**Project Name**

**Project Plan** (For Major projects using Appendix A)

|  |  |
| --- | --- |
| **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 |
|  |  |  |
|  |  |  |

Table of Contents

[1 Executive Summary 6](#_Toc202798825)

[2 Introduction 7](#_Toc202798826)

[2.1 Purpose of This Document 7](#_Toc202798827)

[2.2 Links to Standard Verbiage and Information 7](#_Toc202798828)

[2.3 Acronyms/Abbreviations 7](#_Toc202798829)

[2.4 Background 8](#_Toc202798830)

[2.5 Project Business Need 8](#_Toc202798831)

[2.6 Project Objectives and Measurements 9](#_Toc202798832)

[2.7 Project Assumptions and Constraints 9](#_Toc202798833)

[2.7.1 Project Assumptions 9](#_Toc202798834)

[2.7.2 Project Constraints 10](#_Toc202798835)

[2.8 Project Approach 11](#_Toc202798836)

[2.9 Project Repository 11](#_Toc202798837)

[3 Governance 12](#_Toc202798838)

[3.1 Governance Approach 12](#_Toc202798839)

[3.2 Governance Process 12](#_Toc202798840)

[3.2.1 Authority 12](#_Toc202798841)

[3.2.2 Authority/Responsibility Matrix 15](#_Toc202798842)

[3.2.3 Project Role Organizational Chart 17](#_Toc202798843)

[3.2.4 Acceptance Management 18](#_Toc202798844)

[3.2.5 Escalation Process 18](#_Toc202798845)

[4 Scope Management 18](#_Toc202798846)

[4.1 Scope Control 18](#_Toc202798847)

[4.2 Project Scope Statement 18](#_Toc202798848)

[4.2.1 In Scope 19](#_Toc202798849)

[4.2.2 Out of Scope 20](#_Toc202798850)

[4.2.3 Deliverable Expectations 20](#_Toc202798851)

[5 Time Management 21](#_Toc202798852)

[5.1 Time Management Description 21](#_Toc202798853)

[5.2 Schedule Control 21](#_Toc202798854)

[5.3 Project Schedule 21](#_Toc202798855)

[6 Cost Management 22](#_Toc202798856)

[6.1 Cost Control 22](#_Toc202798857)

[6.2 Budget 22](#_Toc202798858)

[6.3 Estimated Ongoing Costs 24](#_Toc202798859)

[7 Communication Management 24](#_Toc202798860)

[7.1 Communication Management Information 24](#_Toc202798861)

[7.2 Meeting Ground Rules 24](#_Toc202798862)

[7.3 Meetings 24](#_Toc202798863)

[7.4 Project Communication 26](#_Toc202798864)

[8 Quality Management 27](#_Toc202798865)

[8.1 Quality Management Information 27](#_Toc202798866)

[8.2 Quality Assurance 27](#_Toc202798867)

[8.2.1 Project Quality Assurance 27](#_Toc202798868)

[8.2.2 Product Quality Assurance 27](#_Toc202798869)

[8.3 Quality Control 28](#_Toc202798870)

[8.3.1 Project Quality Control 28](#_Toc202798871)

[8.3.2 Product Quality Control 28](#_Toc202798872)

[9 Organizational Change Analysis 28](#_Toc202798873)

[10 Implementation and Transition Plan 29](#_Toc202798874)

[11 Integrated Change Control 29](#_Toc202798875)

[11.1 Integrated Change Control Description 29](#_Toc202798876)

[11.2 Change Request Procedure 29](#_Toc202798877)

[11.3 Change Control Process 29](#_Toc202798878)

[11.4 Threshold Delegations 29](#_Toc202798879)

[12 Other Management Plans 30](#_Toc202798880)

[12.1 Decision Management 30](#_Toc202798881)

[12.2 Risk Management 30](#_Toc202798882)

[12.3 Issue Management 30](#_Toc202798883)

[12.4 Action Item Management 30](#_Toc202798884)

[12.5 Human Resource Management 30](#_Toc202798885)

[12.6 Procurement Management 30](#_Toc202798886)

List of Tables

[Table 1: Acronyms/Abbreviations 8](#_Toc202798887)

[Table 2: Project Objectives and Measurements 9](#_Toc202798888)

[Table 3: Constraint Matrix 10](#_Toc202798889)

[Table 4: RACI Matrix 15](#_Toc202798890)

[Table 5: Deliverable Expectations 20](#_Toc202798891)

[Table 6: High-Level Project Schedule 22](#_Toc202798892)

[Table 7: Project Budget 23](#_Toc202798893)

[Table 8: Estimated Ongoing Costs 24](#_Toc202798894)

[Table 9: Meetings 24](#_Toc202798895)

[Table 10: Communication 26](#_Toc202798896)

List of Figures

[Figure 1: Project Role Organizational Chart 18](#_Toc202798897)

[Figure 2: High-Level Project Schedule 22](#_Toc202798898)

# 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 the 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. Sponsors can approve changes to the project plan, though larger or material changes may need a recommendation from the Oversight Committee and/or go through the Integrated Change Control process.**

## 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.

## Links to Standard Verbiage and Information

North Dakota has standard processes and procedures for projects. For a more streamlined project plan, links have been provided in this document to [Appendix A](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf), which provides the information for those standard elements. Appendix A is considered an integrated part of this project plan.

Please review the standard verbiage for the sections below. If your project needs to do something different, please note those changes. Suggestion is to note the changes in the corresponding section of this document. You can also create a new section header if that makes more sense.

If you need to customize a portion of Appendix A, **do not make those changes in Appendix A**. Instead, copy the verbiage from Appendix A, then add to and adjust in this project plan document. Then remove the links to Appendix A for that section. Or, you may use the integrated template instead and make your changes right within the document.

## Acronyms/Abbreviations

Add acronyms/abbreviations that are specific to your program or project.

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

Table 1: Acronyms/Abbreviations

| **Acronym/Abbreviation** | **Description** |
| --- | --- |
|  |  |
| COTS | Commercial Off-the-Shelf |
| 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 |
| OC | Oversight Committee |
| 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

**There is no need to repeat any program-level 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.**

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.

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

**There is no need to repeat any program-level or project-level objectives and 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.**

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.

Table 2: 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?Ideally the project will stay open until the measurements (or at least the initial measurements) are done. So unless necessary, do not plan for measurements to be taken longer than three months after go live.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. One month 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](https://wiki.nd.gov/i/spaces/TeamND/pages/235767273/IT%2BStandard%2B-%2BProject%2BManagement%2Bfor%2BInformation%2BTechnology), and North Dakota project management best practices. These 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.

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 Offline tool plus other tools in the State’s change management tool kit. Viewing and editing access is restricted, but information from these tools 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](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## 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).

#### [Oversight Committee (OC)](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

Following are typical items that the OC may want to review and provide recommendations on during the execution and closing phases of the project. Add or change these items with the input of the OC (this should be an agenda item during the first meeting prior to finalizing this project plan).

The OC will review and provide recommendations that include the following (for previous recommendation guidelines see the project charter):

* Approval of procurement(s) and changes in procurement approach
* Approval to enter into contract negotiations
* Cancelling a contract
* Cancelling the project
* Changes in project direction
* Significant changes to ongoing costs
* Approval of change requests greater than sponsor threshold (delete if sponsor has no threshold)

#### [Procurement Collaboration Staff](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

#### [Oversight Analyst (OA)](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

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 OC. 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 OC. 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 OC. 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 and STD009, 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 and STD009, 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 and STD009, 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 | **OC** | **Procurement Collaboration** | **Sponsor** | **Project Manager** | **Vendor Project Manager** | **Vendor Project Team** | **State Project Team** | **Change Practitioner** | **xx** | **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 are met |  |  |  | R |  |  |  |  |  |  |  |
| Review and provide guidance and direction on project documentation and processes |  |  |  | R |  |  |  |  |  |  |  |
| Facilitate OC meetings |  |  | R | C | C |  |  |  |  |  |  |
| Organize and lead procurement |  | R | C | C |  |  |  |  |  |  |  |
| Create RFI/RFP/Work Order documents | C | R | A | C |  |  |  |  |  |  |  |
| Negotiate contract | C | R | A | C |  |  |  |  |  |  |  |
| Act as primary contact between state project team and sponsor or OC |  |  |  | R |  |  |  |  |  |  |  |
| Act as primary contact between vendor and project sponsor or OC |  |  |  | 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 | C |  | A | 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 OC |  |  | C | R | C | C | C |  |  |  |  |
| Validate status dashboard | I |  | C | R | C | C | C |  |  |  |  |
| Manage project repository |  |  |  | R |  |  |  |  |  |  |  |
| Post-implementation report deliverable | C |  | A | R | C | C | C | C |  |  |  |
| Archive project documentation |  |  |  | R |  |  |  |  |  |  |  |
| Perform project cleanup (e.g., vendor security access) |  |  |  | R |  |  | C | C |  |  |  |

### Project Role Organizational Chart

This organizational chart should be customized based on the individual project hierarchy. 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.

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.

An organizational chart template has been included below – the original (created in Visio) is located on the PMO Teams site [here](https://ndgov.sharepoint.com/%3Af%3A/r/sites/-Tm-IT-Project-Management-Office/Shared%20Documents/General/PM%20Knowledge%20Center/Templates/Project-Program%20Plan%20Org%20Chart%20Templates?csf=1&web=1&e=U7z2XR) (contact your OA for access if you are not part of the PMO), in case you need to modify for your project.



Figure 1: Project Role Organizational Chart

### [Acceptance Management](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

### [Escalation Process](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

# Scope Management

## [Scope Control](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## 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](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Schedule Control](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## 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 OC 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.



Figure 2: 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](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## 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 charter document, 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.

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; **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**
* 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 7: 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 $3000 for every $500,000 of project budget, billed when planning ends and then annually, with a cap of $30,000 annually per program or per project (that is not part of a program). For further details, please see the Budget Guidelines document on the NDIT website: [Billing | North Dakota Information Technology](https://www.ndit.nd.gov/support/billing).

## Estimated Ongoing Costs

OMB has requested information on what the ongoing costs will be for 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 costs to support the solution. The project manager will bring any changes to these ongoing cost estimates to the sponsor (and possibly the OC) for discussion as part of the associated change request, situation, or status report.

Fill in/change as applicable.

Table 8: Estimated 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

## [Communication Management Information](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Meeting Ground Rules](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## Meetings

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 9: Meetings

| **Meeting Type** | **Purpose** | **Frequency** | **Facilitator** | **Attendees** | **Minutes Required?** |
| --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |
| Executive Handshake | Establish and maintain contact between State and vendor executives | … | Project manager | … | No |
| Gap Analysis | Understand the gaps between the needs and the solution | … | … | SMEs | No |
| 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 |
| Oversight Committee | Convey project information, obtain recommendations | MonthlyRequired at least quarterly | Sponsor | OC members, project manager, invited stakeholders, open to public | Yes |
| Procurement Collaboration | Review and provide recommendations for approval on procurements, discuss and perform negotiations, provide feedback on procurement documents | As needed | Procurement officer | Procurement collaboration staff | No |
| Program Statusoptional - delete if not part of a program | Review interconnected issues and risks among projects within the program | Weekly | Program manager | Project managers | No |
| Project Status | Review progress and upcoming activities, discuss issues and risks | Weekly | Project manager | Project team members | No |
| Project Closeout | Review project, discuss lessons learned | Once | Project manager | Project team members | Yes |
| xxxAdd 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 10: Communication

| **Communication** | **Message Content** | **Frequency or Timing** | **Author(s)/ Sender** | **Audience** | **Delivery Mechanism** | **Approval Required?****(Approver)** |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
| 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) |
| Legislative Startup, Closeout, or Iterative Reports | Startup and closeout information for the project required by the LITC | After planning approved, after closeout meeting | 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) |
| Oversight Committee 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 OC meeting is cancelled | Project manager | OC and other required stakeholders | Email | No |
| Progress Reports | Summarize individual progress and plan upcoming activities; includes information required to update the schedule | Weekly | Vendor project manager, team members | Project manager, other team members | Project Teams Site | No |
| Project Status DashboardCan also use the Portfolio Dashboard | Summarizes project progress, completed and upcoming activities, risks and issues, actual costs, and budget and schedule variance | Bi-weekly | Project manager | Project team members, sponsor, OC, executive management | PMO Project Reporting Teams Site | No |
| xxxAdd planned communications specific to organizational change management based on the results from assessments and the Impact Index |  |  |  |  |  |  |

# Quality Management

## [Quality Management Information](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Quality Assurance](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

### [Project Quality Assurance](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

### 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](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

### [Project Quality Control](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

### Product Quality Control

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 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: [Implementation Checklist](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/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: [Implementation and Transition Plan Template](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/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](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Change Request Procedure](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Change Control Process](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

If your project is part of a program, consider if you will follow the change control procedure as outlined in Appendix A, 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 OC)? If you have changes, remember to update the Vizio process flow and include it below with a Figure Title. Make sure that whatever you do aligns with the contract and the language above.

## Threshold Delegations

Discuss with the OC and choose one of the following options.

**Option 1:** Use this option if the OC has given full authority to the sponsor to approve all changes on the project, no matter the size.

The OC has provided the sponsor with full approval authority on change requests for this project, without their review or recommendation.

**Option 2:** Use this option if the OC wants to review and provide a recommendation on all changes for the project, no matter the size.

The OC has requested to review and provide a recommendation on all changes for this project, prior to sponsor approval.

**Option 3:** The OC may delegate a threshold for sponsor approval without a review and recommendation. You can use the following typical thresholds from past projects to start conversation.

The OC 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 OC for review and recommendation.

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.

# Other Management Plans

If your project is part of a program, verify if these management plans as laid out in Appendix A are correct and if necessary, either bring the language over to this plan to modify or use the integrated template (do not change the appendix).

## [Decision Management](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Risk Management](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Issue Management](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Action Item Management](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Human Resource Management](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)

## [Procurement Management](https://www.ndit.nd.gov/sites/www/files/documents/project-management-office/project-management-templates/project-plan-appendix-a-major-2025-06-30.pdf)