**Project Name**

**Project Plan** (For $500K and over projects, no Appendix A – everything integrated)

|  |  |
| --- | --- |
| **Project Sponsor:** | **xxx** |
| **Program Sponsor:** | **xxx** delete if not part of a program |
| **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 | Project Plan formally approved |
|  |  |  |
|  |  |  |

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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 project.

**Project Description and Scope:**

xx (is this project part of a larger program, what solution the project is producing, is this a procurement and who is the vendor, is this project related to other ongoing or recent projects, describe at a high level any multiple phases or iterations)

**Project Business Needs**

* xx (from the project charter)

**Project Objectives:**

* xx (from the project charter)

**Program-Level Business Needs:**

* xx (from the program charter – **delete if this project is not part of a program**)

**Program-Level Objectives:**

* xx (from the program charter – **delete if this project is not part of a program**)

**Budget:** $000 (xx funds) (note the total budget for the project and whether the project is using special, general, or federal funds)

**Timeframe:**

xx (how long will the project take, note the end date or multiple end dates for iterations or phases)

**Organizational Change Management:**

xx (brief description of what information was found in the initial assessment, if completed, or what basic changes the project will be producing and for whom)

# Introduction

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

**Use this template if you have an individual project, or you have a project within a larger program that requires its own individual plan.**

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

## 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 |
|  |  |

## Background

This information may be transferred from the background section of the project charter and updated as necessary. Note if this project is part of an overall program and where it falls into the program (e.g., Is it the fourth of eight releases for a certain piece of functionality? Is it one of two concurrent projects to uplift the infrastructure?).

xxx…

## Project Business Need

If this project plan is for an individual project within a program, business needs for the overall program are typically noted in the program charter, however, the individual projects within that program may have needs of their own. Note those here. **There is no need to repeat any program or project-level business needs here if they are already in the charter. Delete this section if this is a stand-alone project or part of a program and you do not have any additional business needs.**

What problem is the business trying to solve? Or what opportunity will it leverage to meet strategic goals?

Business needs are the whole foundation of the project. If you can’t easily articulate why you need this project, should you be doing it? Also, having agreement on specific reasons for the project will focus the team and help make future decisions in the project (e.g., should we add a requested piece of scope if it doesn’t solve the business need?). One possible way to approach this is to ask the “Five Whys.”

Sometimes a project is regulatory – the agency is required to do it – but there is still a reason why they have to… maybe they will lose funding or be in violation of law.

This section is best formatted as a numbered list of descriptive, individual statements (e.g., Duplicate entry occupies a large amount of staff time and takes away time staff could spend with citizens).

1. xxx
2. xxx
3. xxx

## Project Objectives and Measurements

If this project plan is for an individual project within a program, project objectives and measurements for the overall program may have been noted in the program charter, however, the individual projects within that program may have objectives and/or measurements of their own. Note those here. **There is no need to repeat any program or project-level objectives or measurements here if they are already in the charter. Delete this section if this is a stand-alone project or part of a program and you do not have any additional objectives and measurements.**

Table : Project Objectives and Measurements

| **Objective** | | **Measurement(s)** |
| --- | --- | --- |
|  |  |  |
| 1 | xx  What is your goal? How are you going to show that you’ve solved the business need? What indicates that your project was successful? (do not include functionality here such as “the system has the ability to…” or “users have the ability to…”, those should be in requirements)  Example: If the business need is that duplicate entry takes away time staff could spend with citizens, an objective could be that staff increases the amount of time they are spending with citizens by 25%. | xx  How are you going to prove that you met the objective? What actions are you going to take?  Include timeframes for the measurement. Maybe you need to do multiple measurements to show progress. If so, when will you take the first measurement? How often will you take measurements after that to prove success?  Example: At project start, the team will survey staff to determine the amount of time they are spending working directly with citizens to establish a baseline. Six months after go live the agency will send out a followup survey to staff to determine how much their time with citizens increased, with the goal being 25%.  \*Note that measurement activities planned for during the project should be included on the project schedule and measurement activities happening after the project closes should be assigned an agency owner. |
| 2 | xx | xx |

## Project Assumptions and Constraints

### Project Assumptions

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

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.

Assumptions are not typically related to functionality of the system (e.g., the system will have a module that can do x, or the system will be user friendly). If you want those things, they should be part of the system requirements.

* xx (examples: “The agency will be awarded the xyz grant to continue project funding,” “The legislature will approve carry over funding to finish the project,” or “xyz project will finish on x date so that agency staff can be allocated to this project”)
* xx

### Project Constraints

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

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.

Constraints are things that cannot move. For example, if you say that your project cannot exceed $x, it means that you cannot go over that amount. If the agency has additional money that they can throw at the project, the budget is not a constraint.

* xx (examples: “Federal regulations require that this project be completed by 12/31/2023” or “Business resources on this project cannot exceed 25% of their time”)
* xx
* **Option 1:** 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. Quality
2. Scope
3. Cost
4. Schedule

* **Option 2:** Cost, schedule, scope, and quality are often in conflict during projects. The sponsor elected to prioritize these constraints as displayed in the following matrix: Consult with sponsor and arrange the “X” according to project priority.

Table 3: 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 in the project
* 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

## Project Approach

The method of project management to be used in this project 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 project completes its objectives on time and on budget, while meeting the quality expectations of the stakeholders.

Note how the project will be accomplished – will it have iterative releases? will it be sprint-based?

This project will…

## Project Repository

Due to the reporting required out of ND VIEW, all projects are required to use this tool 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.

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 project. In addition to documenting the stakeholders involved in managing the project, this governance section covers who is responsible for approving 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 project organization, and the methods by which it reaches official decisions and carries out regular business. This ensures commitment and effective management of the project in order to:

* Ensure the project 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 project if they arise, and between the project and external bodies
* Ensure communication between the vendor(s) and state project team is effective and consistent

## Governance Process

### Authority

This section should be modified to meet specific project 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 project 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 project. The ESC shall monitor the overall health of the project and review all project decisions including but not limited to contracts, budget, schedule, quality, and scope changes. The ESC is chaired by the 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 project, including cost, scope, schedule, and quality, with four of the five votes required to make the change. In addition, a project decision declared by any voting member of the committee to be a major project decision must be brought before the ESC for discussion and a formal vote. The ESC may set a threshold for voting and allow the 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/project 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/project 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, project charter, project plan and 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 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 or other assigned projects 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 three options for the sponsor role – reminder to do a search in this document to change the name of the role to the appropriate one for each situation:

**Option 1:** This is a stand-alone project…

#### Sponsor

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

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

**Option 2:** This is a program, and 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, managing contingencies, managing stakeholder expectations, and ensuring that expected benefits are realized for the overall program.

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

#### Project Sponsor

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

**Option 3:** This is a program, and the program sponsor and project sponsor 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, managing contingencies, managing stakeholder expectations, and ensuring expected benefits are realized for the overall program and individual projects.

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

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

**Option 1:** This is a stand-alone project…

#### Project Manager (State Project Manager)

If there are multiple project managers representing ND on this project, you will want to add sections for those project managers (e.g., Scheduling Project Manager or UAT Project Manager) and potentially change this role to “Primary Project Manager.”

The project manager fulfills the primary project manager role. Per NDCC 54-59-32, the primary project manager is the person responsible for ensuring that the project team completes the project successfully by resolving the strategic problems/needs of the business that led to the origination of the project. This role is also the primary connection between the project team and the sponsor/performing organization. The project manager develops the project plan 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 sponsor and stakeholders.

**Option 2:** This is a program, and 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 problem/needs of the business that led to the origination of the projects.

#### Project Manager (State Project Manager)

The project manager is responsible for ensuring that the project team completes the project successfully. This role is also the primary connection between the project team and the program manager. The project manager develops the project plan 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 sponsor and stakeholders.

**Option 3:** This is a program, and the program manager and the 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 problem/needs of the business that led to the origination of the projects.

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 plan with the team and manages the team’s performance of project tasks. The program manager is also responsible for securing acceptance and approval of deliverables from the sponsor and stakeholders.

This 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 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 project manager and the vendor team.

#### Project Team

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 project manager and is responsible for ensuring that the agency’s staff and customers are prepared for the organizational change generated by the project. This may involve the integration of change activities into the project. 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 project to assist the agency in reinforcing the change and addressing additional change impacts, therefore the person filling this role may change once the project is completed.

### Authority/Responsibility Matrix

The responsibility matrix should be customized for each individual project 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 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. 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, you may need to enter in the product owner and scrum master roles, though the product owner may be your sponsor.

If you have a program, you may need to transfer some responsibilities to the program sponsor and/or program manager role, though you can delete these columns if this is a stand-alone project.

Recommendation is that only one role is noted as “Responsible” for each line and only one responsibility is entered for each role

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

Table 4: RACI Matrix

| **R** | | Responsible – person who does the work to complete the task | **ESC** | **Procurement Collaboration** | **Sponsor** | **Project Manager** | **Vendor Project Manager** | **Vendor Project Team** | **State Project Team** | | | **Change Practitioner** | | | **Program Sponsor** | | **Program Manager** | **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 |  |  |  | | |  | | |  | |  |  |
| Facilitate ESC meetings | | |  |  | R | C | C |  |  | | |  | | |  | |  |  |
| Organize and lead procurement | | |  | R | C | C |  |  |  | | |  | | |  | |  |  |
| Create RFI/RFP/Work Order documents | | | A | R | C | C |  |  |  | | |  | | |  | |  |  |
| Negotiate contract | | | A | R | C | C |  |  |  | | |  | | |  | |  |  |
| Act as primary contact between state project team and sponsor or ESC | | |  |  |  | R |  |  |  | | |  | | |  | |  |  |
| Act as primary contact between vendor and project sponsor or ESC | | |  |  |  | R |  |  |  | | |  | | |  | |  |  |
| 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 |  | 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 | | | 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 | | |  |  |  |  |  |  |  | | |  | | |  | |  |  |
| Author Startup Report and Closeout Report | | |  |  | A | R |  |  |  | | |  | | |  | |  |  |
| Present Startup Report and Closeout Report, if necessary | | |  |  | R |  |  |  |  | | |  | | |  | |  |  |
| 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 | | |  | |  |  |
| Provide status to ESC | | |  |  | C | R | C | C | C | | |  | | |  | |  |  |
| Validate status dashboard | | | I |  | A | R | C | C | C | | |  | | |  | |  |  |
| Manage project repository | | |  |  |  | R |  |  |  | | |  | | |  | |  |  |
| Post-implementation report | | | A |  | C | R | C | C | C | | | C | | |  | |  |  |
| Archive project documentation | | |  |  |  | R |  |  |  | | |  | | |  | |  |  |
| Perform project cleanup (e.g., vendor security access) | | |  |  |  | R |  |  | C | | | C | | |  | |  |  |

### Project Organizational Chart

This organizational chart should be customized based on the individual project 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 project organization which shows relationships between the various project roles. It also communicates the 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/project manager, program sponsor, or the project sponsor.

<organizational chart>

### Acceptance Management

All project deliverables are date-driven and aligned with the project schedule. 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. The 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 sponsor. If the issue cannot be resolved at that level within the defined time period, the issue is 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 NDIT with a recovery plan. The project may rebaseline as part of this recovery plan. If the project has not taken corrective action within ninety days or 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 project plan.

## Project Scope Statement

This section should be developed as a paragraph statement. It should contain a full description of the product of the project – what functionality or components are included. This may also include a summary of any other systems or projects that might have a potential impact on this project.

xx

### 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 in the acceptance management log. The list included with this template should be modified to meet the needs of the individual project.

For example:

The initiation phase has completed and included the following activities:

* Project Charter deliverable change to Program Charter if necessary
* Business process analysis
* Requirements analysis
* Procurement

The planning phase of the project began upon the approval of the project charter. The activities included in this phase are:

* Project Kickoff meeting
* Project Plan and schedule deliverable

The execution phase of the project begins upon approval of this project plan and will consist of the following:

* Gap analysis and Gap Analysis Matrix deliverable
* System configuration
* Testing
  + Test Management Plan deliverable
  + System testing
  + User acceptance testing scenario development
  + User acceptance testing
* Training
  + Training Management Plan deliverable
  + End user and administrator training and documentation
* Organizational change activities
* Implementation of the x product to include:
  + x module
  + x interface
  + …
* Closing
  + Project team surveys
  + Post-Implementation Report deliverable
  + Project 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 <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 the 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 expectations.

Fill in/change as applicable.

Table 5: 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. |
| Organizational 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 | Training provided to the system users, including documentation |
| Implementation and Transition Plan | Implementation content that contains specific information about the implementation (e.g., architectural diagram, information on the environment, tasks and strategy for the implementation) |
| Final Acceptance | Approval to implement the product upon completion of User Acceptance Testing |
| Post-Implementation Report | Document 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

## Time Management Description

Time management includes the processes required to manage timely completion of the project. 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
* 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 the 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 schedule will be monitored and controlled by the project manager(s) in the following manner:

* Baseline the project schedule in ND VIEW
* Monitor the project schedule on a minimum of a bi-weekly basis to determine if the project 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 baseline and provide project teams with an assessment of the impact on the timeline
* Utilize performance reports to identify which dates in the schedule 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 schedule will be managed through the integrated change control procedure
* ND VIEW will be used manage and report schedule variance by all project teams

## Project Schedule

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.

Instead of using text or a table to communicate the high-level timeline, consider creating a graphical representation of the schedule which can be used to communicate both the original schedule and any changes to the ESC and/or stakeholders (see Option 1 below for an example created in Visio). Should you choose to use text to communicate the schedule, you may use Option 2 below. **Delete the unused option.**

**If this project is part of a larger program, consider including a second graphic with the program roadmap and this project’s place in it.**

**Option 1:**

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.

Timeline

Description automatically generated with medium confidence

Figure : High-Level Project Schedule

**Option 2:**

The chart below illustrates the high-level project schedule.

Phases and deliverables should include both a planned start and planned end date. Milestones should only show the planned end date.

Table 6: High-Level Project Schedule

| **Phase/Deliverable/Milestone** | **Baselined Start Date** | **Baselined End Date** |
| --- | --- | --- |
|  |  |  |
| xx | xx | xx |
|  |  |  |
|  |  |  |

# Cost Management

Cost management includes the processes required to ensure that the project is completed within the approved budget.

## Cost Control

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

The cost baseline 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 variance. Updates to ND VIEW will occur at least bi-weekly.

## Budget

Is there a difference between the budget now and what was in the charter? If so, please explain at a high level. If not, you can delete this wording.

In the project charter, Agency originally estimated $X for the project budget. The difference between the charter estimate and the budget listed in this project plan is explained below:

* xx (Example: At the time of the charter, the RFP had not yet been completed and the exact vendor costs were unknown)
* xx (Example: Additional costs for user testing resources were identified in the planning phase)

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. It does not include the Application Broker Fee*.*

A couple of explanations:

* 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
* Management Reserve is above and beyond the baseline project budget, and is funding the agency has identified in advance to be used for the “unknown unknowns” such as those items the agency couldn’t predict they would need as part of the project (e.g., additional scope they didn’t foresee); use of this funding increases the baseline project budget – note that this is OPTIONAL and the agency may not have a dollar amount or funding identified for this purpose

Table 6: Project Budget

| **Line Item** | **Project Budget** |
| --- | --- |
|  |  |
| Hardware | $0 |
| Software Implementation | $0 |
| Year 1 Hosting | $0 |
| Year 1 Licenses | $0 |
| Year 1 Maintenance/Support | $0 |
| Consulting | $0 |
| Training | $0 |
| Project Management | $0 |
| Travel | $0 |
| EPMO Fee | $0 |
| **Subtotal** | **$0** |
|  |  |
| Risk Contingency | $0 |
| **Baseline Project Budget Total** | **$0** |
|  |  |
| Management Reserve | $0 |
| **Agency Budget Total** | **$0** |

The Enterprise Project Management Office (EPMO) fee is $2500 for every $500,000 of project budget, billed when planning ends and then annually at fiscal year-end, with a cap of $25,000 annually per program. For further details, please see the following document: <https://www.ndit.nd.gov/sites/www/files/documents/support/billing/2023-25%20DP%20Rates.pdf>

## Estimated Ongoing Costs

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 throughout the project.**

Please adjust the following as necessary to document what is known or estimated for ongoing project 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 project costs. The state project 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 7: Estimated Ongoing 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 |
| Other? | $0 | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$0** |

# 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 team and is important to project success.

The communication tools and documents addressed in the project 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 this project, the frequency of the meetings, and who should attend:

Fill in/change as applicable.

Table 8: 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  optional - delete if not part of a program | 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 | Monthly  Required at least quarterly | 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 |
| xxx  Add meetings specific to your project |  |  |  |  |  |

## Project Communication

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

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 organizational 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.

Table 9: 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 Dashboard  Can 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 | Project 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 | Project 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) |
| xxx  Add 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 project to satisfy the needs for which it was 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 project 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.

### Project Quality Assurance

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
* 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 project management documents – provides documents associated with management of this project (e.g., business case, project charter, and this project plan) a review by other NDIT project managers for clarity and implementations of previous lessons learned

### Product Quality Assurance

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

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 system 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 project manager will apply to this project:

* 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 produced by this project:

* 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 project will move forward to agency/user acceptance testing if minimal/cosmetic errors are present

# 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 forms)
* …

This project 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 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.

# Implementation and Transition Plan

The Implementation and Transition Plan discusses how to transition the 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.

To assist with discussions around the implementation and transition of the solution, following is a link to the implementation checklist: <https://www.ndit.nd.gov/sites/www/files/documents/customer-success-section/project-management/implementation-checklist.docx>

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 of this project and therefore not included as part of this project 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 project 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

For projects that include a contract – delete if not applicable:

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

For NDIT projects, or for projects that have a work order instead of a contract – delete if not applicable:

If your project is part of a program consider if you will follow the procedure below, or will you follow a different procedure? (e.g., if you have a program, the program manager or program sponsor needs to approve all change requests)

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

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 project plan 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

If your project is part of a program consider if you will follow the process below, or will you follow a different process? (e.g., if you have a program, the program manager or program sponsor needs to approve all change requests before bringing to the ESC)? If you have changes, remember to update the Vizio process flow below. Make sure that whatever you do aligns with the contract and the language above.

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 project plan.

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 primary and vendor project managers 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.

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 project. **Note that if this project is part of a program there may be different delegations for the program sponsor and the project sponsor roles – make sure to note those here.**

1. The sponsor may approve change requests affecting the 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 the project and the individual situation dollar amount is usually around 25% of the aggregate dollar amount.

\*Note that if there are no risk dollars in the project, 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 the 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 scope changes at X level of the WBS on the 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 project plan

# 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.

The typical decisions that are documented are:

* ESC votes
* Project strategy and/or direction
* Business strategy and/or direction
* Technology choices

The project team 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 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 the 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 team
  + 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 project
* 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 team creates 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 the 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 the 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 ND VIEW (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 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 project management plan and project schedule to ensure that the project is successful.

Any personnel issues will be handled via the project manager with the team member’s respective functional manager and/or the 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 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.

## Parting Members

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)
* 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 project procurement approaches if your project is part of a program, verify if this is correct for this project 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 if your project is part of a program, verify if this is correct for this project and delete if necessary
* The procurement collaboration staff will participate with the procurement officer in contract negotiation if your project is part of a program, verify if this is correct for this project and delete if necessary