**Project Name**

**Project Plan** For Non-Major Large projects, no Appendix A – everything integrated ($1M and up)

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



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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 (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)

**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.)**

**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 Project Advisory Team 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.

## 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 |
| OMB | Office of Management and Budget |
| PAT | Project Advisory Committee |
| PCT | Proske 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.

xxx…

## 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 2: Constraint Matrix

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

**Constraint Matrix General Guidelines:**

* Accept: The constraint is the first place to adjust to account for a change 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’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

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.

#### Project Advisory Team (PAT)

The Project Advisory Team (PAT) is responsible for providing strategic guidance and support to the sponsor throughout the project. The team will offer insights, facilitate decision-making, assist in navigating challenges, and ensure the project aligns with organizational objectives. The PAT membership may change as the project progresses, depending on the needs of the PAT and the project. The sponsor will chair the PAT.

For this project’s execution and closeout, the PAT will initially consist of the following roles: project sponsor, project compliance coordinator (PCC), state procurement officer, … (examples of other possible roles: fiscal analyst, executive stakeholder), and will meet monthly. (meeting cadence can be decided by the sponsor or the PAT)

The PAT will be informed and/or provide recommendations that include the following:

Following are typical items that the PAT may want to be informed on or provide input on during execution and closeout. Add or change these items with the input of the sponsor and/or the PAT.

* Variance to baselined budget and timeline
* Additional procurements
* Ongoing project status
* Significant changes in scope, budget, or timeline
* Introduction of significant project or agency risks or issues
* Concerns with meeting the budget and timeline
* Changes in project direction

#### Project Compliance Coordinator (PCC)

The project compliance coordinator (PCC) is responsible for ensuring the project is compliant with STD009 and following project management best practices. The PCC will determine if any changes to the project trigger major project consideration, provide a peer review of project management documents, review any requested modifications to the baseline, and confirm that the project manager has had the project schedule reviewed by the NDIT PMO prior to completing planning and setting the baseline.

#### 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.

#### 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 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.

#### 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.

#### Procurement Officer

The procurement officer oversees all procurements on the project, authors procurement documents in collaboration with project team members and agency stakeholders, and leads negotiations. The procurement officer works with the project manager and sponsor to ensure procurements align with project needs, and is responsible for ensuring that all procurements follow state laws, standards, and Office of Management and Budget (OMB) best practices.

### 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 roles you’ve described 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.

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 3: RACI Matrix

| **R** | Responsible – person who does the work to complete the task | **PAT** | **PCC** | **Sponsor** | **Project Manager** | **Vendor Project Manager** | **Vendor Project Team** | **State Project Team** | **Change Practitioner** | **Procurement Officer** | **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 |  | A |  | R |  |  |  |  |  |  |  |
| Review and provide guidance and direction on project documentation and processes |  |  |  | R |  |  |  |  |  |  |  |
| Facilitate PAT meetings |  |  | R | C | C |  |  |  |  |  |  |
| Organize and lead procurement |  |  | C | C |  |  |  |  | R |  |  |
| Create RFI/RFP/Work Order documents | I | I | A | C |  |  |  |  | R |  |  |
| Negotiate contract | I | I | A | C |  |  |  |  | R |  |  |
| Act as primary contact between state project team and sponsor or PAT |  |  |  | R |  |  |  |  |  |  |  |
| Act as primary contact between vendor and project sponsor or PAT |  |  |  | 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 | I | 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 |  |  |  |  |  |  |  |  |  |  |  |
| Manage contract (e.g., vendor payments, legal enforcement) can be the agency’s contract manager |  |  |  | R |  |  |  |  | C |  |  |
| Validate vendor invoice prior to payment |  |  | C | R |  |  |  |  |  |  |  |
| Manage and execute the project plan |  |  | C | R | C | C | C |  |  |  |  |
| Manage project schedule, scope, and budget |  |  |  | R | C |  |  |  |  |  |  |
| Update project schedule in ND VIEW |  |  |  | R | C | C | C | C |  |  |  |
| Recommend corrective course of action for the project, if necessary |  |  | C | R | C | C | C | C |  |  |  |
| Monitor and control project risks, issues, and action items |  |  |  | R | C | C | C | C |  |  |  |
| Validate status dashboard | I | I | C | R | C | C | C |  |  |  |  |
| Manage project repository |  |  |  | R |  |  |  |  |  |  |  |
| Post-implementation report deliverable | I | I | 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=VJnqER) (contact your PCC 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

All project deliverables are date-driven and aligned with the project schedule. Deliverables will be stored on 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 Escalation Process and Issue Management sections below.

### 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 PAT.

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.

# 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
* 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 4: 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 to 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 PAT 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.**

**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 5: 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 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 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 |
| **Subtotal**  | **$0** |
|  |  |
| Risk Contingency | $0 |
| **Baseline Project Budget Total** | **$0** |
|  |  |
| Management Reserve | $0 |
| **Agency Budget Total** | **$0** |

## 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 PAT) for discussion as part of the associated change request, situation, or status report.

Fill in/change as applicable.

Table 7: 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

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 on 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

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 |
| 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 |
| Project Advisory Team | Convey project information, obtain recommendations | … | Sponsor | PAT members, project manager, invited stakeholders | Yes |
| 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 9: Communication

| **Communication** | **Message Content** | **Frequency or Timing** | **Author(s)/ Sender** | **Audience** | **Delivery Mechanism** | **Approval Required?****(Approver)** |
| --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |
| 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) |
| 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, PAT, 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

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
* PCC – ensures compliance of the project with STD009
* 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., project charter and this project plan) a review by the PCC 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.

### Project Quality Control

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)

### 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

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:

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.

## Change Control Process

If you have changes, remember to update the Vizio process flow below and include a Figure Title. 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 sponsor (with a possible review and recommendation from the PAT).

Steps for the change control process are as follows:



Figure 3: 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 if 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 (with a possible recommendation by the PAT) 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 the change has been complete

# 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:

* PAT recommendations
* Project strategy and/or direction changes
* Business strategy and/or direction changes
* 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 4: Risk Management 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 related to applications, workflows, procedures, 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:

* An event documented in a risk has happened
* 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 a 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 5: Issue Management 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 project sponsor for resolution (with a possible recommendation by the PAT)
	+ 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 (with a possible recommendation by the PAT)
	+ 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 6: Action Item Management 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 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 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 an NDIT service, create a request through the [NDIT Service Portal](https://northdakota.service-now.com/serviceportal)
* The PAT may provide recommendations on procurement approaches, and negotiation and execution of contracts