**Project Name**

**Project Plan** (For $100K-$499K projects)

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



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

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# Introduction

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

**This project plan is intended to be a “living” document and can be changed with sponsor approval if the needs of your project change.**

## Purpose of This Document

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

## Background and Project Purpose

This information may be transferred from the background section of the project charter and updated as necessary. Include a description of the project – what the project is going to be providing.

xxx…

## Project Assumptions and Constraints

### Project Assumptions

The project has the following assumptions:

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

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

### Project Constraints

The project has the following constraints:

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

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

## Project Repository

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

The official project repository is the location where all 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 project repositories are ND Visualize Integrated Enterprise Project Work (ND VIEW) and the project Microsoft Teams site. ND VIEW will be the repository for the project schedule, risks, issues, action items, change requests, deliverable management, reports, and decisions. All other documents will be housed within the project-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 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 project documents (under Record Series #801203) requires that project repositories and associated documents be available for six years after the project 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 project information will be deleted.

# Governance

The Project Organizational Chart and RACI Matrix should be customized for each individual project when assigning the resource responsibilities. The recommendation is to enter the names of each project team member and the role they are filling into ND VIEW vs. entering them into this chart, as if any of the names change, this plan will need to be updated. If there is a change in a management plan, this matrix may also need to be adjusted accordingly.

The following section describes the authority of those involved in the project, lines of accountability and the flow of information.

Insert the project 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 program, such as Visio, and copy/pasted. Though they are only required on projects over $500K at this time, you are strongly encouraged to have a change practitioner involved with the project – this person may flow up to the project manager or the sponsor.

An organizational chart template has been included below – the original (created in Visio) is located in the PMO Teams site [here](https://ndgov.sharepoint.com/%3Af%3A/r/sites/-Tm-IT-Project-Management-Office/Shared%20Documents/General/Project-Program%20Plan%20Org%20Chart%20Templates?csf=1&web=1&e=DsGmXa), in case you need to modify for your program.



Figure 1: Project Organizational Chart

The below matrix is adjusted to reflect specific project work. Recommendation is that each deliverable have its own line, as responsibilities may differ for each deliverable.

To provide information on what “typically” happens, the RACI has been filled in already. Note that some of these items may change project to project, but overall are usually the same.

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

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

Fill in/change as applicable.

Table 1: RACI Matrix

| **R** | Responsible – person who does the work to complete the task | **Procurement Officer** | **Sponsor** | **Project Manager** | **Vendor Project Manager** | **Vendor Project Team** | **State Project Team** | **Change Practitioner** | **xx** | **xx** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **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 |  |  |  |  |  |  |
| Organize and lead procurement | R | C | C |  |  |  |  |  |  |
| Create RFI/RFP/Contract/Work Order documents | R | A | C |  |  |  |  |  |  |
| Negotiate contract | R | A | C |  |  |  |  |  |  |
| Facilitate overall project team communication |  | C | R | C |  |  |  |  |  |
| Delegate and assign activities to project team |  |  | R | C | I | I | C |  |  |
| Project plan and schedule deliverable |  | A | R | C | C | C | C |  |  |
| Change management deliverable(s) (maybe the assessment, strategy, or other information the change practitioner will be delivering) |  | A | C |  |  | C | R |  |  |
| xx (other deliverable, typically vendor’s) |  | A | C | R | C | C |  |  |  |
| xx (other deliverable, typically vendor’s) |  | A | C | R | C | C |  |  |  |
| xx (other deliverable, typically vendor’s) |  | A | C | R | C | C |  |  |  |
| xx (other deliverable, typically vendor’s) |  | A | C | R | C | C |  |  |  |
| Schedule and facilitate NDIT reviews (may not be applicable) |  |  |  |  |  |  |  |  |  |
| Lead user acceptance testing |  |  |  |  |  |  |  |  |  |
| Manage contract (e.g., vendor payments, legal enforcement) can be the agency’s contract manager | C |  | R |  |  |  |  |  |  |
| Validate vendor invoice prior to payment |  | C | R |  |  |  |  |  |  |
| Manage and execute the project plan |  | C | R | C | C | C |  |  |  |
| Manage project schedule, scope, and budget |  |  | R | C |  |  |  |  |  |
| Update project schedule in ND VIEW |  |  | R | C | C | C | C |  |  |
| Recommend corrective course of action for the project, if necessary |  | C | R | C | C | C | C |  |  |
| Monitor and control project risks, issues, and action items |  |  | R | C | C | C | C |  |  |
| Validate status dashboard |  | A | R | C | C | C |  |  |  |
| Manage project repository |  |  | R |  |  |  |  |  |  |
| Archive project documentation |  |  | R | C | C | C | C |  |  |
| Perform project cleanup (e.g., vendor security access) |  |  | R |  |  | C | C |  |  |

# Scope Management

## In Scope

In addition to the deliverables of the project, this section should include those processes that are within the scope of the project but may not be defined as a deliverable. The list included with this template should be modified to meet the needs of the individual project.

For example:

* Gap Analysis
* System Configuration
* Unit testing
* System testing
* User Acceptance testing
* Implementation of Solution
	+ xx (description of what will be developed, what interfaces or high-level functionality will be included)
* Training
	+ xx (who will perform the training and provide training documentation, who will be trained)
* Organizational change management
* Closeout meeting

## Out of Scope

*Sometimes it is as important to state what is out of scope for the project as it is to state what is in scope to ensure complete understanding of the scope of the project when entering the planning phase. A good rule of thumb is that if there was a decision to specifically not include something in your project, include it here. This section should also include any standard processes the agency chooses or receives permission to bypass. These items often have an associated risk that should be documented.*

*The list included with this template should be modified to meet the needs of the individual project.*

Any element not listed as “in scope” is considered out of the scope of the project. However, specifically, the scope of the project does not include:

Examples:

* The <component> of the <COTS product>
* The interface to <system>

## Deliverable Expectations

**If this is a vendor project, expectations and acceptance criteria should be defined in the contract, and this table can be deleted**.

Have a conversation with customer to determine what “good” looks like and what they are expecting to receive for each deliverable. You can use the table as is or add acceptance criteria for each item along with the expectations.

Fill in/change as applicable.

Table 2: Deliverable Expectations

| **Deliverable** | **Deliverable Expectations** |
| --- | --- |
|  |  |
| Project Plan and Schedule | Documents created with the sponsor and project team during planning meetings, and finalized when the parties reach a mutually agreed-upon baseline scope, schedule, and budget. |
| Change Management  | Document(s) created with the sponsor and change team to address the change the project is producing, including: adjust this list to what the change practitioner will be providing* xxx
 |
| User Acceptance Package | Document containing a summary and results of the agency testing:* User Acceptance Plan
* User Acceptance Testing Cases
* User Acceptance Test Scripts
 |
| Training | Agency-provided training to the system users, including documentation |
| Implementation and Transition Plan | Implementation content that contains specific information about the implementation (e.g., information on the environment, tasks and strategy for the implementation) |
| Final Acceptance | Approval to implement the product upon completion of User Acceptance Testing |
| Closeout Meeting | Create document or minutes containing final project metrics, measurements of the project objectives, and the responses from the project team surveys completed at the end of the project |

# Time Management

The schedule for this project will be maintained using the State’s ND VIEW tool. The project schedule will be baselined before work on activities begins, and performance will be measured against the baseline.

Following is the high-level schedule for this project:

Example using the timeline displayed in the Schedule area of ND VIEW. Create this in MS Project client by selecting the WMS summary tasks you want to appear on the Project Timeline. To do this… go to the View tab, check the Timeline box to see the timeline; then go back to the Task tab, choose the summary tasks you want to appear on the timeline and click Add to Timeline. Remember to add a Figure Title to the picture below.



Figure 2: High-Level Project Schedule

# Cost Management

## Budget

The table below illustrates the project 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.

Risk Contingency is included in the baseline project budget and is used for the “known unknowns” such as those items that are identified as project risks (e.g., missed business requirements, cost overruns, additional resources, and known potential additional scope); use of these funds shifts dollars from Risk to another line item. **It is expected that there are risk days included in the schedule to accommodate use of these risk dollars and so no re-baselining will take place for additional scope that uses these dollars.**

Table 3: Project Budget

| **Line Item** | **Project Budget** |
| --- | --- |
|  |  |
| Hardware | $0 |
| Software Implementation | $0 |
| Year 1 Hosting | $0 |
| Year 1 Licenses | $0 |
| Year 1 Maintenance/Support | $0 |
| Project Management | $0 |
| Change Management |  |
| Travel | $0 |
| **Subtotal**  | **$0** |
|  |  |
| Risk Contingency | $0 |
| **Baseline Project Budget Total** | **$0** |

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

Table 4: Ongoing Costs

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| Hosting | included above | $0 | $0 | $0 |
| Licenses | included above | $0 | $0 | $0 |
| Other??? delete if necessary | included above | $0 | $0 | $0 |
| Maintenance/Support | included above | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$0** |

# Communication Management

## Project Communication

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 project. For communications specific to change management, you can incorporate them into this project communication plan, or keep it as a separate document – whichever works better for your project. Note that if you do use the project communication plan, change management communication typically lasts beyond the 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.

Following is the information on project team and stakeholder communication for this project:

Table 5: Communication

| **Communication** | **Message Content** | **Frequency or Timing** | **Author/ Sender** | **Audience** | **Delivery Mechanism** | **Approval Required?****(Approver)** |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
| 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, interested management | PMO Project Reporting Teams Site | No |
| Meeting Minutes | Written record of meetings requiring it | Various | Meeting facilitator or designated note taker | Meeting attendees and interested parties | Project Teams Site | Yes(Attendees) |
| xxxAdd planned communications specific to change management based on the results from assessments and the Impact Index |  |  |  |  |  |  |

# Quality Management

Following are the quality assurance processes for this project:

* Integrated change control – verifies that any changes to quality during the project are discussed and approved by the appropriate person
* Monitoring schedule and cost variance – ensures oversight of the project schedule and cost in relation to the project baseline to provide visibility to any potential project schedule or cost issues
* 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

Following are the quality assurance processes for the product produced by this project:

If there are any vendors participating in the 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

# Organizational Change Analysis

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

This project will impact the following groups:

* …
* …

The key changes this project 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 form)
* …

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

# Integrated Change Control

Integrated change control is the process of reviewing all change requests, approving changes, and managing changes to deliverables, project documents, and the project management 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.

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

Steps for the change control process are as follows:

Flow chart may be modified or deleted if desired.



Figure 3: Integrated Change Control Process

# Decision Management

Decisions made during the project 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.

This project will document all major decisions in ND VIEW.

Decisions made regarding specific risks, issues, or change requests will be documented in those items only.

# Risk Management

A risk is considered to be an event that has the potential to occur.

All risks will be documented in ND VIEW.

The process for flagging and managing risks is as follows:

Flow chart may be modified or deleted if desired.



Figure 4: Risk Process

# Issues Management

An issue is defined as any point at which an unsettled matter requires a decision. Risks that become reality are also documented as issues.

All issues will be documented in ND VIEW.

The procedures for handling an issue are as follows:

Flow chart may be modified or deleted if desired.



Figure 5: Issue Process

# 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:

Flow chart may be modified or deleted if desired.



Figure 6: Action Item Process

# Human Resource Management

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

Members of the project team that are leaving the project will be asked to have a meeting with the 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

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

The following processes will be followed for the procurement management of this project 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>.

* Contact the OMB Procurement Officer assigned to the project 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)