PJM 6005- Group Assignment: Requirements Management Plan (RMP)

Enterprise Project Management (PM) Tool
Selection and Implementation Project

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The Roux Institute

PJM 6005: Project Scope Management

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Executive Summary

This Requirements Management Plan (RMP) will describe how the project and product requirements will be gathered, analyzed, documented, and managed based on the project scenario provided by the project sponsor. The RMP will be a key component in defining and managing the project and product scope by preparing for managing stakeholder requirements and stakeholder influence and impact.

Our team has divided the RMP into the following nine sections:

1. **Executive Summary.** Defines the key components of the RMP.
2. **Project Overview.** Briefly describe the business problem and the purpose for the project.
3. **Requirements Gathering Process**. Demonstrates how our team will elicit, analyze, and document requirements. We identify the tools and techniques used in collecting requirements from project stakeholders.
4. **Key Roles and Responsibilities.** Lists the roles and responsibilities of key project stakeholders who will be involved in gathering, creating, and managing project stakeholders.
5. **Assess Requirements.** Lists, describes, and categorizes the requirements the project team has gathered thus far.
6. **Requirements Collection Timetable.** Briefly identifies a schedule for collecting project requirements through requirement gathering processes in the three weeks before developing the Project Scope Statement and Work Breakdown Structure.
7. **Requirements Traceability**. Describes how the team will track and manage requirements.
8. **RMP Approval.** Identifies who will review and approve the RMP and the RMP will be communicated to project team and stakeholders.
9. **References**. Cites the sources used in preparing this RMP.

Project Overview

The Enterprise Project Management (PM) Tool Selection and Implementation Project, is an initiative by TestSmart Group (TSG) to update and unify the disparate set of project management tools employed by their staff with a modern PM platform that supports project management activities enterprise-wide, including the coordination and assessment of projects and resources.

Over the past three years, TSG has been developing their project management capabilities, competency, and processes. Their PM practices are executed with a suite of stand-alone tools, notably MS Project, Excel Gantt Charts, and Jira for project processes and templates and MS SharePoint as a document repository and team collaboration platform. While these tools have been sufficient, recent measures that provided enterprise-wide tools and coordination have made a positive impact, both in TSG's project management culture and in quality and efficiency of the services they are providing to their clients. TSG has realized that by adopting a more up-to-date and capable enterprise-level project management platform, they may be able to further improve the quality, execution, and strategic benefit of their project activities.

TSG has engaged Tim, Inc. to develop and manage a process that selects and implements this next-level project management tool. Tim, Inc. will work with key stakeholders at TSG to catalog their current PM tool practices and templates, develop assessment criteria for reviewing PM tool options, lead of team of TSG staff in the assessment and selection of this tool, and then develop and execute and implementation plan, including a robust training program. TSG has asked us to complete this project and have this new tool adopted company-wide by January 1, 2022.

Requirements Gathering Process

Once the stakeholder register has been created it will be important to make sure we have contacted all the stakeholders for the requirements of the project, so we will work with the sponsor to determine how to best approach each stakeholder for their desired project requirements. The primary means of gathering the project requirements are listed below. If the project sponsor or manager are not satisfied with the results of our initial requirement plan, we will ether repeat current or perform additional methods of establishing project requirements (e.g., Stakeholder Workshops or Focus Groups) *(Exam Prep, 2013).*

Document Review: We will review the historical project management documents in TSG's enterprise project management office (PMO) for similar project methodology and processes as well as past project requirements planning that was particularly effective with any overlapping stakeholders (stakeholders on previous projects that are also involved with the current project).

Brainstorming: The initial brainstorming sessions will be performed with the project management team and sponsor following the historical document reviews. Subsequent brainstorming sessions will involve the PMO office staff with the goal of creating a high-level list of requirements.

Questionnaires: The high-level project requirements created from the brainstorming efforts will be incorporated into questionnaires to be distributed to the major stakeholders to confirm that the requirements are appropriate and to illicit additional requirements that may need to be considered.

Interviews: The data gathered from questionnaires and historical document reviews with the project stakeholders will be incorporated by the project team into the project requirements. We appreciate that the time we may have with the stakeholders is limited so we will move on to interviews of key stakeholders based on their questionnaire results only if the project manager and sponsor determine that it is necessary.

Assumptions: The documents and staff of TSG's Center of PM Excellence (PMO) will be available to provide information needed to develop the plan requirements. We expect there will be a high level of involvement with the PMO staff during the project planning stage and then *periodically to confirm the requirements and project scope at major milestones of the project and when changes to the requirements are anticipated and accepted.*

Key Roles and Responsibilities

Name(s) (if applicable)	Role	Responsibilities
TBD	Team Leader (TL)	- Responsible for organizing and coordinating group work and submitting the project document(s) when they are due.
Jim, Rob, Michael, Will	Project Team - Consultants	- Responsible for initiating and planning the project. - Serve as consultants for the execution and closeout of the project.
Professor MaryBeth McNicholas	Project Sponsor	- Approve all plans, budgets, requests for contingencies and proposed projects scope changes.
TestSmart Group Board of Directors	Major Stakeholders/Upper Management	- Provides project needs and preferences to project sponsor, who communicates to the project team. - Assign TSG staff to the project. - Validates project.
Enterprise PMO	PMO	- Carries out project management activities at TestSmart Group.
Test Smart Group's Human Resources Staff	Subject Matter Experts	- Serve as support to the project team.
Massachusetts State, Department of Education (DoE)	Contractor	- Buys the educational testing services of TSG. - TSG's most important client.
Byron Buxton, Nelson Cruz, Diana Taurasi	Business Analysts	- Serve as consultants, helping project team assess and select the most efficient and effective project activities that align with project objectives. - Auditors during closeout phase.
Students	Contractor's Customers	- Use and review the services provided by TSG and the Massachusetts State DoE.
Tim Inc.	Consulting Group	- Organization responsible for assigning a team leader and project team.

Assess Requirements

High Level Requirements

- Define process for assessing and selecting the "Best Value" automation tool that will meet all TSG's PM requirements for needed PM processes, tools & templates and project planning and collaboration.
- Identify, procure, and successfully implement a project management software solution for TSG.
- Design & develop PM training for the selected PM automation tool.
- Providing PM automation tool familiarization training for TSG's managers, all project sponsors, portfolio managers, program managers, project managers and project team members.
- Project must also identify and train advanced users (i.e. train-the-trainer) to serve as operational support for teams using the selected tool(s). (Northeastern University, n.d.)

Product Requirements

- Enterprise-wide capture, sharing, and coordination of project activities and resources.
- Training program (TBD)
- Enterprise-wide adoption by January 1, 2022

Project Requirements

- "Collect PM processes, tools & templates and project planning and collaboration"
- Project Scope Statement
- Work Breakdown Structure (WBS)
- Evaluate at least 4 potential vendors/PM collaboration tools
- Migrate historical and current PM activity data from legacy systems into new platform.

Requirement	Priority	Category	Criteria	Time
Collect PM tool requirements	1	Business	Current processes, tools, templates	Due: 8/13/2021
Project Scope Statement	1		Project Sponsor approval	Due: 9/3/2021
Work Breakdown Structure	1		Project Sponsor approval	Due: 9/3/2021
Define "Best Value" assessment process	1	Business	Define assessment criteria	Due: 9/3/2021
Evaluate ≤4 PM tools	2	Business	Evaluation scoring	Due: 10/1/2021
Select and implement "Best Value" tool	1	Business	Scoring + Expert Judgement	Due: 10/15/2021
Design & develop PM training for tool	1	Transitional	HR approval	Due: 10/22/2021
Implement training	1	Transitional	Training evaluations	Start: 11/8/2021
Train the trainers	2	Transitional	Training evaluations	Start: 12/13/21
Enterprise level coordination of PM activities & resources	1	Functional	Functional requirement scoring + User feedback	Weekly Start 11/15/2021
Legacy data migration	2	Transitional	Prioritized PM data matrix	11/19/2021
Enterprise-wide adoption	2	Business	85% adoption	1/1/2022

MoSCoW Priority Key:

1 – Must have

2 – Should have

3 – Could have

4 – Won't have (at this time)

Requirements Collection Timetable

We have 3 weeks to gather our requirements before needing to move onto developing our Project Scope Statement and Work Breakdown Structure. We will use the first 3 days of week 1 to perform the Document Review gathering process in order to review their existing product management repository as well as the high-level requirements and solution objectives that were gathered a few years ago. The last 2 days of week 1 will be used to reconcile all the information and form a list of questions for the brainstorming session.

Monday of Week 2 we will hold our brainstorming session to develop our new requirements selections. Tuesday we will develop a questionnaire based on the results of the brainstorming session and begin dissemination of the questionnaire. Wednesday and Thursday will be dedicated to collecting completed questionnaires from applicable stakeholders. Friday we will reconcile the questionnaire results into a concise analysis document.

Week 3 will be dedicated to final preparations. Monday we will conduct any interviews with key stakeholders based on the questionnaire results. Tuesday and Wednesday will be devoted to preparing the final draft of the Requirements List. Thursday and Friday will be allocated for Review and Approval of the Requirements List.

Requirements Traceability

Percentage Complete	Description	Status
0	Not Started	Not Started
10	Review existing product management repository	Not Started
20	Review previous high-level requirements and solution objectives	Not Started
30	Reconciliation and Analysis	Not Started
40	Business Requirements Brainstorming Session	Not Started
50	Questionnaire preparation complete	Not Started
60	Questionnaire disseminated to applicable stakeholders	Not Started
70	Questionnaire results collected and reconciled	Not Started
75	Complete follow-up interviews if needed	Not Started
80	Requirements List drafted	Not Started

90	Requirements List sent for Sponsor approval	Not Started
100	Requirements List approved and accepted	Not Started

Once we have our Requirements List approved, we will create a Requirements Traceability Matrix to define our goals, who is responsible for each, and document when each has been tested and validated. This will be added to our Project Scope Statement to ensure that all the requirements elicited are completed as project deliverables. If any requirements need to be changed as project schedule progresses after approvals, we will document them in our change control management document. Then we will analyze them for feasibility and costs, and prioritize them based on need and schedule impact. This will ensure that 100% of the project requirements get successfully tested and executed.

RMP Approval

The project team will meet to finalize and approve all elements of the RMP before submitting it for final draft approval to the Project Manager (PM) and Sponsor (PS). Once a final draft has been approved and no further changes are requested the RMP document will be reviewed in a meeting to include the PS, PM, SVP of Operations at TSG, TSG PMO Portfolio Manager and key stakeholders to be determined by the PS. The time for approval of the document will be determined at that meeting.

Approved by:

____ Date: ____________________

MaryBeth McNicholas, TestSmart Group (TSG): Sponsor

____ Date: ____________________

Portfolio Manager, Center of PM Excellence, TSG

____ Date: ____________________

Project Manager, Tim Inc.

____ Date: ____________________

Senior Vice President Operations, TSG

References

Northeastern University College of Professional Studies (n.d.). *PJM6005-Team Project Scenario-Master-2020.pdf*. Northeastern University

Project Management Institute (6th Edition). (2017). *PMBOK guide*. Project Management Institute, Inc. LCCN 2017032505

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