Leads at the conclusion of the meeting. A copy of the template used for the Project Issues List can be found in Appendix C.

At the end of each meeting the team shall also review the project Risk Register, make any updates required, and coordinate further action as needed.

## Monthly Project Review Meetings

The purpose of the Monthly Project Review Meetings is to provide a regular opportunity for the Project Manager to provide a project status update to the Sponsor, Customer, and Stakeholders each month, and enable senior management to provide any required oversight and direction.

The project Sponsor shall chair the meeting. The Project Manager shall conduct the meeting. Attendees shall include:

*[As many key stakeholders as you can get in the meeting, so they can be given an update in one efficient meeting, and any help or assistance you need can be coordinated immediately.]*

The meeting shall be scheduled for one hour, and held at 13:00 on the first Tuesday of each month in the Executive boardroom.

At the start of each month, the Project Manager, Project Coordinator, and Project Scheduler shall gather the current status of the project scope, schedule, cost, and risks for presentation at the monthly review. A one page report format shall be used, such as found in Appendix D. The current copy of the risk register shall also be available. Any other relevant information shall be provided as required and requested.

The Project Manager will present the project status to the Stakeholders at the monthly review. The Project Manager shall bring options and recommendations for resolution of any significant issues and risks wherever possible. Assistance and direction on priorities shall be requested where needed. Plans for further action shall be coordinated where needed.

## Change Control Board Meetings

The purpose of the Change Control Board Meetings is to review all changes to the scope, schedule, budget, or previously baselined and approved deliverables such as designs and documentation, to ensure all potential impacts are identified, that project manager or sponsor approval is obtained as required, and appropriate communication of any approved changes takes place with all affected parties. More information on this process can be found in *Section 12 – Change Control Process*.

## [Other Communications]

[*Any other communications*].

# Quality

This section describes the approach to management of quality throughout the [*ABC*] project.

The quality of the project outputs is of paramount importance to the success of the effort, and will be a key focus of the management and project team throughout the conduct of the project.

The four quality principles driving this project are summarized below:

1. Planning. “Quality must be planned in, not inspected in”. While all project work shall be subject to inspection and test on completion, quality shall be embedded in the work by the teams as it is being done.
2. Benefits. Quality parts and processes reduce overall cost and schedule, since they increase efficiency, reduce the amount of testing needed, reduce acceptance issues, reduce certification issues, and reduce unexpected problems once in operation.
3. Continuous Improvement. The team will gather lessons learned throughout the project to continuously build on incremental improvement as the work progresses.
4. Fit For Purpose. All project outputs must be “Fit for purpose”, able to genuinely do the job for which they are intended, fully satisfying the needs of the Customer. This requirement will also be included in the formal Terms and Conditions of all vendor contracts.

All project team members shall use the best practices and standards of their profession in the conduct of their work. In addition, peer reviews and user reviews are built into the deliverable work as key contributors to help maximize the quality of the output. More information on the use of peer reviews and user reviews is provided in the following sections.

## Peer Reviews

Peer reviews are one of the most effective processes to ensure deliverables are high quality outputs that are fully fit for purpose.

There are two types of peer reviews that will be used on this project: informal peer reviews that will be used for all project deliverables, and formal peer reviews that are required for health, safety, and legal sensitive deliverables. More information is provided below.

### Informal Peer Reviews.

Informal peer reviews do not have the administrative overhead of formal peer reviews, and so are easy to implement for any type of work. The process for informal peer reviews is summarized below:

1. The owner of every deliverable work output that is passed on to others on the project shall ensure it has had a peer review before being finalized.
2. For large items of work, multiple peer reviews shall be held through the process of creation of the deliverable so that a review will require no more than an hour by each reviewer.
3. A peer review should include two or three peers to provide a comprehensive review from more than one viewpoint.
4. Wherever possible, the owner of the deliverable shall hold a single consolidation meeting with all of the peer reviewers to gather a consolidated set of comments and allow for comments by peers on each other’s recommendations.
5. The owner of the deliverable may ask follow up questions for clarification of a comment, however shall refrain from disputing the accuracy of a comment so that the consolidation meeting stays focused on gathering a complete set of the comments. To ensure a focus on this essential attribute of informal peer reviews, the deliverable owner shall say “Thank you” following receipt of each comment.
6. The owner of the deliverable may then incorporate the comment in a revision of the deliverable or discard any comment as they see fit in their professional judgement.
7. No formal records are required for informal peer reviews, although the owner must retain a record of reviewer comments in their personal files until the project has been successfully delivered in case they are ever required for review.

### Formal Peer Reviews

Formal peer reviews are required for all deliverables that have health, safety, or legal requirements to make certain any issues are resolved before finalization. The process for formal peer reviews is summarized below:

1. The Quality Assurance organization shall ensure every deliverable work output with health, safety, or legal requirements has had a formal peer review before being finalized. A QA representative shall manage each formal peer review process.

1. For large items of work, multiple formal peer reviews shall be held through the process of creation of the deliverable so that each review will require a manageable amount of work by each reviewer.
2. A formal peer review should include three to five peers to provide a comprehensive review from more than one viewpoint. The reviewers should be selected from outside of the project team wherever possible to ensure a full and unbiased review.
3. Quality assurance shall convene and chair a single consolidation meeting with all of the peer reviewers to gather a consolidated set of issues and allow for comments by peers on each others recommendations. There is no set duration for a formal peer review consolidation meeting. The QA representative shall record and manage the consolidated set of issues from comment through resolution.
4. The owner of the deliverable may ask follow up questions of a reviewer for clarification of issues, and may offer additional information if they believe an issue is not accurate. In the event of a disagreement by the deliverable owner or reviewers on the accuracy of an issue, the QA representative shall call for a vote among the reviewers, not including the deliverable owner, with the QA representative breaking any ties. The votes of each member on any issues in dispute, whether or not passed by majority vote, shall be recorded in the issue log for later follow-up if required. The QA representative may in their sole discretion record an issue for follow-up if they believe it justified even if not agreed by majority vote.
5. Each issue agreed, passed by majority vote, or included at the discretion of the QA representative shall then be reviewed by the deliverable owner and appropriately addressed by revision of the deliverable or by provision of additional relevant information not available during the consolidation review meeting. Each resolution shall be reviewed by the original reviewers for approval. The QA representative will usually defer to the original reviewer’s decision on sufficiency of a resolution, however, if agreement cannot be reached, the QA representative may pass an issue as resolved if they deem it appropriate, provided this decision is approved by the Director of QA.
6. Formal records of all peer reviews and resolution actions shall be retained in the Quality Assurance files for a period of at least five years following the end of the project.

## User Reviews

User reviews are also included in the project plan as key contributors to help ensure the project result is fit for purpose.

Almost all the work on the project has been planned along agile principles, structured in a series of increments, drafts, versions, or sprints with opportunities for review, formal statusing of progress, and early adjustment as needed to ensure the project stays on track and delivers the results required as the increments progress. This approach applies not just to the software work, but also to all other work.

User reviews are incorporated in the work of the deliverables themselves and in the Quality Assurance tests and inspections to present the work completed so far to the end-users to obtain their in-progress assessment and identification of any scope errors, omissions, or other issues, for adjustment as needed in the next increment.

The customer is represented on this project by the following stakeholders, who shall coordinate attendance by the respective user groups and help manage and participate in reviews as described below:

|  |  |  |
| --- | --- | --- |
| **User Group Lead** | **Lead Reviews** | **Participate in Reviews** |
| [*Customer group representative*] | [*Reviews they will lead*] | [*Reviews they will participate in*] |
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The process for conduct of user reviews is summarized below:

1. As deliverable drafts, builds, versions, increments, or sprints are finalized, a user review will be held with the applicable user group. The deliverable team will present the work in progress to the user group, using presentations, walkthroughs, demonstrations, prototypes, and mockups as appropriate.
2. User comments shall be collected by the user group lead in a review table, such as the template found in Appendix E.
3. Following collection of all of the comments, under the direction of the user group lead, the users shall fill in the column “User Priority” to prioritize their comments using the following categories:

1 = Essential to the project objective.

2 = Valuable comment, however recommended for implementation in the next  
 project or phase.

3 = For later investigation, insufficient information currently available.

1. In a separate meeting, under the direction of the deliverable owner with participation from the Project Team Lead and Project Manager as required, the project team will review the user priorities and fill in the column “Project Priority” according to the same priority scale, in order to contribute their view on the best prioritization of the comments given their understanding of the likely scope, schedule, and budget impacts.
2. The project team shall provide the user review table back to the user group lead. Additional communications required to baseline the user priorities and project priorities shall be held as required. The table will then be provided to the Project Sponsor to finalize the Sponsor Decision column reflecting their decision on which items should assessed for potential inclusion in the project.
3. The Priority 1 items identified by the Sponsor shall then be entered into the change control process to determine a full impact analysis of the proposed change. The change shall be included in the project and work commenced only if the change control process concludes with a Sponsor decision to implement the comment with full knowledge of the time and cost impacts, and communication to all affected parties has taken place as needed.
4. The project team and user groups shall implement each user review iteration as quickly as possible to minimize the impact of any required changes, with the goal of obtaining a finalized user review table for presentation to the Sponsor within four days of the conclusion of each review, and analysis of the change impact of any Sponsor indicated proposed changes being completed within eight days.

# Procurement

This section describes the approach to procurement on the [*ABC*] project.

The project requires procurement of the following elements:

*[List of procurements and planned approach, including the planned contract type (cost plus, fixed price), award process (best value, least price), and info on the contractor if already selected during the planning process.]*

# Change Control Process

This section describes the process to be used to ensure all proposed changes to the [*ABC*] project are managed in a controlled manner that take into account all the effects of any potential change.

Once this project plan is approved by the Sponsor, any changes to scope, schedule, budget, or the risk budget must go through the formal change control process, as summarized in this section.

In addition, any change to any deliverable once it is baselined and approved during project execution, such as designs and documentation, must also go through the formal change control process to ensure that all impacts of the change are identified and all affected parties are included in the analysis and communications.

A summary of the change control process is provided below:

1. First the change must be formally documented on a Change Request Form, a copy of which is provided for convenience in Appendix F.
2. If the change is urgently required due to imminent impact on the project success or imminent affect on health, safety, security, or legal compliance, the Project Manager may authorize the change immediately and then follow up with a full impact analysis and communications with the Sponsor, Customer, and other relevant parties as soon as practically possible.
3. Otherwise a Change Control Board (CCB) meeting shall then be convened to evaluate the change with wide membership of any possibly affected party, including a representative from all project core and support functions. The primary purpose of this first meeting shall be solely to identify all the areas of potential impacts. The Project Manager shall chair the meeting.
4. An individual that is closest to the change shall then be appointed to follow up after the first meeting to complete an analysis and determine the full impact of the change to scope, schedule, budget, risks, procurements, and any other affected project element. Options and alternatives to address the change shall be considered. An updated requirements baseline, work breakdown structure, precedence diagram, estimates, Gantt schedule, and risk register shall be prepared for the change and any options as needed.
5. The Change Control Board shall then be reconvened to consider the impacts of the change and select the best option if more than one resolution is possible.
6. If the Change Control Board considers the change to be necessary or otherwise beneficial, and it does not affect the baselined project scope, schedule, budget, or risk budget approved by the Sponsor, the Project Manager may authorize the change.
7. Otherwise if the change affects the baselined scope, schedule, budget, or risk budget approved by the Sponsor, a recommendation on the change shall then be made by the Change Control Board, as approved by the Project Manager, and submitted to the Sponsor for their consideration. The change shall not be initiated unless and until formal approval by the Sponsor is provided in writing.
8. When a scope change results in an increase to the baselined project schedule and budget, options shall always be considered for removal of offsetting scope to minimize the impacts, and these options presented to the Sponsor and Customer wherever appropriate.
9. Once a decision on the change is made, the rationale for the decision and all relevant documentation will be stored in the Change Control Log files. If the change is approved, all required project documentation shall be updated, and all relevant parties shall be informed in a timely manner.

*[Note that these Appendices headers use style Heading 9.]*

Requirements

This appendix provides a listing of the [*ABC*] project requirements, including the unique identifier, type, owner of each requirement, and preliminary traceability to the deliverables and test cases that will satisfy them.

The deliverable traceability will be refined to a more detailed level as the designs are developed during execution. The test case allocations are currently at the procedure level, and will be refined to individual test cases as the test documentation is developed.

| **ID** | **Type** | **Requirement** | **Owner** | **Deliverable** | **Test Case** |
| --- | --- | --- | --- | --- | --- |
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WBS Dictionary

This appendix provides a work breakdown structure dictionary with more information on the deliverables documented in *Section 2.4 - Work Breakdown Structure*, including a unique identifier, description, owner, and cost account.

| **WBS ID** | **Deliverable** | **Description** | **Owner** | **Cost Account** |
| --- | --- | --- | --- | --- |
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Project Issues List Format

For convenient reference, this appendix provides a copy of the Project Issues List format used for the coordination of the Weekly Issues Status Meeting described in *Section 9.1 – Weekly Issues Status Meetings*. The Project Issues list shall track the issue name, status, lead, and expected resolution due date for each issue. This Microsoft Word table format is easily sortable with the Layout / Sort command after any additions or updates to put the issues in order by Lead / Due Date or Due Date / Lead as desired.

-----

**Project ABC - Issues List**

| **Issue** | **Status** | **Lead** | **Due** |
| --- | --- | --- | --- |
| Space Shortage | Converting meeting room 5 to working area with desks. | Anderson | 2050-01-15 |
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***Use:***

*\* Add rows for new items as needed, and then collect together by Lead or Due Date with the menu item Table / Sort.*

*\* Enter dates in format YYYY-MM-DD so the Layout / Sort command works consistently.*

Monthly Project Report Format

This appendix provides the format of the one page report to be used for the monthly project review meetings in *Section 9.2 – Monthly Project Review Meetings*.

An example of the one page report can be found below. The top left quadrant provides a Gantt schedule snapshot showing the current status of scope on schedule. The top right quadrant provides status on the current cost performance. The bottom left quadrant provides the current status of the top three issues and risks. And the bottom right quadrant provides any relevant information on the current status of the customer groups.

Additional information on project performance shall also be provided to the monthly review board as required and on request. A copy of the current risk register will usually also be available for review.



User Review Template

For convenient reference, this appendix provides a copy of the review template used for the user review process summarized in *Section 10.1.2 – Formal Peer Reviews*.

-----

**User Review: [Deliverable ABC Draft 1]**

|  |  |  |  |
| --- | --- | --- | --- |
| **Issue** | **User Priority** | **Project Team Priority** | **Sponsor Decision** |
| Add this... | 1 | 1 | 1 |
| Change this... | 1 | 2 | 1 |
| Remove that... | 1 | 1 | 2 |
| Enhance that... | 1 | 1 | 1 |
| Add this... | 2 | 2 | 2 |
| Remove that... | 2 | 2 | 2 |
| Add that... | 2 | 2 | 3 |
| Change this... | 3 | 3 | 3 |
| Enhance that... | 3 | 3 | 3 |
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Priorities:

1 = Essential to project objective, should be analyzed for impact if this is the final sponsor decision.

2 = Good idea, but recommended for next project or phase.

3 = Record for later investigation.

Change Request Form

For convenient reference, this appendix provides a copy of the formal Change Request form used for the process summarized in *Section 12 - Change Control Process*.

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**Change Request**

**Instructions:** This form must be completed for any requested change to any baselined and approved project element, including scope, schedule, budget, risk budget, or project deliverables, no matter how minor, and submitted through the Project Manager for proper consideration of all the impacts and communications with all affected parties.

| Project: |  |
| --- | --- |
| Requester: |  |
| Date Of Request: |  |

|  |  |
| --- | --- |
| Requested Change: |  |
| Reason / Benefit: |  |

|  |  |
| --- | --- |
| Known Deliverables Impacted: |  |
| Known Requirements Impacted: |  |
| Known Contracts Impacted: |  |
| Known Schedule Impacts: |  |
| Known Cost Impacts: |  |

|  |  |
| --- | --- |
| Other Comments: |  |