*《Project Name》*

Project Management Plan

PEAPROS Asian

Version：

Date：

**Version History**

|  |  |  |  |
| --- | --- | --- | --- |
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# Introduction

*[This section gives a short description of the project background. Include a short history outlining how the project has come into being, and from where the authority and drive for it comes. Articulate the reason why the project is being undertaken in terms of the issue, problem and/or opportunity that will be addressed by the project. Also include short of linkages with other projects – specifically, how this initiative supports other projects or how other project(s) rely on the benefits or outputs of this project.]*

*[Excessive detail is not necessary in this section as the other sections of the project plan will include this information. This section should provide a summarized framework of the project and its purpose.]*

*[Add the project introduction here]*

The intended audience of the *<Project Name>* PMP is all project stakeholders including the project sponsor, senior leadership and the project team.

## Project Management Approach

The Project Manager, *[Project Manager Name]*, has the overall authority and responsibility for managing and executing this project according to this Project Plan and its Subsidiary Management Plans. The project team will consist of personnel from the *[coding group, quality control/assurance group, technical writing group, and testing group, list all the team group here]*. The project manager will work with all resources to perform project planning. 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.

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.

## Goals and Objectives.

*[below list points how to list the project goals and objectives]*.

* Define the goals and objectives of the project.
* Describe any considerations of goals or objectives to be excluded from the project or the deliverables.
* Identify and describe the business or system needs to be satisfied by the project.
* Provide a concise summary of:
  + the project objectives,
  + the deliverables required to satisfy the project objectives, and
  + the methods by which satisfaction of the objectives will be determined.
* Describe the relationship of this project to other projects.
* If appropriate, describe how this project will be integrated with other projects or ongoing work processes.

## Stakeholders and Key Personnel

*[Provide a list of project stakeholders and key personnel, highlighting their responsibilities, roles, or how they involve in the project]*.

# Scope Management

*[Scope Management is the collection of processes which ensure that the project includes all the work required to complete it while excluding all work which is not necessary to complete it. The Scope Management Plan details how the project scope will be defined, developed, and verified. It clearly defines who is responsible for managing the projects’ scope and acts as a guide for managing and controlling the scope.*

*Project Scope Management follows a five-step process; Collect Requirements, Define Scope, Create WBS, Verify Scope, and Control Scope.*

1. *Collect Requirements – this first step is the process by which we define and document the requirements needed to meet all project objectives. The foundation of this process is the project charter and stakeholder register. From these, the team can identify requirements, collectively discuss details associated with meeting each requirement, conduct interviews and follow-on discussion to clarify the requirements, and document the requirements in sufficient detail to measure them once the project begins the execution phase. This documentation also serves as an input to the next step in the process which is to define scope.*
2. *Define Scope – this step is critical to project success as it requires the development of a detailed project/product description to include deliverables, assumptions, and constraints and establishes the framework within which project work must be performed.*
3. *Create WBS – this process breaks project deliverables down into progressively smaller and more manageable components which, at the lowest level, are called work packages. This hierarchical structure allows for more simplicity in scheduling, costing, monitoring, and controlling the project.*
4. *Verify Scope – this is the process by which the project team receives a formalized acceptance of all deliverables with the sponsor and/or customer.*
5. *Control Scope – this is the process of monitoring/controlling the project/product scope as well as managing any changes in the scope baseline. Changes may be necessary to the project scope but it is imperative they are controlled and integrated in order to prevent scope creep.]*

## Scope Overview

*[The scope for this project was defined through a comprehensive requirements collection process. First, a thorough analysis was performed on the company’s current software applications based on employee and user feedback. From this information, the project team developed the project requirements documentation, the requirements management plan, and the requirements traceability matrix for what the new software application must accomplish.*

*The project description and deliverables were developed based on the requirements collection process and input from subject matter experts in software design, technical support, programming and business applications. This process of expert judgment provided feedback on the most effective ways to meet the original requirements of providing a new software platform from which the company can improve its financial tracking and internal financial processes.]*

:

## Project Scope Statements

*[The project scope statement details the project’s deliverables and the work necessary to create these deliverables. The Project Scope Statement should contain the following components:*

* *Product Scope Description – describes what the project will accomplish*
* *Product Acceptance Criteria – describes what requirements must be met in order for the project to be accepted as complete*
* *Project Deliverables – detailed list of deliverables the project will result in*
* *Project Exclusions – description of work that is not included in the project and outside of the scope*
* *Project Constraints – lists limits on resources for time, money, manpower, or equipment (capital)*
* *Project Assumptions – describes the list of assumptions the project team and stakeholders are working under to complete the project*

*The project scope statement provides a detailed description of the project, deliverables, constraints, exclusions, assumptions, and acceptance criteria. Additionally, the scope statement includes what work should not be performed in order to eliminate any implied but unnecessary work which falls outside the of the project’s scope.]*

## Work Breakdown Structure

*[If this project have a detailed WBS, you can list it here. Or you can remove this section out*

*The Work Breakdown Structure (WBS) and Work Breakdown Structure Dictionary are key elements to effective scope management. This section should discuss how the project scope is to be subdivided into smaller deliverables in the WBS and WBS Dictionary and how these smaller components are managed during the life of the project.*

*In order to effectively manage the work required to complete this project, it will be subdivided into individual work packages which will not exceed 40 hours of work. This will allow the Project Manager to more effectively manage the project’s scope as the project team works on the tasks necessary for project completion. The project is broken down into three phases: the design phase; the programming phase; and the testing phase. Each of these phases is then subdivided further down to work packages which will require no more than 40 hours of work and no less than 4 hours of work (see WBS structure below).]*



***Work Breakdown Structure (WBS)***

*[In order to more clearly define the work necessary for project completion the WBS Dictionary is used. The WBS Dictionary includes an entry for each WBS element. The WBS Dictionary includes a detailed description of work for each element and the deliverables, budget and resource needs for that element. The project team will use the WBS Dictionary as a statement of work for each WBS element.]*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Level | WBS Code | Element Name | Description of Work | Deliverables | Budget | Resources |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

***WBS Dictionary***

# Schedule Management

The project schedule is the roadmap for how the project will be executed. Schedules are an important part of any project as they provide the project team, sponsor, and stakeholders a picture of the project’s status at any given time. The purpose of the schedule management plan is to define the approach the project team will use in creating the project schedule. This plan also includes how the team will monitor the project schedule and manage changes after the baseline schedule has been approved. This includes identifying, analyzing, documenting, prioritizing, approving or rejecting, and publishing all schedule-related changes.

## Project Milestones

The following will be designating as milestones for the project schedule:

* Completion of scope statement and WBS/WBS Dictionary
* Baselined project schedule
* Approval of final project budget
* Project kick-off
* Approval of roles and responsibilities
* Requirements definition approval
* Completion of data mapping/inventory
* Project implementation
* Acceptance of final deliverables

The table below lists the milestones for this project, along with their estimated completion timeframe:

|  |  |
| --- | --- |
| Milestones | Estimated Completion Timeframe |
| [Insert milestone information (e.g., Project planned and authorized to proceed)] | [Insert completion timeframe (e.g., Two weeks after project concept is approved)] |
|  |  |

## High Level Project Schedule

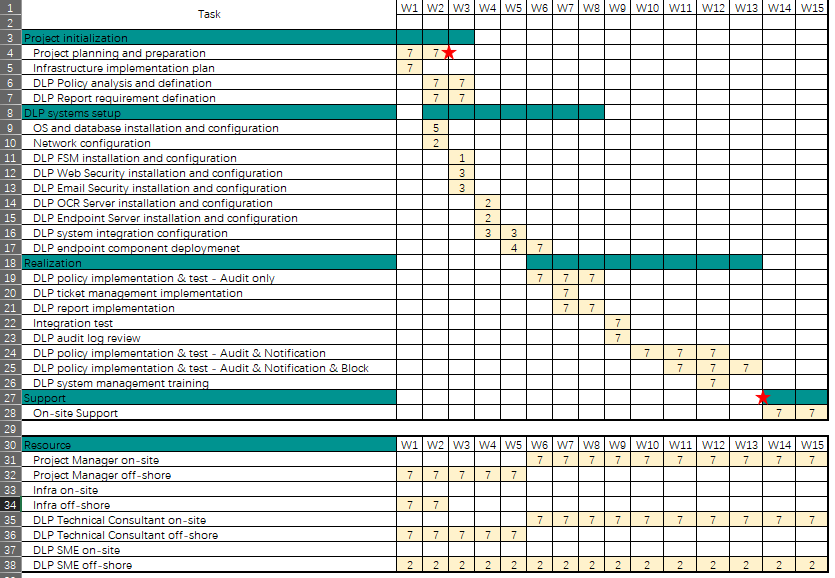
*[Effective schedule management is necessary for ensuring tasks are completed on time, resources are allocated appropriately, and to help measure project performance. This section should include discussion of the scheduling tool/format, schedule milestones, and schedule development roles and responsibilities.]*

*[If you have a high level schedule, Put high level Schedule Chart or Schedule document here. Or you can remove this section]*

## Detailed Project Schedule with Resource

*[This is the section details here. Put detailed schedule Chart or Schedule document here.]*

PEAPROS will schedule the project with below project detailed schedule chart:



## Schedule Management Document Template

*[Schedule Management can also put in another document; you can reference the schedule management document template in Appendix for reference and move these sections to the document. Or you can remove this section]*

# Project Implementation

*[This section should include a high-level description of how this System is designed. It should also provide what the new system is intended for or is intended to replace. More detailed descriptions of the architecture and system components will be described throughout subsequent sections of the system design document.]*

## Technical Solution

*[Optionally provide a high-level graphical overview of the system. This can be in the form of a physical layout diagram, a top-level functional block diagram, or some other type of diagram that depicts the system and its environment.]*

### Infrastructure Solution

*[Specify the Solution for establishing and maintaining the development environment (hardware, operating system, network and software), and the policies, procedures, standards, and facilities required to conduct the IM/IT project. These resources may include workstations, local area networks, software tools for analysis, design implementations, testing, desks, office space, and provisions for physical security, administrative personnel, and janitorial services.]*

### System Solution

*[put the section detail here].*

### Feature of System Implementation

*[put the section detail here].*

### Configuration of System Implementation

*[put the section detail here].*

### Integration of System Implementation

*[put the section detail here].*

### System Operation Management

*[put the section detail here].*

## Implementation Methodology (Model)

*[Describe the product development life cycle that the project will use. Examples include waterfall, iterative, and incremental (e.g., evolutionary, spiral, or agile). If an iterative or incremental model is used, identify clear milestones and provide the planned iteration number for each task in the work breakdown structure. The project’s Gantt chart should reflect the model used. Identify checkpoints at which management reviews are needed.].*

PEAPROS will adapt the project implementation process with the agile methodology because the project is with large size, high rates of change, complexity, and risk. PEAPROS could support faster implementation life cycle, flexible accepting changes, and customer focused approach with high satisfaction with an iterative deliverables of the solution.

*[Or]*

PEAPROS will adapt the project implementation process with waterfall methodology because the project is with small size, and all the requirements and objectives are very easily understandable. PEAPROS could provide a more predictive planning strategy that utilizes specific steps and milestones to control the process with a faster delivery, well documented, and easily adaptable method for the next shifting team.

## System Design Document Template

*[Project Implementation can also put in another document; you can reference the implementation document template in Appendix for reference and move these sections to the document. Or you can remove this section]*

# Change Management

*[Change management manages the people side of a change that is being introduced by a project. It is a process that can be followed to assess the impact of a change on stakeholders and how to transition them through the change. Effective organizational change management will increase the likelihood of success for the project by achieving the desired behavioral outcomes that enable the delivery of value.*

*The objectives of change management are to:*

* *Respond to the customer’s changing business requirements while maximizing value and reducing incidents, disruption and re-work.*
* *Respond to the business and IT requests for change that will align the services with the business needs.*
* *Ensure that changes are recorded and evaluated, and that authorized changes are prioritized, planned, tested, implemented, documented and reviewed in a controlled manner.*
* *Ensure that all changes to configuration items are recorded in the configuration management system*
* *Optimize overall business risk – it is often correct to minimize business risk, but sometimes it is appropriate to knowingly accept a risk because of the potential benefit.]*

The Change Management Plan was created for the *[Project Name]* in order to set expectations on how the approach to changes will be managed, what defines a change, the purpose and role of the change control board, and the overall change management process. All stakeholders will be expected to submit or request changes to the *[Project Name]* in accordance with this Change Management Plan and all requests and submissions will follow the process detailed herein.

## Change Management Approach

The Change Management approach for the *[Project Name]* will ensure that all proposed changes are defined, reviewed, and agreed upon so they can be properly implemented and communicated to all stakeholders. This approach will also ensure that only changes within the scope of this project are approved and implemented.

The Change Management approach is not to be confused with the Change Management Process which will be detailed later in this plan. The Change Management approach consists of three areas:

* Ensure changes are within scope and beneficial to the project
* Determine how the change will be implemented
* Manage the change as it is implemented

The Change Management process has been designed to make sure this approach is followed for all changes. By using this approach methodology, the *[Project Name]* Team will prevent unnecessary change from occurring and focus its resources only on beneficial changes within the project scope.

## Definitions of Change

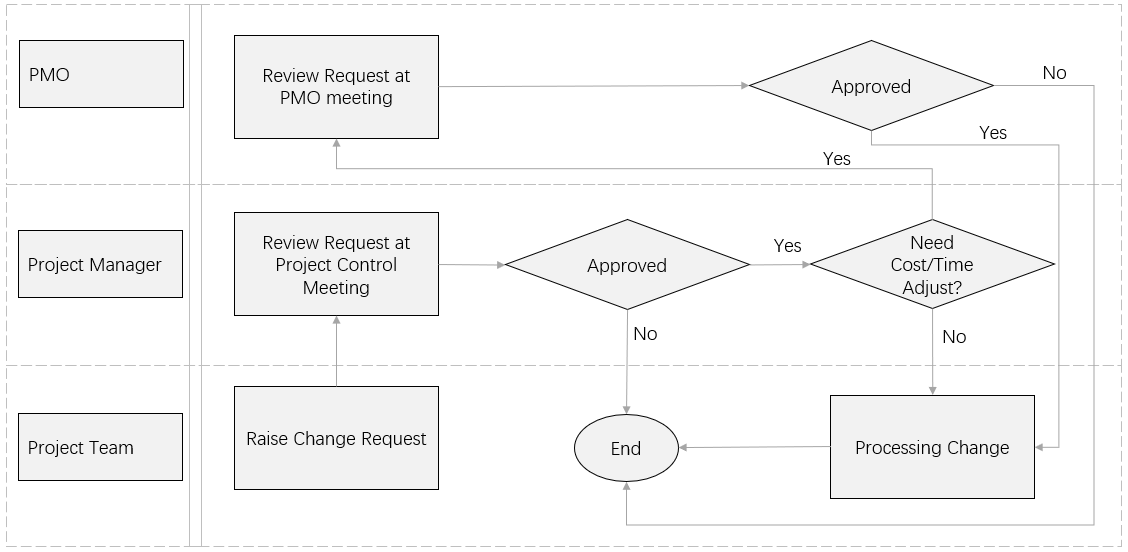
There are several types of changes which may be requested and considered for the *[Project Name]*. Depending on the extent and type of proposed changes, changes project documentation and the communication of these changes will be required to include any approved changes into the project plan and ensure all stakeholders are notified. Types of changes include:

* Scheduling Changes: changes which will impact the approved project schedule. These changes may require fast tracking, crashing, or re-baselining the schedule depending on the significance of the impact.
* Budget Changes: changes which will impact the approved project budget. These changes may require requesting additional funding, releasing funding which would no longer be required, or adding to project or management reserves. May require changes to the cost baseline.
* Scope Changes: changes which are necessary and impact the project’s scope which may be the result of unforeseen requirements which were not initially planned for. These changes may also impact budget and schedule. These changes may require revision to WBS, project scope statement, and other project documentation as necessary.

The project manager must ensure that any approved changes are communicated to the project stakeholders. Additionally, as changes are approved, the project manager must ensure that the changes are captured in the project documentation where necessary. These document updates must then be communicated to the project team and stakeholders as well.

## Change Control Process

The Change Control Process for the *[Project Name]* will follow the organizational standard change process for all projects. The project manager has overall responsibility for executing the change management process for each change request.



1. Identify the need for a change, and raise the change request
2. Project Manager will conduct a preliminary analysis on the impact of change to risk, cost, schedule, and scope. And Project Manager will submit the request to the Project Control meeting for review.
3. Project Control Meeting will decide whether this change is approved. And submits this change to the PMO for approve if this change hit the limit of project cost or time.
4. PMO team decide whether or not this change will be approved with the project time and cost update.
5. If a change is approved by the PMO or directly approved by the Project Control meeting, Project manager will update and re-baseline project document and the Project team will implement this change.

## Document Template for Change Management

*[Project Change plan can also put in another document; you can reference the change document template in Appendix for reference and move these sections to the document. Or you can remove this section]*

# Quality Management

*[*

* *Specify or reference the quality assurance plan for the project, containing the information identified in the following lines.*
* *Specify the plans for assuring that the project fulfills its commitments to the process and the outcomes as specified in the requirements specification, the Project Management Plan, supporting plans and any standards, procedures, or guidelines to which the process or the product must adhere.*
* *As applicable, specify the quality assurance procedures to be used, such as analysis, inspection, review, audit, and assessment.*
* *Indicate the relationship among the quality assurance, verification and validation, review, audit, configuration management, system engineering, and assessment processes.]*

The Quality Management Plan for the *[Project Name]* will establish the activities, processes, and procedures for ensuring a quality *[product or system]* upon the conclusion of the project. The purpose of this plan is to:

* Ensure quality is planned
* Define how quality will be managed
* Define quality assurance activities
* Define quality control activities
* Define acceptable quality standards

## Quality Management Approach

The quality management approach for the *[Project Name]* will ensure quality is planned for *[both the product and processes]*. In order to be successful, this project will meet its quality objectives by utilizing an integrated quality approach to define quality standards, measure quality and continuously improve quality.

*[for the production delivery project, please keep below Product quality section]*

Product quality for the *[Project Name]* will be defined by the *[Customer]*’s current standards and criteria. The focus is on the project’s deliverable and the standards and criteria being used will ensure the product meets established quality standards and customer satisfaction.

*[for the system delivery, please keep below process quality section]*

Process quality for the *[Project Name]* will focus on the processes by which the project deliverable will be manufactured. Establishing process quality standards will ensure that all activities conform to an organizational standard which results in the successful delivery of the product.

The project team will work with the Quality Group to define and document all organizational and project specific quality standards for both product and processes. All quality documentation will become part of the *[Project Name]* Project Plan and will be transitioned to operations upon the successful completion of the project.

Metrics will be established and used to measure quality throughout the project life cycle for the *[product and processes]*. The Quality Group Manager will be responsible for working with the project team to define these metrics, conduct measurements, and analyze results. These *[product and process]* measurements will be used as one criterion in determining the success of the project and must be reviewed by the project sponsor. Metrics will include:

* Schedule
* Resources
* Cost
* Process performance
  + Manufacturing line utilization
  + Material waste
* Product performance
  + Attenuation
  + Tensile strength
* Customer Satisfaction

Quality improvements will be identified by any member of the project team or quality group. Each recommendation will be reviewed to determine the cost versus benefit of implementing the improvement and how the improvement will impact the product or processes. If an improvement is implemented the project manager will update all project documentation to include the improvement and the quality manager will update the organizational documentation the improvement affects.

## Quality Requirements/Standards

*[for product deliverable project, please keep this Product Quality part]*

**Product Quality:**

The product quality standards and requirements will be determined by the project team and quality group. These standards will primarily be based on the *[Customer]*’s documented standards. There may be product-specific quality standards identified that are not currently part of the documented organizational standards. In this case, the quality group will review these newly identified standards and incorporate them into organizational documentation if approved. The project team will also document any newly identified quality standards into the *[Project Name]* plan and ensure communication with all stakeholders.

*[for system deliverable project, please keep this Process Quality part]*

**Process Quality:**

The process quality standards and requirements will be determined by the project team and quality group. Many of these standards will be based on existing *[Customer]* process standards. However, it is anticipated that there will be several unique steps in the manufacturing of the product which will require new quality standards. The *[Project Name]* team will work with the quality group to establish acceptable standards and document these standards for incorporation into both organizational process documents as well as the *[Project Name]* plan. These standards will be communicated to all project stakeholders.

## Quality Assurance

The quality assurance of the *[Project Name]* focuses on the *[system build processes]*. In order to ensure quality, an iterative quality process will be used throughout the project life cycle. This iterative process includes measuring process metrics, analyzing process data, and continuously improving the processes.

The *[Project Name]* Project Manager and the project team will perform assessments at planned intervals throughout the project to ensure all processes are being correctly implemented and executed. Key performance metrics for the *[system]* include *[system designing, implementing, deploying, configuring and post-operating]*.

*[you can delete below if not metrics]*

The table below provides the key quality assurance metrics for the *[Project Name]*.

|  |  |  |  |
| --- | --- | --- | --- |
| **Process Action** | **Acceptable Process Standards** | **Process Phase** | **Assessment Interval** |
|  |  |  |  |

The quality manager will provide day to day quality management and conduct process audits on a weekly basis, monitor process performance metrics, and assure all processes comply with project and organizational standards. If discrepancies are found, the quality manager will meet with the Project Manager and review the identified discrepancies.

The Project Manager will schedule regularly occurring project, management, and document reviews. In these reviews, an agenda item will include a review of project processes, any discrepancies and/or audit findings from the quality manager, and a discussion on process improvement initiatives.

Process improvement is another aspect of quality assurance. Quality assurance reviews, findings, and assessments should always result in some form of process improvement and, as a result, product improvement. All process improvement efforts must be documented, implemented, and communicated to all stakeholders as changes are made.

## Quality Control

The quality control of the *[Project Name]* focuses primarily on the *[production delivered and deployed]* and the acceptable standards and performance. The quality performance standards for the *[Project Name]* are in accordance with the organizational standards of performance of all *[production]*. *[However, there are several project-specific quality standards which were established specifically for the Project Name]*. Key performance metrics for the product include [*product manufacturing, delivering, deploying, configuring and post-operating].* The table below illustrates all performance and physical quality standards for the *[Project Name]*:

|  |  |  |  |
| --- | --- | --- | --- |
| **Product** | **Physical/Performance Standards** | **Quality Assessment Activities** | **Assessment Intervals** |
|  |  |  |  |

The project team will perform all physical measurements on the products. The project team will perform testing and will provide the results. The quality group will ensure all physical and performance standards are met for each product, perform audits, and assist the project team with creating or updating all documentation related to product quality.

The Project Manager will schedule regularly occurring project, management, and document reviews. In these reviews, an agenda item will include a review of products, any discrepancies and/or audit findings from the quality manager, and a discussion on product improvement initiatives.

It is imperative to the success of the project that all of the established physical and performance standards are met. By doing so, the *[Project Name]* Team will ensure that the product achieves the high level of customer satisfaction anticipated and that future operational production will be in line with budget and resource allocations.

## Quality Control Measurements

All *[Project Name]* *[products and processes]* must be measured and fall within the established standards and tolerances. The below logs will be used by the project and quality teams in conducting these measurements and will be maintained for use as supporting documentation for the project’s acceptance.

Quality Assurance Log

Trial # Date Process Measured Required Value Actual Measured Acceptable? (Y/N) Recommendation Date Resolved

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Process Measured | Required Value | Actual Measured | Acceptable(Y/N) |
|  |  |  |  |  |

Quality Control Log

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Process Measured | Required Value | Actual Measured | Acceptable(Y/N) |
|  |  |  |  |  |

## Document Template for Quality Management

*[Project Quality Management plan can also put in another document; you can reference the Quality Management document template in Appendix for reference and move these sections to the document. Or you can remove this section]*

# Risk Management

*[Specify the risk management plan for identifying, analyzing, and prioritizing project risk factors.*

*Specify plans for assessing initial risk factors and for the ongoing identification, assessment, and mitigation of risk factors throughout the life cycle of the project.*

*Describe the following:*

* *procedures for contingency planning,*
* *procedures for tracking the various risk factors,*
* *procedures for evaluating changes in the levels of the risk factors and responding to changes in the levels of the risk factors,*
* *risk management work activities,*
* *procedures and schedules for performing risk management work activities,*
* *risk documentation and reporting requirements,*
* *organizations and personnel responsible for performing specific risk management activities, and*
* *procedures for communicating risks and risk status among the various customer, project and subcontractor organizations.*
* *Identify and describe the applicable impact of any of the following risk factors:*
* *risks in the customer project relationship,*
* *contractual risks,*
* *technological risks,*
* *risks caused by the size and complexity of the product,*
* *risks in the development and target environments,*
* *risks in personnel acquisition, skill levels and retention*
* *risks to schedule and budget, and*
* *risks in achieving customer acceptance of the deliverables.]*

This section explains why risks exist and highlights the purpose and importance of the risk management plan. It provides a general description of why risk management is essential to effectively managing a project and describes what is needed before risk management can begin.

As organizations begin new projects, they begin operating in an area of uncertainty that comes along with developing new and unique products or services. By doing so, these organizations take chances which results in risk playing a significant part in any project. The purpose of the risk management plan is to establish the framework in which the project team will identify risks and develop strategies to mitigate or avoid those risks. However, before risks can be identified and managed, there are preliminary project elements which must be completed. These elements are outlined in the risk management approach.

## Risk Management Approach

*[This section of the Risk Management Plan provides a general description for the approach taken to identify and manage the risks associated with the project. It should be a short paragraph or two summarizing the approach to risk management on this project.]*

The approach we have taken to manage risks for this project included a methodical process by which the project team identified, scored, and ranked the various risks. 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 *[bi-weekly]* project team meetings, but only when the meetings include their risk’s planned timeframe. Upon the completion of the project, during the closing process, the project manager will analyze each risk as well as the risk management process. Based on this analysis, the project manager will identify any improvements that can be made to the risk management process for future projects. These improvements will be captured as part of the lessons learned knowledge base.

## Risk Identification

*[Here the Risk Management Plan explains the process by which the risks associated with this project were identified. It should describe the method(s) for how the project team identified risks, the format in which risks are recorded, and the forum in which this process was conducted. Typical methods of identifying risks are expert interview, review historical information from similar projects and conducting a risk assessment meeting with the project team and key stakeholders.]*

For this project, risk identification was conducted in the initial project risk assessment meeting. The method used by the project team to identify risks was the Crawford Slip method. The project manager chaired the risk assessment meeting and distributed notepads to each member of the team and allowed 10 minutes for all team members to record as many risks as possible.

**Expert Interview**

Two Expert Interviews were held for this project. The interviews revealed several risks which were then mitigated by making changes to the project plan. The remaining risks are included in the Risk Register.

**Risk Assessment Meeting**

A risk assessment meeting was held with key team members and stakeholders. The risks identified during this meeting were added to the project plan and Risk Register.

**Historical Review of Similar Projects**

The project team reviewed the history of similar projects in order to determine the most common risks and the strategies used to mitigate those risks.

## Risk Qualification and Prioritization

*[Once risks are identified it is important to determine the probability and impact of each risk in order to allow the project manager to prioritize the risk avoidance and mitigation strategy. Risks which are more likely to occur and have a significant impact on the project will be the highest priority risks while those which are more unlikely or have a low impact will be a much lower priority. This is usually done with a probability – impact matrix. This section explains risks were qualified and prioritized for this project. For more information on how to qualify and prioritize risks refer to our Risk Assessment Meeting Guide.]*

In order to determine the severity of the risks identified by the team, a probability and impact factor was assigned to each risk. This process allowed the project manager to prioritize risks based upon the effect they may have on the project. The project manager utilized a probability-impact matrix to facilitate the team in moving each risk to the appropriate place on the chart.

Once the risks were assigned a probability and impact and placed in the appropriate position on the chart, the recorder captured the finished product and the project manager moved the process on to the next step: risk mitigation/avoidance planning.

## Risk Monitoring

*[This section of the Risk Management Plan template should discuss how the risks in the project will be actively monitored. One effective way to monitor project risks is to add those risks with the highest scores to the project schedule with an assigned risk manager. This allows the project manager to see when these risks need to be monitored more closely and when to expect the risk manager to provide status updates at the bi-weekly project team meetings. The key to risk monitoring is to ensure that it is continuous throughout the life of the project and includes the identification of trigger conditions for each risk and thorough documentation of the process.]*

The most likely and greatest impact risks have been added to the project plan to ensure that they are monitored during the time the project is exposed to each risk. At the appropriate time in the project schedule a Risk Manager is assigned to each risk. During the *[bi-weekly]* project team meeting the Risk Manager for each risk will discuss the status of that risk; however, only risks which fall in the current time period will be discussed. Risk monitoring will be a continuous process throughout the life of this project. As risks approach on the project schedule the project manager will ensure that the appropriate risk manager provides the necessary status updates which include the risk status, identification of trigger conditions, and the documentation of the results of the risk response.

## Risk Mitigation and Avoidance

*[Once risks have been qualified, the team must determine how to address those risks which have the greatest potential probability and impact on the project. This section of the Risk Management Plan explains the considerations which must be made and the options available to the project manager in managing these risks.]*

The project manager has led the project team in developing responses to each identified risk. As more risks are identified, they will be qualified and the team will develop avoidance and mitigation strategies. These risks will also be added to the Risk Register and the Project Plan to ensure they are monitored at the appropriate times and are responded to accordingly. If necessary, the Risk Management Plan will be updated.

The risks for this project will be managed and controlled within the constraints of time, scope, and cost. All identified risks will be evaluated in order to determine how they affect this triple constraint. The project manager, with the assistance of the project team, will determine the best way to respond to each risk to ensure compliance with these constraints.

In extreme cases it may be necessary to allow flexibility to one of the project’s constraints. Only one of the constraints for this project allows for flexibility as a last resort. If necessary, funding may be added to the project to allow for more resources in order to meet the time (schedule) and scope constraints. Time and scope are firm constraints and allow for no flexibility. Again, the cost constraint is flexible only in extreme cases where no other risk avoidance or mitigation strategy will work.

## Risk Register

*[Every project must maintain a risk register in order to track risks and associated mitigation strategies. This section describes the risk register criteria as well as where the risk register is maintained and how these risks are tracked in the project schedule.]*

The Risk Register for this project is a log of all identified risks, their probability and impact to the project, the category they belong to, mitigation strategy, and when the risk will occur. The register was created through the initial project risk management meeting led by the project manager. During this meeting, the project team identified and categorized each risk. Additionally, the team assigned each risk a score based on the probability of it occurring and the impact it could potentially have. The Risk Register also contains the mitigation strategy for each risk as well as when the risk is likely to occur.

Based on the identified risks and timeframes in the risk register, each risk has been added to the project plan. At the appropriate time in the plan—prior to when the risk is most likely to occur—the project manager will assign a risk manager to ensure adherence to the agreed upon mitigation strategy. The risk manager will provide the status of their assigned risk at the *[bi-weekly]* project team meeting for their risk’s planned timeframe.

The Risk Register will be maintained as an appendix to this Document

## Risk Management Document Template

*[Project Risk Management plan can also put in another document; you can reference the Risk Management document template in Appendix for reference and move these sections to the document. Or you can remove this section]*

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# Communication Management

*[The purpose of the Communications Management Plan is to define the communication requirements for the project and how information will be distributed. The Communications Management Plan defines the following:*

* *What information will be communicated—to include the level of detail and format*
* *How the information will be communicated—in meetings, email, telephone, web portal, etc.*
* *When information will be distributed—the frequency of project communications both formal and informal*
* *Who is responsible for communicating project information*
* *Communication requirements for all project stakeholders*
* *What resources the project allocates for communication*
* *How any sensitive or confidential information is communicated and who must authorize this*
* *How changes in communication or the communication process are managed*
* *The flow of project communications*
* *Any constraints, internal or external, which affect project communications*
* *Any standard templates, formats, or documents the project must use for communicating*
* *An escalation process for resolving any communication-based conflicts or issues]*

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.

## Communications Management Approach

*[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. In this section give an overview of your communications management approach.]*

The Project Manager will take a proactive role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix presented in this document. 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.

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.

## Communications Management Constraints

*[All projects are subject to limitations and constraints as they must be within scope and adhere to budget, scheduling, and resource requirements. Project planning and documentation are no exception to this rule. There may also be legislative, regulatory, technology, or organizational policy requirements which must be followed as part of communications management. These constraints must be clearly understood and communicated to all stakeholders. While communications management is arguably one of the most important aspects of project management, it must be done in an effective manner and within the constraints of the allocated budget, time, and resources.]*

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 in order 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.

## Stakeholder Communication Requirements

As part of identifying all project stakeholders, the project manager will communicate with each stakeholder in order 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.

## Communication Methods and Technologies

*[Many times, the methods and technologies used to communicate are just as important of a consideration as the information being communicated. Imagine a large project with many stakeholders who all have different technological capabilities. Some may have access to a share drive while others do not. Some may have access to video teleconferencing and others only have telephone and email capabilities. In order to be effective, project information must be communicated to everyone involved by some method using available technology. Determining communication methods and what technologies are available should be part of determining stakeholder communication requirements.]*

The project team will determine, in accordance with *[Customer]* organizational policy, the communication methods and technologies based on several factors to include: stakeholder communication requirements, available technologies (internal and external), and organizational policies and standards.

*[Customer maintains a SharePoint platform within the PMO which all projects use to provide updates, archive various reports, and conduct project communications. This platform enables senior management, as well as stakeholders with compatible technology, to access project data and communications at any point in time. SharePoint also provides the ability for stakeholders and project team members to collaborate on project work and communication.]*

*For stakeholders who do not have the ability to access SharePoint, a web site will also be established for the project. Access to the website will be controlled with a username and password. Any stakeholders identified who are not able to access SharePoint will be issued a unique username and password in order to access the web site. The project manager is responsible for ensuring all project communications and documentation are copied to the web site and that the content mirrors what is contained on the SharePoint platform.*

*Customer maintains software licenses for MS Project software. All project teams are responsible for developing, maintaining, and communicating schedules using this software. PERT Charts are the preferred format for communicating schedules to stakeholders. The project schedule will be maintained on both the SharePoint platform and the project website.]*

All project communication and documentation, in addition to being maintained on the SharePoint platform and project website, will be archived on the internal ABC Corp. shared drive which resides in the PMO program directory. Organizational naming conventions for files and folder will be applied to all archived work.

## Communications Matrix

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Type | Objective | Medium | Frequency | Owner | Audience | Deliverable |
| Kickoff Meeting | Introduce the project team and the project. Review project objectives and management approach. | Face to face | Once | Project Manager | Project Sponsor,  Project Team,  Stakeholders | Agenda,  Meeting minutes |
| Project Team Meeting | Review status of the project with team | Face to face.  Conference call | Weekly | Project manager | Project team | Agenda,  Meeting minutes  Project schedule |
| Technical Design Meeting | Discuss and develop technical design solutions | Face to face,  Conference call | As needed | Technical Lead | Project technical team members | Agenda,  Meeting minutes |
| Project status meeting | Report the status of the project | Face to face  Conference call | Monthly | Project Manager | PMO | Slides,  Project schedule |
| Project status report | Report the status of the project include activities, progress, cost and issues. | Email | Monthly | Project manager | Project sponsor  Project team  Stakeholders  PMO | Project status report |

## Communication Management Document Template

*[Project Communication Management plan can also put in another document; you can reference the Communication Management document template in Appendix for reference and move these sections to the document. Or you can remove this section]*

# Project Organization

*[This section explains the purpose and importance of having a human resources management plan. It should provide a general description of what the plan includes and explain how the project manager and project team can use the plan to help them manage the project effectively.]*

**Project Manager**

Director, Policy and Planning Unit

**Project Board**

*[Key Personals or headers]*

**Project Assurance**

OPM – Private Sector Partnership

**Project Support**

Economist, Policy and Planning Unit

**Project Organization Structure**

**Consultancy**

International Consultant (GPRS

**National Partners**

Sector Stakeholders, NGOs, Civil Society, Private Sector, Donors

**Technical Support**

TA UNDP Regional Office

Regional TA

A Project Board will be established with responsibility for providing oversight to the project management through approval of project plans, revisions and offering of guidance on management decisions. The Project Board’s decisions will also monitor the performance of the project activities in line with the envisaged outputs, work plan and deliverables. In order to ensure *[Customer]*’s ultimate accountability, the Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity, transparency and effective international competition.

The membership of the Project Board will include representatives of the *[Key Personals and department Headers list]*. The Project Board will be co-chaired by a representative of the government of *[Customer]*. The first meeting of the Project Board will take place within 30 days of the start of the project, and will include agreement on its modalities and terms of reference. Following meetings will be held at regular intervals of at least once a *[quarter/month/week]* or as frequent as necessary when required by the project. It is expected that the meetings will be more frequent in periods of peak activity. Minutes of meetings will be taken; minutes of previous meetings will be circulated in advance.

The Project Board will provide guidance and approve work plans and revisions. In order to ensure *[Customer]*’s ultimate accountability, the Board decisions should be made in accordance to standards that shall ensure best value for cost, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. *Based on the approved Project Management Plan, the Project Board may review and approve new plans when required and authorizes any major deviation from these agreed plans*. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

The Project Board will decide the frequency of meetings to review and approve activities under the project work plan and will review the project modifications if needed. The project will produce project status reports that track progress, difficulties in implementations and areas needing adjustments. The Board will, at its meetings, review reports from the project management and project staff support.

## Project Human Resource Plan

*[Project Organization Plan can also put in another document; you can reference the implementation document template in Appendix for reference and move these sections to the document. Or you can remove this section]*

# Monitor Management

Project monitoring involves tracking a project’s metrics, progress, and associated tasks to ensure everything is completed on time, on budget, and according to project requirements and standards. Project monitoring also includes recognizing and identifying roadblocks or issues that might arise during the project’s execution, and taking action to rectify these problems.

PEAPROS will provide the Project Status Report document to monitor and track the Project status.

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## Monitor Management Document Template

*[Project Monitor Management plan can also put in another document; you can reference the Monitor document template in Appendix for reference and move these sections to the document. Or you can remove this section]*

# Project Deliverables

* Identify and list the following, as required to satisfy the terms of the project charter or contract:
  + project deliverables (either directly in this Plan, or by reference to an external document),
  + delivery dates,
  + delivery location, ands
  + quantities required.
* Specify the delivery media.
* Specify any special instructions for packaging and handling.

## System/Software Deliverable

List the systems or software will be implemented in this project:

## Document Deliverables

* Specify the plans for generating non deliverable and deliverable project documentation.
* Specify the organizational entities responsible for providing input information, and for generating and reviewing the project documentation.
* Specify the following information or object identification:
  + list of documents to be prepared,
  + controlling template or standard for each document,
  + who will prepare each document.
  + who will review each document.
  + due dates for review copies,
  + due dates for initial baseline versions, and
  + a distribution list for review copies and baseline versions and quantities required.

### Requirement Document List

List the Requirement documents here in the project.

### Design Document List

List the Design/Solution documents here in the project.

### Implementation Document List

List the install and configuration document in the project.

### Operation Document List

This is Operation/Maintenance Document list here.

### Issue Document List

This is the issue document in the project here.

* Specify the resources, methods, tools, techniques and procedures to be used in reporting, analyzing, prioritizing and processing issues during the project.
* Indicate the roles of development, configuration management, the change control board, and verification and validation in issue resolution work activities.
* Provide for separate tracking of effort expended on problem reporting, analysis and resolution, so that rework can be tracked and process improvement accomplished.

Other documents which need to delivery to customer listed below.

## Knowledge/Training Deliverables

*[This section should include a general description of the training plan and an overview of what the plan will include. There is not much need for detailed information in this section as the details will be included in subsequent sections throughout the document. This section may include the purpose of the training and goals the training was designed to accomplish.]*

This training plan, developed by PEAPROS, is designed to outline the objectives, requirements, strategy, and methodology to be used when providing Training. The purpose of this training is to train Customer Staff on various commonly used Agile Project Management methodologies and tools. This training will enable Customer Staff to work more closely with their clients to introduce Agile methodologies into their current project management practices.

### Training Needs and Skills Analysis

*[This section should describe various aspects of the training to include the following: organizational needs, training development approach, target audience, learning objectives, and skills required to meet learning objectives. This section is important in establishing the foundation of the overall training plan. It provides a description of what the organization’s needs are, how the training was developed, and the skills and learning objectives required to meet these needs.]*

PEAPROS has identified the needed skills for operation and management of the [Project systems] for [Customer staffs or teams]. As our clients have expressed a desire to move into the daily operation and maintenance of the [project systems] , PEAPROS’s employees must be better positioned to help customers achieve this objective. PEAPROS has worked to develop a Training Program to address this need. The target audience for this training is [customer staff /department or teams].

The learning objectives for this training are:

* Understand the infrastructure of the system
* Ability for the daily operation of the system
* Ability for the system management
* Ability of the issue tacking or analyzing about the system
* …

### Training Schedule

*[All training events should have a formal schedule established. This provides students, facilitators, and management with awareness of the course of instruction. The schedule should be formally planned and include all blocks of instruction as well as planned breaks. This section should provide a detailed layout of the training schedule.]*

PEAPROS’s Training Program will span *[three (3) days]* in accordance with the following training schedule:

Day 1:

|  |  |  |  |
| --- | --- | --- | --- |
| **Time** | **Subject** | **Location** | **Materials Required** |
| 8:00 - 11:00 | Introductions of the project | ECR | Pen/Pencil, notebook |
| 14:00 - 17:00 | Agile Theory 1 | ECR | Pen/Pencil, notebook |

Day 2:

|  |  |  |  |
| --- | --- | --- | --- |
| **Time** | **Subject** | **Location** | **Materials Required** |
| 8:00 – 8:30 | Review of Day 1 | ECR | Pen/Pencil, notebook |
| 8:30 – 10:00 | Kanban Method | ECR | Pen/Pencil, notebook |
| 10:00 – 10:15 | Break | ECR/Lounge | Pen/Pencil, notebook |
| 10:15 – 11:45 | Scenario #3 | ECR | Pen/Pencil, notebook |

### Training Reference

|  |  |  |  |
| --- | --- | --- | --- |
| **Reference** | **Document/Version #** | **Format** | **Storage Location** |
| Product Guide | v1.0 | PDF | Shared Drive “System Training” Folder |
| Product Administration Guide | v1.0 | PDF | Shared Drive “System Training” Folder |

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# Project Acceptance

* Specify the plan for customer acceptance of the deliverables generated by the project.
* Specify objective criteria for determining acceptability of the deliverables.
* Reference a formal agreement of the acceptance criteria signed by representatives of the organization or the customer.
* Specify any technical processes, methods, or tools required for deliverable acceptance, such as testing, demonstration, analysis and inspection.

*[Start Sample of the Project Acceptance Statement]*

This document establishes formal acceptance of all the deliverables for the *[Project Name]* project. The *[Project Name]* project has met all the acceptance criteria as defined in the requirements document and project scope statement. A project audit has been performed to verify that all deliverables meet performance and product requirements. Additionally, a product evaluation has been performed and determined that all products meet the quality and functional requirements defined within this project.

Transition to Operations has been completed. The live system has been handed over to Operations and the transfer of knowledge from the Project Team to Operations has also been completed. All training has concluded and the System Operations Guide has been handed over to Operations.

The Project Manager is authorized to continue with the formal close out of this project. The closeout process will include a post-project review, documentation of lessons learned, release of the Project Team, close out all procurements and archive all relevant project documents. Once the closing process is completed the Project Sponsor will be notified and the Project Manager will then be released from the project.

*[End Sample of the Project Acceptance Statement]*

# Post Project Review

*[this section can be deleted in the project plan, but can be a reference at the project close phase for the project summary]*

## Project Summary

*[This section should provide a summary of the project which was completed. It is important that this summary captures the scope of the project and contains enough detail to provide a full understanding of the project. Since this document will communicate what went right and wrong with the project, as well as lessons learned and recommendations for future projects, it is imperative that this section provide enough background information to base the details in the rest of the document on.]*

PEAPROS recently completed the *[Project Name]* which has been transitioned to the operations group from *[Customer]*. This marks the end of a difficult but successful project.

The objective of this project was to *[Project Objectives]*. The purpose of this is to *[Project Purpose]*.

The scope of this project included a phased approach for the *[solution designing, delivery, implementation, testing, customer training, transition to customer and cutover support for the Project Name]*. Project success was defined as designing and the final project deliverables passed all function and performance testing, achieved the goal of [Project objectives], received positive customer feedback in trials, and was able to be transitioned to production without significant capital investments.

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## Project Cost

*[ delete this section if not necessary]*

*[This section should describe how the planned or budgeted costs for the project compare with the actual costs. Costs may be affected by scope creep, poor planning, schedule delays, progressive elaboration, or many other factors. This section should highlight whether or not costs were controlled adequately and if there were additional or excessive costs the reasons should be stated. It is important to communicate why costs were met or may have been higher than planned so future projects can benefit from this information in building a more effective project management methodology within the organization.]*

The budgeted cost for the *[Project name]* was set at *[Dollars]*. This cost was broken out by project phase in the following chart with actual costs compared to the planned/budgeted cost.

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Phase** | **Budgeted Cost** | **Actual Cost** | **Comments** |
| Design | $1,100,000 | $1,050,000 | Design costs came in under budget |
| Builds | $2,000,000 | $2,075,000 | Prototype builds were over budget due to errors resulting in the rebuilding of one cable |
| Testing | $250,000 | $250,000 | Testing costs were on budget |
| Trials and training | $2,500,000 | $2,400,000 | Trial cables were built and installed under budget |
| Transition to Operations | $750,000 | $750,000 | Transition costs were on budget |

Total actual costs of the *[Project Name]* amounted to *[Dollars]*. The *[Project Name]* was not only successful in meeting all of its objectives and deliverables, but by completing under budget, it also allowed *[Customer achieves other important initiatives]*.

design was completed under budget. *[reason why the design phase is under budget]*

builds was completed over budget. *[reason why the design phase is under budget]*

builds and installation was completed under budget. [*reason why the design phase is under budget]*

Testing and transition to operations completed on budget for this project. *[reason why the design phase is under budget]*.

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## Project Schedule

*[This section describes the project’s planned schedule or timeline and how the project measured against this plan. This information is helpful in identifying and understanding what may have contributed to project delays or allowed the project to complete early or on time. This can then be used by the team members on future projects or be referenced by other project teams for use on future projects. Archiving project information during the project closure phase is one of the best ways for an organization to improve its project management methodologies and effectiveness.]*

The *[Project Name]* schedule with initiation beginning on *[Date of beginning]* and project closeout ending on *[ Date of ending]*. There were initial concerns by the project team that the schedule would potentially slip due to the small number of resources assigned to the project. The below chart shows each phase of the project lifecycle, the planned schedule dates, and the actual completion dates of each phase.

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Phase** | **Scheduled Completion** | **Actual Completion** | **Comments** |
| Initiation | *[Scheduled completed date]* | *[Actual completed date]* | Completed on time |
| Design |  |  | Completed on time |
| Build |  |  | Completed on time |
| Testing |  |  | Completed on time |
| Trial Build/Install |  |  | Completed on time |
| Transition to Ops |  |  | Completed on time |
| Project Closure |  | TBD | Progressing on time |

The *[Project name]* successfully completed each phase on time which can be attributed to effective planning and communication as well as sponsor and executive level support of this important initiative. Throughout the project there was a strong sense of cooperation across the organization as the importance of this project was stressed and its benefits were realized.

During the initiation and planning phases there was concern among the team members that there were inadequate resources assigned to this project. However, due to the many similarities [experiences of our Project team], additional resources were not needed and the assigned staff was adequate to complete all work packages in the planned timeframes.

The only project phase which encountered schedule problems was the *[project phase].* This was due to a *[root cause]*. The project team was able to reallocate its resources and complete the rebuild within the planned timeframe.

## Recommendations

*[This section should highlight any recommendations and lessons learned which would be of use on future projects. This is a valuable part of the project closeout phase and organizational project archives. In the project planning phase one of the first steps is to research organizational archives to identify useful information for planning and executing a project. These recommendations and lessons learned are one of the most important pieces or project success in any effective project management group.]*

The *[Project Name]* was an example of a carefully planned and successfully executed project. However, it is not without its recommendations or lessons learned.

**Recommendation #1:**

*[Involve operations personnel during the initiation phase for new product development projects so they are involved during every step of the planning and execution process. This is imperative in establishing familiarity with the product and processes as well as establishing expectations of what operations will require during transition.]*

**Recommendation #2:**

*[Build prototype products on actual manufacturing lines with operations support. In addition to the familiarity discussed in recommendation #1, this would provide verification that manufacturing lines are configured and capable of manufacturing the new product prior to transition to operations.]*

**Recommendation #3:**

*[Researching Cable Tech project archives was extremely beneficial in establishing budgets and schedules for project phases. As a result of studying documentation from similar past projects the MicroFiber project team was able to accurately determine budgets, work packages required, and resource allocation.**]*

# Appendix

PEAPROS Project Management Schedule Management Template:



PEAPROS Project Management Schedule Management Template



PEAPROS Project Management System Design Document Template



PEAPROS Project Management Change Management Document Template



PEAPROS Project Management Change Request Form Template



PEAPROS Project Management Quality Management Document Template



PEAPROS Project Management Risk Management Document Template



PEAPROS Project Management Communication Management Document Template



PEAPROS Project Management Resource Management Document Template



PEAPROS Project Management Monitor Management Document Template

