**Program Name**

**Program Plan** (For programs with ESCs)

|  |  |
| --- | --- |
| **Program Sponsor:** | **xxx** |
| **Author:** | **xxx** |
| **Version:** | **xxx** |
| **Revision Date:** | **xxx** |



(Change this logo out to the agency’s logo, and delete this blue text)

Document Control

| **Version** | **Date Applied** | **Change** |
| --- | --- | --- |
|  |  |  |
| 1.0 | x/xx/xx | Program Plan and Project X Appendix formally approved |
| 2.0 | x/xx/xx | xx Example: Program Plan updated with Project 2 Appendix  |
|  |  |  |

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# Executive Summary

(Delete all instructions and update table of contents prior to finalizing document.)

Recommendation is that the executive summary be **one page** and written in such a way that a person could read only this page and be familiar with the program.

**Program Description and Scope:**

xx (what solution the program is producing, describe at a high level the types of projects that are included in the program, are there procurements and who are the vendors)

**Program-Level Business Needs:**

* xx (from the program charter)

**Program-Level Objectives:**

* xx (from the program charter – if you do not have program-level objectives, enter your key project-level objectives here)

**Organizational Change Management:**

xx (brief description of what basic changes the program will be producing and for whom)

**Planned Projects Overview**

Following are the projects in this program that have been formally planned and/or completed:

Enter in only the projects that have been planned (and therefore have an appendix) – keep past projects as part of this list and continue to add so that a history of the program is shown. Suggestion is to link the project name to its appendix document.

| **Project Name** | **High Level Scope** | **Budget** | **Timeline** | **Status** |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| xxx | xxx | $0 | xx/xx/xx-xx/xx/xx | xxx complete? in progress? |
|  |  |  |  |  |

# Introduction

 **(Delete all instructions and update table of contents prior to finalizing document.)**

**Use this template if you have a larger program consisting of multiple projects, and it makes sense to use a single plan for all projects in the program – this likely means that all the projects will have the same sponsor, and follow the same governance, roles, and processes.**

**This template will group the typically common sections up front and then use appendices for project-specific information. The intent is that you will create a new appendix for each project in your program as you plan it, and keep the common sections the same. These appendices will be saved as separate documents and then linked.**

**This program plan is intended to be a “living” document and can be changed if the needs of your program change or to add the plan information for individual projects that are part of the overall program into this plan. If the change is small with little impact to the project or ESC interests, the sponsor can approve this change and the ESC only needs to be informed.**

## Purpose of This Document

The purpose of the program plan is to define the scope, schedule, budget, and quality expectations of the projects within the program, and to provide a comprehensive strategy for managing these projects.

This document is intended to be the management plan for all projects within the program and will be updated as new projects are planned via project-specific appendices. These appendices are saved as separate documents, but still governed by this program plan.

Note that both “program” and “project” are referred to in this document. “Project” means the temporary endeavor that will have its own schedule and possibly its own sponsor and/or project manager. “Program” is the collection of related projects that have been approved for inclusion in the overall program of work.

## Acronyms/Abbreviations

Add acronyms/abbreviations that are specific to your program or project. This section is optional based on how the stakeholders will be reading the document. If your stakeholders will be reading electronically, you may choose to delete this section.

Ones already used in this template have been added below. Fill in change as applicable.

Table : Acronyms/Abbreviations

| **Acronym/Abbreviation** | **Description** |
| --- | --- |
|  |  |
| COTS | Commercial Off-the-Shelf |
| ESC | Executive Steering Committee |
| LITC | Legislative Information Technology Committee |
| NDCC | North Dakota Century Code |
| NDIT | North Dakota Information Technology |
| ND VIEW | North Dakota Visualize Integrated Enterprise Work |
| OA | Oversight Analyst |
| OMB | Office of Management and Budget |
| PCT | Prosci Change Triangle |
| PMBOK | Project Management Body of Knowledge |
| PMO | Project Management Office |
| RFP | Request for Proposal |
| SITAC | Statewide Information Technology Advisory Committee |

## Program Background

This information may be transferred from the background section of the program charter and updated as necessary.

xxx…

## Program Assumptions and Constraints

This section is for assumptions and/or constraints that span across the entire program. **If you have only project-specific assumptions and constraints, put those in the appropriate appendix and delete this section.**

### Program Assumptions

Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration.

The program has the following assumptions:

Note that for every assumption, you should create a project Risk in case that assumption proves not to be true.

If you have assumptions that are specific to an individual project, just make sure to note that.

* xx (example: “The agency will be awarded the 2021 grant to continue program funding”)
* xx

### Program Constraints

Constraints are an internal or external restriction or limitation to a project that affects the planning or performance of the project.

The program has the following constraints:

Note that for every constraint (except the Cost/Scope/Schedule/Quality priorities), you should create a project Risk for each project in case the project is unable to meet the constraint.

If you have constraints that are specific to an individual project, just make sure to note that.

* xx (example: “Federal regulations require that Project 1 be completed by 12/31/2023” or “Business resources on this program cannot exceed 25% of their time”)
* xx
* **Option 1:** Cost, schedule, scope, and quality are often in conflict during programs. The sponsor elected to prioritize as follows: Consult with sponsor and arrange according to program priority (example of how this works: if Cost is #1, a project may give on Quality, potentially decrease scope, and adjust the schedule to keep the costs from exceeding the budget).
1. Quality
2. Scope
3. Cost
4. Schedule
* **Option 2:** Cost, schedule, scope, and quality are often in conflict during programs. The sponsor elected to prioritize these constraints as displayed in the following matrix: Consult with sponsor and arrange the “X” according to program priority.

Table 2: Constraint Matrix

| **CONSTRAINT** | **Accept** | **Flexible** | **Fixed** |
| --- | --- | --- | --- |
|  |  |  |  |
| Cost |  | X |  |
| Schedule | X |  |  |
| Scope | X |  |  |
| Quality |  |  | X |

**Constraint Matrix General Guidelines:**

* Accept: The constraint is the first place to adjust to account for a change
* Flexible: A change can occur in this constraint only after the options that made changes in the constraint marked “Accept” are exhausted
* Fixed: No changes are desired in the constraint unless all other options have been exhausted

**Constraint Matrix Rules:**

* Each constraint can be in only one column (Accept, Flexible, or Fixed)
* There can be only one Flexible constraint
* There can be only one Fixed constraint

## Program Approach

The method of program and project management to be used in this program is based on the Project Management Institute’s *Project Management Body of Knowledge (PMBOK)*, North Dakota Century Code (NDCC), North Dakota’s Project Management for Information Technology Standard STD009-06, and North Dakota project management best practices. Both are based on initiating, planning, executing, controlling, and closing processes to ensure that the program completes its objectives on time and on budget, while meeting the quality expectations of the stakeholders.

The projects within this program will follow common governance and processes as laid out in this document.

Note how the projects in the program will be accomplished – will they have iterative releases? will it be sprint-based?

This program will…

## Program Repository

Due to the reporting required out of ND VIEW, all programs are required to use this tool and associated repositories.

The official program repository is the location where all program and project documentation will be stored. This repository will be the primary repository of record in accordance with the records retention section of STD009-06.

The official repositories are ND Visualize Integrated Enterprise Project Work (ND VIEW) and the program Microsoft Teams site. NDVIEW will be the repository for the program schedules, risks, issues, action items, change requests, deliverable management, reports, and decisions. All other documents will be housed within the program-specific Microsoft Teams site (-Tm-IT-PMO-insert team site here). Necessary project team members will have access to the repositories. Security access for these sites must be granted by the program manager/project manager.

Organizational change management assessments and plans are in Prosci’s Proxima tool. Viewing and editing access is restricted, but information from this tool will be communicated to stakeholders as part of the Change Management process.

North Dakota Information Technology’s (NDIT’s) current retention schedule for program and project documents (under Record Series #801203) requires that repositories and associated documents be available for six years after the program is closed. To maintain the integrity of the repository, access will be removed for the project team, but the repository will be available to the NDIT Project Management Office (PMO) during this time. After six years, the program and project information will be deleted.

Consider if there are other systems that will be used to assign and manage project work and assignments, such as ServiceNow or ADO. If so, note the systems below and how they are being used.

xxx

# Governance

## Governance Approach

Governance identifies the key governance roles and responsibilities for the program and associated projects. In addition to documenting the stakeholders involved in managing a project, this governance section covers who is responsible for approving program and project documents, who approves deliverables and who makes the final decision to accept the system and product. The escalation process for issues will also be defined.

The objective of this section is to detail the structure of the program organization, and the methods by which it reaches official decisions and carries out regular business. This ensures commitment and effective management of the program and associated projects in order to:

* Ensure the program remains on course to deliver products of the required quality to meet the business case
* Approve all major deliverables
* Authorize deviations through integrated change control
* Arbitrate on internal project conflicts
* Negotiate solutions to problems within the program/project if they arise, and between the program/project and external bodies
* Ensure communication between the vendor(s) and state project team is effective and consistent

## Governance Process

### Program Authority

This section should be modified to meet specific program needs. Recommendation is to provide a description for each role that is noted on the RACI chart.

You may want to do a search on the various roles (e.g., project manager) mentioned in this program plan template to make sure your final version uses the same terminology or correct terminology in each situation (e.g., project manager vs. program manager, or project sponsor vs. program sponsor).

#### Executive Steering Committee (ESC)

The ESC is responsible for overseeing the program and associated projects. The ESC shall monitor the overall health of the program and associated projects and review all decisions including but not limited to contracts, budget, schedule, quality, and scope changes. The ESC is chaired by the program sponsor (or designee) and meets no less than once per quarter.

The ESC must be comprised of five defined voting members (Subsection 3, below), though additional members may be included in an advisory capacity. The ESC must vote on any major change to the program/project, including cost, scope, schedule, and quality, with four of the five votes required to make the change. In addition, a decision declared by any voting member of the committee to be a major decision must be brought before the ESC for discussion and a formal vote. The ESC may set a threshold for voting and allow the program/project manager and/or sponsor to make decisions below this threshold.

*NDCC 54-59-32 Major information technology projects – Appointment of executive steering committees* defines the voting members and approvals of the ESC:

Subsection 1: “An executive branch state agency, excluding institutions under the control of the state board of higher education, proposing to conduct a major information technology project as described in Subsection 10 of section 54-35-15.2, the department, and the office of management and budget, in consultation with the attorney general, shall collaborate on the procurement, contract negotiation, and contract administration of the project. The agency, the department, and the office of management and budget, in consultation with the attorney general, shall approve the solicitation, contract, or agreement, and any amendments relating to the project before submission to the executive steering committee as provided in Subsection 3.”

Subsection 3: “An executive steering committee must be appointed to oversee each major information technology project. The agency project sponsor shall serve as chairman of the committee. The executive steering committee must consist of the director of the office of management and budget or a designee of the director, the chief information officer or a designee of the officer, the head of the agency contracting for the project or a designee, the project sponsor, and a large project oversight analyst designated by the chief information officer. The executive steering committee shall monitor the overall status of the project and review project decisions, including negotiation and execution of contracts, approval of project budgets, implementation of project schedules, assessment of project quality, and consideration of scope changes. Any project decision declared by a member of the committee to be a major project decision requires at least four affirmative votes.”

Subsection 4: “An agreement or contract, including an amendment, revision, or scope change, for a major information technology project may not be entered unless signed by the head of the contracting agency or a designee and the chief information officer or a designee of the officer.

In the initial ESC meeting, the program manager should recommend to the ESC that they determine and vote on guidelines as to what criteria will constitute a “major project decision” as written in Subsection 3 above. This allows the ESC members to be aware in advance of potential situations where at least four affirmative votes are required to pass a motion. The program manager should also recommend that the ESC vote on these guidelines and that this vote be considered “major.” If these guidelines are established, complete the following section (typical major votes from past projects are included below).

The ESC has established that, at a minimum, the following types of motions will be considered a major project decision and will require at least four affirmative votes to pass:

Per the Project Management Standard, the charter, plan, and post-implementation report have to be approved by the ESC. The rest are common to most projects, but can be changed:

1. Approval of the RFP, program plan, project plan appendices (including the schedule), and post-implementation report
2. Approval of all contracts, amendments, work orders, or changes to work orders (excluding amendments to existing contracts or changes to existing work orders that fall within the sponsor’s threshold)
3. Approval of any change requests affecting the budget or schedule beyond the sponsor’s threshold

#### Procurement Collaboration Staff

This section is required for programs and/or included projects needing procurement, including any alternate procurements or work orders.

The procurement “collaboration staff” consists of subject matter experts that are responsible for reviewing, negotiating, and making recommendations for approval to the ESC for procurement and purchase documents (e.g., Requests for Proposal [RFP], work orders, and contracts).

The procurement collaboration staff must be comprised of members from the agencies defined in the NDCC, though additional members may be included in an advisory capacity. The procurement collaboration staff must approve any procurement and purchase documents, including work orders and contract addendums/amendments.

*NDCC 54-59-32 Major information technology projects – Appointment of executive steering committees* defines the staff that must collaborate related to procurements for major projects:

Subsection 1: “An executive branch state agency, excluding institutions under the control of the state board of higher education, proposing to conduct a major information technology project as described in Subsection 10 of section 54-35-15.2, the department, and the office of management and budget, in consultation with the attorney general, shall collaborate on the procurement, contract negotiation, and contract administration of the project. The agency, the department, and the office of management and budget, in consultation with the attorney general, shall approve the solicitation, contract, or agreement, and any amendments relating to the project before submission to the executive steering committee as provided in Subsection 3.”

#### Oversight Analyst (OA)

The OA is responsible for tracking all major and other assigned projects and programs to ensure compliance with established NDCC and related standards. The OAs are staffed with NDIT’s Project Management Office and are voting members of the ESC.

Use one of the following options – reminder to do a search in this document to change the name of the role to the appropriate one for each situation:

**Option 1:** The program sponsor and project sponsor are different people…

#### Program Sponsor

The program sponsor has a demonstrable interest in the outcome of the program, owns the vision of the program, and chairs the ESC. This role is responsible for conflict resolution at the program level, managing priorities, contingencies, and stakeholder expectations for the overall program, and ensuring that expected benefits are realized.

The program sponsor is ultimately responsible for the interaction between the performing organization and the OA.

#### Project Sponsor

The project sponsor has a demonstrable interest in the outcome of an individual project. The sponsor is responsible for conflict resolution, managing contingencies, managing stakeholder expectations, and ensuring expected benefits are realized.

**Option 2:** The program sponsor and project sponsor(s) are the same person…

#### Program Sponsor

The program sponsor is the sponsor for all projects in the program, has a demonstrable interest in the outcome of the program, owns the vision of the program, and chairs the ESC. This role is responsible for conflict resolution, managing priorities, contingencies, and stakeholder expectations for the overall program and individual projects, and ensuring that expected benefits are realized.

The program sponsor is ultimately responsible for the interaction between the performing organization/project and the OA.

Use one of the following options – reminder to do a search in this document to change the name of the role to the appropriate one for each situation:

**Option 1:** The program manager and project manager(s) are different people…

#### Program Manager

The program manager is responsible for the coordination of all projects that are part of the program and is the primary connection between the project teams and the program sponsor. This role oversees the program reporting and communication, and works closely with the program sponsor to evaluate and integrate the various projects in the program.

The program manager fulfills the primary project manager role. Per NDCC 54-59-32, the primary project manager is the person responsible for ensuring that the projects are successful by resolving the strategic problems/needs of the business that led to the origination of a project.

#### Project Manager (State Project Manager)

If there are multiple project managers representing ND on a specific project, you will want to add sections for those project managers (e.g., Scheduling Project Manager or UAT Project Manager).

The project manager oversees one or more individual projects within the program. This role is also the primary connection between the project team and the project sponsor and program manager. The project manager develops the project appendix with the team and manages the team’s performance of project tasks. The project manager is also responsible for securing acceptance and approval of deliverables from the project sponsor and stakeholders.

**Option 2:** The program manager and project manager are the same person…

#### Program Manager

The program manager is responsible for the coordination of all projects that are part of the program and is the primary connection between the project teams and the program sponsor. This role oversees the program reporting and communication, and works closely with the program sponsor to evaluate and integrate the various projects in the program.

The program manager fulfills the primary project manager role. Per NDCC 54-59-32, the primary project manager is the person responsible for ensuring that the projects are successful by resolving the strategic problems/needs of the business that led to the origination of a project.

In addition, the program manager oversees the individual projects within the program and fulfills the project manager role in this plan. This role is also the primary connection between the project team and the project and/or program sponsor. The program manager develops the project appendix with the team and manages the team’s performance of project tasks, and is also responsible for securing acceptance and approval of deliverables from the project sponsor and stakeholders.

The program manager role will also be referred to as “project manager” in this document when referring to work that happens under the umbrella of the individual project.

Options done. Carry on…

#### Vendor Project Manager

The vendor project manager works closely with the program/project manager to ensure plans are created and followed to meet goals and objectives. This role manages the vendor’s day-to-day activities such as, planning, organizing, staffing, monitoring, and controlling. The vendor project manager is the primary connection between the program/project manager and the vendor team.

#### Project Team

Programs are made up of individual project teams. The project team is responsible for identifying requirements and making recommendations for decisions. The group participates in the project, assists in the resolution of conflicts, and provides overall direction to the project efforts. In addition, they assist the project manager in developing a project plan including task details, budgets, schedules, risk management plan, scope control plan, communications plan, and other project planning documents. They also perform tasks as needed to ensure successful completion of the project. The project team meets regularly as defined in this project plan.

If you wish, the project team can be broken down to the individual roles (e.g., business analyst, quality analyst, procurement officer) either as bullet points within this section or as their own section if necessary.

#### Change Practitioner

The change practitioner works closely with the program/project manager and is responsible for ensuring that the agency’s staff and customers are prepared for the organizational change generated by the program. This may involve the integration of change activities into the projects. The change practitioner works with a change team to create and execute the activities identified in the change management plan. This role typically continues past the projects to assist the agency in reinforcing the change and addressing additional change impacts, therefore the person filling this role may change once a project is completed.

### Authority/Responsibility Matrix

The responsibility matrix should be customized for each program when assigning the resource responsibilities. If there is a change in a management plan, this matrix may also need to be adjusted accordingly.

The below matrix is adjusted to reflect specific work on projects across this program.

To provide information on what “typically” happens, the RACI has been filled in already. Reminder to adjust this matrix to reflect the Project/Program Sponsor and Project/Program Manager Roles you’ve chosen above.

If you have an Agile project in your program, you may need to enter in the product owner and scrum master roles, though the product owner may be your program/project sponsor.

Recommendation is that only one role is noted as “Responsible” for each line.

The following section describes the authority of those involved in the projects within this program, lines of accountability, and the flow of information:

Table 3: RACI Matrix

| **R** | Responsible – person who does the work to complete the task | **ESC** | **Procurement Collaboration** | **Program Sponsor** | **Project Sponsor** | **Program Manager** | **Project Manager** | **Vendor Project Manager** | **Vendor Project Team** | **State Project Team** | **Change Practitioner** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A** | Approval/Accountable – person who signs off or is answerable for the thorough completion of the task |
| **C** | Contributor/Consulted – person whose opinion is sought to complete the task or who contributes to the task effort |
| **I** | Information Only/Informed – person who is not an R, A, or C and needs to be informed about the task by the role noted as Responsible |
|  |  |  |  |  |  |  |  |  |  |  |  |
| Ensure requirements of project management laws and STD009-06 are met |  |  |  |  | R |  |  |  |  |  |
| Review and provide guidance and direction on project documentation and processes |  |  |  |  | R |  |  |  |  |  |
| Oversee and coordinate program |  |  |  |  | R |  |  |  |  |  |
| Facilitate ESC meetings |  |  | R | C | C | C | C |  |  |  |
| Organize and lead procurement |  | R | C | C | C | C |  |  |  |  |
| Create RFI/RFP/Work Order documents | A | R | C | C | C | C |  |  |  |  |
| Negotiate contract | A | R | C | C | C | C |  |  |  |  |
| Act as primary contact between project team and ESC |  |  |  |  | R |  |  |  |  |  |
| Act as primary contact between project team and project sponsor |  |  |  |  |  | R |  |  |  |  |
| Facilitate overall project team communication |  |  | C | C | C | R | C |  |  |  |
| Delegate and assign activities to project team |  |  |  |  |  | R | C | I | I | C |
| Program plan deliverable | A |  | C |  | R | C | C | C | C | C |
| Project appendix and schedule deliverable | A |  | C |  | C | R | C | C | C | C |
| Organizational change management deliverable(s) (maybe the assessment, strategy, or other information the change practitioner will be delivering) | I |  | A | C | C | C |  |  | C | R |
| Vendor deliverables |  |  | C | A | C | C | R | C | C |  |
| Schedule and facilitate NDIT reviews (may not be applicable) |  |  |  |  |  |  |  |  |  |  |
| Lead user acceptance testing |  |  |  |  |  |  |  |  |  |  |
| Author Startup Report and Closeout Report |  |  | A | C | R | C |  |  |  |  |
| Present Startup Report and Closeout Report, if necessary |  |  | R | C |  |  |  |  |  |  |
| Manage contract (e.g., vendor payments, legal enforcement) can be the agency’s contract manager |  | C |  |  | R | C |  |  |  |  |
| Validate vendor invoice prior to payment |  |  | C | C | R | C |  |  |  |  |
| Manage and execute the program plan |  |  | C | C | C | R | C | C | C |  |
| Manage project schedule, scope, and budget |  |  |  |  | C | R | C |  |  |  |
| Update project schedule in ND VIEW |  |  |  |  |  | R | C | C | C | C |
| Recommend corrective course of action for the project, if necessary |  |  | C | C | C | R | C | C | C | C |
| Monitor and control project risks, issues, and action items |  |  |  |  | C | R | C | C | C | C |
| Provide status to ESC |  |  | C | C | R | C | C | C | C |  |
| Validate status dashboard | I |  | A | C | R | C | C | C | C |  |
| Manage project repository |  |  |  |  | R | C |  |  |  |  |
| Post-implementation report | A |  | C | C | C | R | C | C | C | C |
| Archive project documentation |  |  |  |  | C | R |  |  |  |  |
| Perform project cleanup (e.g., vendor security access) |  |  |  |  | C | R |  |  | C | C |

### Program Organizational Chart

This organizational chart should be customized based on the individual program hierarchy. The chart may include resource names. If resource names will not be included in the chart, recommendation is to enter the names of each project team member and the role they are filling into ND VIEW.

An organizational chart is a graphic display of the program organization which shows relationships between the various roles. It also communicates the program and individual project structure. The organizational chart is not intended to show the functional reporting structure of the project team members.

Insert the organization chart below – remember to add a Figure Title. It can be created within this document in MS Word, or it can be created in another application, such as Visio, and copy/pasted. Reminder to include the new change practitioner role – this person may report to the program manager or program sponsor.

<organizational chart>

### Acceptance Management

All project deliverables are date-driven and aligned with the project schedules. Deliverables will be stored in the Teams site, and tracked in ND VIEW

When a deliverable is ready for acceptance, the responsible party creating the deliverable will submit the deliverable information to the project manager. The project manager will coordinate review and approval of the deliverable with the sponsor and whoever else is identified as having approval authority. It may be necessary to have multiple review periods for certain deliverables.

Due dates for action will be established for each deliverable. Action must be taken on a deliverable (accept, reject, or escalate) prior to the due date otherwise the deliverable is considered late. When the action is escalation, refer to the issue management process.

### Escalation Process

The escalation process addresses those situations when an agreement cannot be reached between the project and one or more of its stakeholders in a timely manner. A project may enlist the assistance of its stakeholders in the resolution of an issue to ensure the resolution represents the best interests of the project and its stakeholders.

The first level in the escalation path would be to the project sponsor. If the issue cannot be resolved at that level within the defined time period, the issue is escalated to the program manager and program sponsor (if applicable). If the issue cannot be resolved at that level, the issue is further escalated to the ESC.

The project team should always strive to make decisions and address items at the lowest level possible; however, when a resolution cannot be reached, the item should be escalated to ensure a decision is made before it impacts the project.

Per NDCC 54-59-23, should the project cost or schedule variance reach 20% or more, the project is required to report to the Statewide Information Technology Advisory Committee (SITAC) with a recovery plan. The project may rebaseline as part of this recovery plan. If the project continues to have issues and is deemed to have a “red” status, the project is required to report to the Legislative Information Technology Committee (LITC).

# Scope Management

## Scope Control

Scope control is concerned with influencing the factors that create scope changes, determining that a scope change has occurred, and managing the actual changes when and if they occur. The control of changes to the scope will be managed through the integrated change control procedure. Further information on this procedure is found in the Integrated Change Control section of this program plan.

# Time Management

## Time Management Description

Time management includes the processes required to manage timely completion of the projects. The objective of the time management plan is to establish a structured, repeatable time management process to ensure the following:

* Creation of a master detailed schedule for each project
* Creation of a baseline for the originally planned work’s start and finish dates
* Regular updates to the schedule
* Routine monitoring of the progress of all activities against the baseline
* Regular reporting of variance against the baseline
* Corrective action if a project deviates significantly from the plan
* New commitments or changes to planned work follow the integrated change management procedure
* Utilization of a scheduling tool to maintain a consistent schedule structure

## Schedule Control

The schedules will be monitored and controlled by the project manager(s) in the following manner:

* Baseline the project schedules in ND VIEW
* Monitor the project schedules on a minimum of a bi-weekly basis to determine if the projects will be completed within the original effort, cost, and duration
	+ Identify activities that have been completed during the previous time period, update the schedule to show they are finished, and determine whether there are any other activities that should be completed but are not
	+ If not, determine the critical path and look for ways to accelerate these activities to get the project back on its original schedule
* Integrate any approved change requests into the project schedule baselines and provide project teams with an assessment of the impact on the timeline
* Utilize performance reports to identify which dates in the schedules have or have not been met, as well as for alerting the project team to any issues that may cause schedule performance problems in the future
* Obtain progress reports at least bi-weekly from the various project teams to monitor the status of tasks by collecting information such as start and finish dates, remaining durations for unfinished activities, and any known risks or issues
* Changes to the schedules will be managed through the integrated change control procedure
* ND VIEW will be used manage and report schedule variances by all project teams

## Program Roadmap

Following is the roadmap for the program. The detailed schedules for the individual projects in this program will be maintained using the State’s ND VIEW tool. The project schedules will be baselined before work on activities begins, and performance will be measured against the baseline. The high-level schedules for the individual projects are in the appropriate appendix of this plan.

**Create a visual roadmap using Visio, MS Project, or a similar tool. Consider showing project dependencies. Here is an example:**



Figure : Program Roadmap

# Cost Management

Cost management includes the processes required to ensure that the projects are completed within the approved budgets.

## Cost Control

Changes to the budgets will be managed through the integrated change control procedure.

The cost baselines will be entered into the State’s ND VIEW tool. As costs accrue, the actual costs will be entered into the tool and measured against the planned costs to determine the cost variances. Updates to ND VIEW will occur at least bi-weekly.

## Program Budget Estimate

This budget section is a place to keep track of the overall program budget and should be updated after the planning of each new project. This section assumes that your overall program budget will remain an estimate, **however if you have a known program budget, remove the word “estimate” from the title of this section, the verbiage, and the table below.**

The table below illustrates the program budget.

Fill in/change as applicable, including adding or deleting rows or columns.

\*\*Reminder that the project budget includes the implementation costs plus the first year of hosting, licenses and/or maintenance and support. It does not include the Application Broker Fee*.*

Table : Program Budget Estimate

| **Project** | **Project Budget** |
| --- | --- |
|  |  |
| X Project | $0 |
| X Project | $0 |
|  |  |
| **Program Subtotal** | **$0** |
|  |  |
| Remaining Program Estimate | $0 |
| **Total Program Estimate** | **$0** |

## Estimated Ongoing Program Costs

This section is for estimated ongoing costs that span across the entire program. **If you have only project-specific ongoing costs, put those in the appropriate appendix and delete this section.**

OMB has requested information on what the ongoing costs will be for the project, and that **any adjustments to these costs are brought forward to the ESC.**

Please adjust the following as necessary to document what is known or estimated for ongoing program costs. If there is a contract with a vendor, this information is typically noted in the RFP response or contract.

The table below illustrates the estimated ongoing program costs. The program manager will bring any changes to these ongoing cost estimates to the ESC for discussion as part of the associated change request, situation, or status report.

Fill in/change as applicable.

*Only the Application Broker Fee is included in Year 1 of this table as the hosting, licenses, and/or maintenance and support are included in the project budget above. Hosting, licenses, and/or maintenance and support would be included in Years 2-4.*

Table : Estimated Ongoing Program Costs

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| Hosting | see above | $0 | $0 | $0 |
| Licenses | see above | $0 | $0 | $0 |
| Maintenance/Support | see above | $0 | $0 | $0 |
| Application Broker Fee | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$0** |

Use the following language for software as a service (SaaS)/subscription projects: The Application Broker fee is 3.5% of the annual amount paid for the application subscription. This fee is billed monthly with a minimum of $10/month and a maximum of $1000/month per application. For further details, please see the following links:

<https://www.ndit.nd.gov/support/billing>

[https://www.nd.gov/itd/services/application-brokering](https://www.ndit.nd.gov/services/application-brokering)

# Communication Management

## Communication Management Information

Communication management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimately disposition of project information.

Verbal and written communication is a responsibility for all members of the project teams and is important to project success.

The communication tools and documents addressed in the program plan are used for communication between project team members, and between the project team members and stakeholders. All of these documents will be stored in the Microsoft Teams site. Other locations may be used for document communication and storage on this project and are noted in the table below.

## Meeting Ground Rules

* Meetings will start and end on time
* Facilitator will send agendas or meeting goals/purpose will be sent out in advance of the meeting
* Attendees are expected to read any required documents and come prepared to speak to the meeting topic
* Required invitees who cannot attend are expected to find their own designees or accept meeting outcomes
* All invitees are expected to review the meeting minutes to obtain information about the discussions and decisions in the meeting

## Meetings

Meeting ground rules can be established at the beginning of the project by the project team in a separate

The following are the types of meetings to be held during the projects in this program, the frequency of the meetings, and who should attend:

Fill in/change as applicable.

Table : Meetings

| **Meeting Type** | **Purpose** | **Frequency** | **Facilitator** | **Attendees** | **Minutes Required?** |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |
| Gap Analysis | Understand the gaps between the needs and the solution | … | … | SMEs | No |
| Project Status | Review progress and upcoming activities, discuss issues and risks | Weekly | Project Manager | Project team members | No |
| Program Status | Review interconnected issues and risks among projects within the program | Weekly | Program Manager | Project Managers | No |
| Executive Steering Committee | Convey project information, obtain approval and project decisions | MonthlyRequired at least quarterly | Program Sponsor | ESC members, open to public | Yes |
| Project Closeout | Review project, discuss lessons learned | Once | Project Manager | Project team members | Yes |
| Organizational Change Assessment and Plan | Perform the Prosci Change Triangle (PCT) assessment, identify impacts, and plan initial change activities | … | Change Practitioner | Change team members | No |
| Organizational Change Status | Review progress on the organizational change management plan | … | Change Practitioner | Change team members | No |
| xxxAdd meetings specific to your program |  |  |  |  |  |

## Program Communication

Following is the information on program-wide, project teams, and stakeholder communication for this program:

As with the rest of this plan, this section is intended to be “living” and can be changed and modified as necessary to meet the needs of your program. For communications specific to organizational change management, you can incorporate them into this communication plan or keep it as a separate document – whichever works better for you. Note that if you do use the communication plan, change management communication typically lasts beyond a project, and so you will want to work with the change practitioner (if it isn’t you) and the agency on assigning responsibility for maintaining this plan past the project completion.

Table : Communication

| **Communication** | **Message Content** | **Frequency or Timing** | **Author(s)/ Sender** | **Audience** | **Delivery Mechanism** | **Approval Required?****(Approver)** |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
| Progress Reports | Summarize individual progress and plan upcoming activities; includes information required to update the schedule | Weekly | Vendor project manager, team members | Project manager, other team members | Project Teams Site | No |
| Project Status DashboardCan also use the Portfolio Dashboard | Summarizes project progress, completed and upcoming activities, risks and issues, actual costs, and budget and schedule variance | Bi-weekly | Project Manager | Project team members, sponsor, ESC, executive management | PMO Project Reporting Teams Site | No |
| ESC Status Reports | Summarize project progress, completed and upcoming activities, key risks and issues, actual costs, budget and schedule variance, and organizational change management activities | Monthly or when a regularly occurring ESC meeting is cancelled | Program Manager | ESC and other interested parties | Email | No |
| Legislative Status Reports | Form of the status report required by the LITC | Within the first 2-3 weeks of each quarter | Program Manager | LITC | Project Oversight website | Yes(Sponsor) |
| Meeting Minutes | Written record of meetings that require it | Various | Meeting facilitator or designated note taker | Meeting attendees and interested parties | Project Teams Site | Yes(Attendees) |
| xxxAdd planned communications specific to organizational change management based on the results from assessments and the Impact Index |  |  |  |  |  |  |

# Quality Management

## Quality Management Information

Project quality management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities. This allows the projects to satisfy the needs for which they were undertaken. It implements the quality management system through policy and procedures with continuous process improvement activities conducted throughout, as appropriate.

Quality management plans may be formal or informal (e.g., a checklist) depending on the projects and the organization.

## Quality Assurance

Quality assurance is the process of auditing the quality requirements and the results from quality control measurements to ensure use of appropriate quality standards and operational definitions.

### Program Quality Assurance

Following are the quality assurance processes for this project:

* Integrated change control – verifies that any changes to quality during the projects are discussed and approved by the appropriate person
* Monitoring schedule and cost variance – ensures oversight of the project schedules and cost in relation to the project baselines to provide visibility to any potential project schedule or cost issues
* OA – ensures compliance of the project with the NDCC
* Definition of deliverable acceptance criteria and/or expectations – verifies that the deliverables are of an acceptable quality and meet the customer’s expectations
* Acceptance management – verifies that the deliverables are of acceptable quality and that they meet the established project requirements
* Peer review of program and project management documents – provides documents associated with management of the projects in this program (e.g., program charter and this program plan) a review by other NDIT project managers for clarity and implementations of previous lessons learned

### Product Quality Assurance

This section is for product quality assurance that spans across the entire program. **If you have only project-specific product quality assurance, put those in the appropriate appendix and delete this section.**

Following are the quality assurance processes for the product produced by the projects in this program:

If there are any vendors participating in this project, review and include their quality processes.

Add or remove as necessary.

* Prototype walkthroughs – screen shots are shown to the appropriate user group to confirm that the requirements were understood and the system designed correctly
* Unit testing – happens periodically during development to ensure sections of code are meeting the design specifications
* System testing – verifies the system operates per the design specifications
* Regression testing – retests a modified program to verify that the fix did not introduce any additional errors
* Performance/Load testing – ensures the system can support the number of users or data; automated test that may utilize existing test scenarios to determine system performance and identify any system issues
* Compliance (accessibility) testing – ensures the system is compliant with the Americans with Disabilities Act
* Security testing – ensure that the system adheres to appropriate security levels; test vulnerabilities, as well as user roles and data security
* Agency/User acceptance testing – ensures compliance with the design and that the system operates as expected using “real life” scenarios

## Quality Control

Quality control is the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

Following are the quality control measures the program/project manager will apply all projects in this program:

* At a project milestone, the project cost variance will not exceed the baseline budget by 20% or more
* Project schedule variance will not exceed the baseline schedule by 20% or more
* Acceptance management process requires approval of deliverables as criteria to move forward with the project (the submission of a deliverable does not constitute acceptance or approval)

Following are the quality control measures the project manager will apply to the product(s) produced by this program:

* The product will not move forward to agency/user acceptance testing if any “show stopper” errors are present
* The product may move forward to agency/user acceptance testing at the discretion of the sponsor if high-level errors are present
* The projects will move forward to agency/user acceptance testing if minimal/cosmetic errors are present

# Organizational Change Analysis

Describe the change the program will create and who will be affected. Ideally, the change assessments will have been done prior to this program plan, or at least early conversations had with the agency to understand the changes and impacted people at a high level.

This program will impact the following groups:

* …
* …

The key changes this program will produce at a high level are:

* … (Example: Members of the public are now required to enter their information online via the agency’s website vs. sending in paper copies of the required forms)
* …

This program will use the State’s methodology (based on Prosci) and NDIT’s organizational change management process to assess and address organizational change for the impacted groups and create a change management plan deliverable. Elements in the change management plan may overlap with this program plan but will likely address topics beyond the individual projects’ scope and schedule.

# Implementation and Transition Plan

The Implementation and Transition Plan discusses how to transition a project from the project team to the organization (e.g., post-implementation activities, organizational change, end-user support, and any plans for ongoing training).

For most projects this is usually a standalone plan, likely a deliverable by the vendor, due to the level of detail required, and because transition details will not be known until closer to deployment. Up front, feel free to add any details known at the time into this project plan.

If this plan is not provided by the vendor as a separate deliverable of the project, you can put the information here, or use a template and create a separate deliverable. Following is the link to the implementation and transition plan template: <https://www.ndit.nd.gov/sites/www/files/documents/customer-success-section/project-management/implementation-transition-plan-template.docx>

This plan is a separate deliverable for the projects in this program and therefore not included as part of this program plan.

# Integrated Change Control

## Integrated Change Control Description

Integrated change control is the process of reviewing all change requests, approving changes, and managing changes to deliverables, project documents, and the program plan. Changes to the project after the project’s budget, scope, and schedule have been baselined may impact a variety of areas including cost, scope, schedule, and quality. Changes that impact one or more of these areas must be approved via the change control process. A change request must specify what the change is, the reason for the change, and how it will impact cost, scope, schedule, and/or quality.

## Change Request Procedure

Consider if your program will follow the procedure below, or will you have a different procedure (e.g., the program manager or program sponsor needs to approve all changes requests before bringing to the ESC)? If you have changes, remember to update the process flow below.

For programs that include a contract:

The change request procedure is defined in the contract, under the Integrated Change Control Process section.

For NDIT programs, or for programs that have a work order instead of a contract:

The project teams will utilize the following change request procedure to manage changes during the life of the projects.

1. A change request must be in writing to document the potential change. The write-up for the proposed change must be submitted to the vendor and project manager who will in turn provide it to relevant parties for assessment.
2. All change orders will be logged and tracked. The project manager will record the request in ND VIEWand will update the log throughout the process.
3. The change will be reviewed and, if acceptable to the sponsor, the vendor will submit an estimate of the impact to cost, schedule, scope, and quality.
4. The vendor will continue performing the services in accordance with the original agreement unless otherwise agreed upon by the sponsor or project manager. Work shall not commence on any new activities related to the change request until all parties agree in writing.
5. The project manager will adapt the program plan and/or project appendix to incorporate approved changes.

All change requests must be approved or rejected by the ESC, unless they designate a threshold for sponsor approval, and will be documented in ND VIEW.

## Change Control Process

All change requests will be documented in ND VIEW.

All change requests must be approved or rejected by the ESC, unless they designate a threshold for sponsor approval. Any thresholds for sponsor approval will be documented in the program plan or project appendix.

Steps for the change control process are as follows:



Figure 2: Integrated Change Control Process

1. Complete a write-up for the proposed change and submit copies to the project manager and vendor project manager who will in turn provide to relevant parties for assessment
2. Record the request in ND VIEW
3. Investigate the impact of the proposed change and evaluate the impact of not performing the change
4. Document the impacts and recommendations in ND VIEW
5. All parties discuss whether or not the change should be performed
6. The appropriate document is created:

If change is not accepted:

1. The vendor project manager will discuss and document the rejection with the project manager
2. The proposed change can be modified and re-submitted, or withdrawn, if it is agreed to be non-essential (in this case, the reasons will be documented)

If change is accepted:

1. Once the change request has been approved by the sponsor or ESC, and, if necessary, signoff obtained on any contract amendments, work may begin
2. The project manager will adapt project plans to incorporate the approved change, if necessary
3. All parties must agree that a change has been complete

## Threshold Delegations

The ESC typically designates a threshold for sponsor approval. You can use the following typical thresholds from past projects to start conversation.

This section is for threshold delegations that are consistent across the entire program. **If you have only project-specific delegations, put those in the appropriate appendix and delete this section**

If no delegations have been given, you can delete this section.

The ESC has designated the following thresholds for sponsor approval (including any amendments to existing contracts or changes to existing work orders):

These are examples common to many projects, but please adjust to accommodate your specific program.

1. The sponsor may approve change requests affecting a project budget (either adding, subtracting, or reallocating) $25,000 or under, with an aggregate for the project of $100,000, that use risk dollars

\*Note that the aggregate typically does not exceed the risk dollars in an individual project and the individual situation dollar amount of usually around 25% of the aggregate dollar amount.

\*Note that if there are no risk dollars in the individual projects, or the risk dollars have been expended, the sponsor is not typically allowed to approve change requests that affect the budget – these all must be brought to the ESC.

1. The sponsor may approve change requests affecting a project schedule’s critical path (either adding or subtracting) by 5 days or less, with an aggregate for the project of 10 days
2. The sponsor may approve project scope changes at X level of the WBS on a project schedule
3. The sponsor may approve all additions and changes to organizational change management tasks that do not exceed the thresholds established above
4. The sponsor may approve minor changes and updates to the program plan

# Decision Management

Decisions made during the projects are an integral part of the project process. Though they are documented in locations such as meeting minutes, a comprehensive area for all decisions is helpful for reference purposes.

The projects will document all major decisions in ND VIEW.

The typical decisions that are documented are:

* ESC votes
* Program or project strategy and/or direction
* Business strategy and/or direction
* Technology choices

The project teams may choose to document other types of decisions, in addition to the ones above. Decisions made regarding specific risks, issues, or change requests will be documented in those items only.

# Risk Management

Risk management is the systematic process of identifying, analyzing, and responding to project risks. It includes maximizing the probability and consequences of positive events, and minimizing the probability and consequences of adverse events to program/project objectives.

A risk is an event that has the potential to occur. The practice of risk management is intended to plan and prepare for those possibilities and identify new potential risks throughout the duration of a project.

All risks will be documented in ND VIEW.

The process for flagging and managing risks is as follows:



Figure 3: Risk Process

* Risk identification
	+ Risks are identified by reviewing project documentation and by conducting brainstorming sessions with the project teams
	+ During the planning phase, the project manager leads the project team in a risk evaluation
	+ The project manager enters the risk into ND VIEW
	+ Project team members may identify new risks at any point during the projects
* Qualitative assessment
	+ The risks identified are assessed for impact (I) and probability (P) of occurrence and the project manager will assign them the appropriate numerical score
	+ For the purpose of this plan no quantitative analysis will be performed
* Risk response planning
	+ The risk index is used to prioritize risks
	+ The project teams create response plans for all risks considered significant
	+ The project manager documents remaining risks as low severity risks, and periodically reviews them with the project team to see if the impact or probability has changed during the course of a project
* Risk Monitoring & Control
	+ For all the risks considered significant, the risk owner monitors this risk through the project execution and reports the status during every project team meeting
	+ The project team communicates any updates to the probability or impact of the risks to the project manager
	+ When a risk occurs during the project it is considered an “issue” and is handled according to the agreed response plan
* Risk Reporting
	+ The project team reviews and updates the risk log with changes in the probability/impact of existing risks, information on new risks, and noting the risks that have occurred
	+ The project manager reviews the risks regularly at project team meetings
* Change Requests & Lessons Learned
	+ Any change to the project activities to mitigate a risk or workaround for an unidentified risk may generate change requests
	+ Change requests will follow the procedures detailed in the Integrated Change Control section of this document
	+ Any lessons learned will be documented in the lessons learned repository and in the post implementation report for the project

# Issues Management

An issue is defined as any point at which an unsettled matter requires a decision. In this case, it is necessary to identify the specific effects and/or alternative(s) of an issue. Alternatives replace the current item or plan. The issue could be to an application system, a workflow, a procedure, or equipment. Issues differ from risks because an issue already exists; risks are only a potential event. If a risk occurs, it can become an issue, and conversely, a new issue can generate new risks.

An issue can be created due to the following:

* Question or problem that needs a decision
* Requested functionality that is outside the scope of a project
* Escalation of an action item
* The technical lead, business lead, and/or the project manager determine that an action item or problem could affect the schedule, cost, scope, and/or quality of the project

All issues will be documented in ND VIEW.

The procedures for handling an issue are as follows:



Figure 4: Issue Process

* Raising the issue
	+ Any team member may raise an issue by notifying the project manager of the issue
	+ The project manager enters the issue into NDVIEW (each issue entry will contain a description of the situation, any recommendations or alternatives, and/or effects to the project)
	+ The project manager determines the person(s) who is responsible for resolving the issue (the owner)
	+ The project manager notifies the owner of the issue
* Analysis
	+ The owner identifies potential alternatives for issue resolution and who will be assigned to do the work to resolve the issue
	+ The project manager analyzes each issue with the owner and the assigned person and/or project team to determine its effect on schedule, scope, cost and/or quality
* Prioritization
	+ Each issue will have a priority assigned to it
		- Low – for issues that do not affect tasks on the critical path and may have a minimal impact or require a minor project adjustment; these will be monitored and resolved by the project team
		- Medium – for issues that will cause a minor delay to a milestone with no impact on the critical path; these will be escalated to the project manager for resolution
		- High – for issues that will cause a milestone on the critical path to be missed or has the potential to stop the project completely; these will be escalated to the ESC for resolution
	+ The project manager determines the initial priority
	+ Priority may be changed upon further review
* Resolution
	+ The owner leads the effort in resolving the issue
	+ The resolution of some issues may require an escalation to the sponsor and/or the ESC
	+ The assigned person enters the resolution to the issue
	+ If the resolution results in a change to cost, schedule, scope, and/or quality a change request is also required (see the Integrated Change Control section of this document)
* Communication
	+ Open issues in the Issues section of ND VIEW will be addressed on the status reports and at project team meetings to ensure resolution
	+ After the issue has been resolved, the project manager reviews the resolution and communicates the resolution to the project team and/or person(s) affected by the decision
* Closing the issue
	+ After the issue has been resolved and communicated, the owner closes the issue
	+ The project manager audits to ensure issues are resolved and closed

# Action Item Management

An action item is defined as a question, problem, or condition that requires a follow up activity for resolution. If unsettled, an action item can become an issue or a risk, depending upon the severity of the impact.

All action items will be documented in ND VIEW.

The procedures for handling an action item are as follows:



Figure 5: Action Item Process

* Raising the Action Item
	+ All project team members are responsible for identifying action items
	+ The project manager designates the team member who will act as the owner
	+ The owner enters the action item
	+ The owner determines the person(s) who are assigned to resolve the action item and for notifies them
	+ The owner is the primary point of contact responsible for action item tracking, resolution, and closure
* Evaluate/Prioritize Action Items
	+ The project manager, with key stakeholders, objectively assesses the priority each action item will receive with respect to its impact on the project
	+ Consideration in determining priority (high, normal, or low) includes:
		- Assessing the consequences of a delayed response to an action item on quality, project cost, scope, technical success, and schedule
		- Assessing the impact of an outstanding action item on the overall project – not just the discrete action item
		- Identifying potential risks associated with the action item
		- Determining possible response to resolve an outstanding action item
* Monitor and Control
	+ Review action item log and assess existing action items that are not complete to determine if:
		- The priority has changed
		- The due date needs to be changed (if the due date is past due it either needs to be extended out further, or an explanation needs to be added to the notes section providing a current update on the action item and when it is expected to be completed)
		- Ownership needs to be changed
		- The action item is complete and may be closed
	+ Identify and assess new action items
* Communicate status of action items to team members and stakeholders
* Escalation – once the project manager identifies that an action item due date has passed without resolution, the action item may become an issue, based on the priority and potential impact to the project
* Closing the action item
	+ After it has been completed and communicated, the owner completes the action item
	+ The project manager audits to ensure action items are resolved and closed

# Human Resource Management

The project manager will be responsible for ensuring that the appropriate levels of staffing are available throughout the life cycle of the project. The staffing levels will be based upon the requirements found within the program plan and project schedules to ensure that the projects are successful.

Any personnel issues will be handled via the project manager with their respective functional managers and/or sponsor. Any additions or changes to members of the project team will be handled as follows:

## New or Returning Members

New members will be provided necessary security access and given a copy of the program charter and program plan. New members will meet with the program/project manager for a short orientation regarding the program and project status, goals, expectations, responsibilities, and roles.

## Parting Members

Members of a project team that are leaving a project will be asked to have a meeting with the program/project manager to debrief prior to their last day. The purpose of this meeting will be to gather outstanding information, obtain status of any work, reassign any issue resolutions or action items, discuss replacement if necessary, terminate security, and obtain any comments or concerns regarding the project.

# Procurement Management

Procurement management includes the processes necessary to purchase or acquire goods and services from outside the state project teams. It also includes the contract management and integrated change control processes required to develop and administer contracts or purchase orders issued by the program.

The following processes will be followed for the procurement management of this program as required by the State of North Dakota Office of Management and Budget (OMB): <https://www.omb.nd.gov/doing-business-state/procurement/procurement-laws-rules-guidelines>.

Depending on the size of your program, there may be procurements that are approved to be handled outside the procurement collaboration process or the ESC – add or delete bullets below as necessary to accommodate those situations.

* Contact the OMB Procurement Officer assigned to the program and the agency purchasing agent
* The processes of submitting an RFP, obtaining responses, selecting a seller, and awarding a contract can be located at <https://www.ndit.nd.gov/services/it-procurement>
* For the process of submitting a work order (vendor pool), refer to <https://apps.nd.gov/csd/spo/services/bidder/listCurrentContracts.htm> and reference the State Term Contract 095, IT Professional Services Contract Pool
* For a NDIT service, create a request through the [NDIT Service Portal](https://northdakota.service-now.com/serviceportal)
* The State’s Chief Information Officer, the head of the agency, and the director of OMB will appoint the members of the procurement collaboration staff; see the Procurement Collaboration section of this document
* The ESC will formally approve all program procurement approaches verify if this is correct for your program and delete if necessary
* Procurement documents will require review and a recommendation for approval by the procurement collaboration staff, followed by approval from the ESC verify if this is correct for your program and delete if necessary
* The procurement collaboration staff will participate with the procurement officer in contract negotiation verify if this is correct for your program and delete if necessary

# Project Appendices

Each project within this program has its own appendix to this program plan. These are saved as separate documents stored in the program repository, though still governed by this plan.

## xxx Project

Create a header for each project in the program so that it shows up in the Table of Contents, and then link this header to its project appendix document. Use the Program Plan Project Appendix Template.

## xxx Project