

**[Project Name]**

**[Agency]**

# **Project Management Plan (PMP)**

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***[Draft V0.1]***

**[Date]**

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**Document Revision History**

Version	Status	Date	Change Description	Updated By
V.01	Draft	[MM/DD/YYYY]	Initial draft submitted to Project Management Team for review	[Project Manager]

# 1 Project Overview

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[Provide a description of the proposed project.]

## 1.1 Project Management Document

The Project Management Plan (PMP) documents the overall management of the project and serves as a formal vehicle of communication regarding how the project is executed, monitored and controlled. It serves as a resource for project team members throughout the lifecycle of the project by documenting project scope, resources, approach, and procedures.

Projects, by their nature, are dynamic. This plan is a “living” document. It is regularly reviewed by the Project Manager and modified, as needed, based on new or refined information. All recommended updates to the plan shall be submitted in writing to the Project Manager. Depending on the nature of the change, the suggested recommendation may be reviewed and approved by the [Project Name] Change Control Board (CCB).

## 1.2 Project Objectives

The [Project Name] high-level objectives are to:

- [List the project objectives...]

## 1.3 Project Scope

[If only one project phase: ]

The scope of the [Project Name] project is as follows:

- [Enter project scope description...]

[If more than one project phase: ]

The scope of the [Project Name] project is presented in the following table:

**Table A: Project Scope**

Phase	[Project Name]
Phase I	[Enter phase information scope description]
Phase II	[Enter phase information scope description]

## 1.4 Critical Success Factors

A critical success factor is an item or goal that must be achieved in order for the project to be successful. The critical success factors for this project are as follows:

- Strong executive sponsorship and management support of the project mission and team.
- An individual(s) with clear authority to make and carry forward decisions in a timely manner.
- Clearly defined roles and responsibilities in order to assure accountability, ownership, and quality.
- Timely availability of key technical and business Subject Matter Experts (SMEs) with designated time allotted to participate in project activities to define, design, and validate system functionality.
- Adherence to the project procedures and timelines set forth in the PMP.
- A collaborative approach to project operations and problem resolution.
- A project team that possesses a thorough understanding of the project mission, goals, and milestones.
- A comprehensive project workplan and PMP.
- A thorough understanding of known project issues, risks and assumptions by the Executive Steering Committee and project team.
- Timely delivery and approval of project deliverables.
- [Add any other critical success factors of the project...]

## 2 Project Approach

Two methodologies are employed on the project simultaneously:

- Systems design and development methodology and
- Project management methodology

The systems development methodology defines the phases and activities used to develop the solution. The project management methodology defines the phases and activities used to manage the project and are aligned with the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®). This section describes the components of each methodology that will be employed on the project.

### 2.1 Systems Design and Development Approach

The following table identifies the major system development phases.

**Table 1: System Development Phases**

Phase	Description	Major Activities
<b>System Initiation</b>	Each project phase commences with a series of start-up activities that help establish the project environment. The commencement of each phase is communicated in the kickoff meeting.	<ul style="list-style-type: none"> <li>• Establish project environment.</li> <li>• Conduct kickoff meetings.</li> <li>• Develop PMP and baseline workplan.</li> </ul>
<b>System Requirements Analysis</b>	In the Requirements phase, the team focuses on further defining and redefining [Agency] requirements and identifying gaps. Interactive JAD sessions are conducted with [Agency] SMEs to better understand the current operating environment and how the system will integrate across the [Agency] business and technical framework.	<ul style="list-style-type: none"> <li>• Conduct JAD sessions to validate and refine requirements and identify gaps.</li> <li>• Review existing forms, reports and processes.</li> <li>• Identify business rules.</li> <li>• Identify data conversion and interface components.</li> <li>• Commence data cleansing and mapping.</li> <li>• Finalize Requirements Matrix/Gap Analysis.</li> <li>• Establish Development environment.</li> </ul>
<b>System Design</b>	In this phase, the blueprint for the application structure, configurations, enhancements and system interfaces are defined. Interactive JAD design sessions with [Agency] SMEs are conducted to refine initial screens/outputs and determine system logic and flow, data conversions and system interfaces.	<ul style="list-style-type: none"> <li>• Conduct JAD sessions to design modifications/enhancements.</li> <li>• Review and update screen/output design.</li> <li>• Validate business rules.</li> <li>• Define data conversion rules.</li> <li>• Continue data cleansing.</li> <li>• Complete data mapping.</li> <li>• Define system interface rules.</li> <li>• Define system security.</li> <li>• Establish Testing environment.</li> </ul>

<p><b>System Construction</b></p>	<p>In this phase, application configurations and extensions are developed, database updates are performed, system interfaces are built and data conversion programs are created. Coding is done according to specifications documented in the Design phase.</p> <p>In this phase, a series of testing activities are performed. The developed system is tested; defects are identified, prioritized, corrected, and re-tested; and test results reports are created. In addition, training is conducted with [Agency]-designated staff to prepare them for performing UAT.</p>	<ul style="list-style-type: none"> <li>• Develop system module and output changes.</li> <li>• Develop data conversion software.</li> <li>• Develop interface modules.</li> <li>• Finalize database structure.</li> <li>• Complete data cleansing.</li> <li>• Identify testing scenarios.</li> <li>• Develop UAT scripts.</li> <li>• Establish UAT/Training and Production environments.</li> <li>• Conduct system/integration testing.</li> <li>• Conduct UAT training.</li> <li>• Complete UAT script development.</li> <li>• Conduct UAT.</li> <li>• Develop/finalize training materials.</li> </ul>
<p><b>System Acceptance</b></p>	<p>In this phase, every aspect of the application being developed, along with any supporting data conversion routines and system utilities are thoroughly validated by [Agency] staff prior to proceeding into the System Implementation phase.</p>	<ul style="list-style-type: none"> <li>• Preparation for System Acceptance.</li> <li>• Validate data initialization and conversion.</li> <li>• Test, identify, evaluate, and react.</li> <li>• Refine supporting materials.</li> </ul>
<p><b>System Implementation</b></p>	<p>In this phase, training sessions are conducted. In addition, the final system is implemented and verified in accordance with the steps defined in the Transition Plan. Various manuals are finalized.</p>	<ul style="list-style-type: none"> <li>• Conduct training sessions/workshops.</li> <li>• Perform train-the-trainers activities.</li> <li>• Finalize manuals.</li> <li>• Conduct Pilot.</li> <li>• Finalize “go live” schedule.</li> <li>• Perform “go live” activities.</li> <li>• Conduct “spot check” testing activities post-implementation.</li> </ul>

## 2.2 Project Management Approach

The following figure represents the major phases of the PMO’s project management approach.

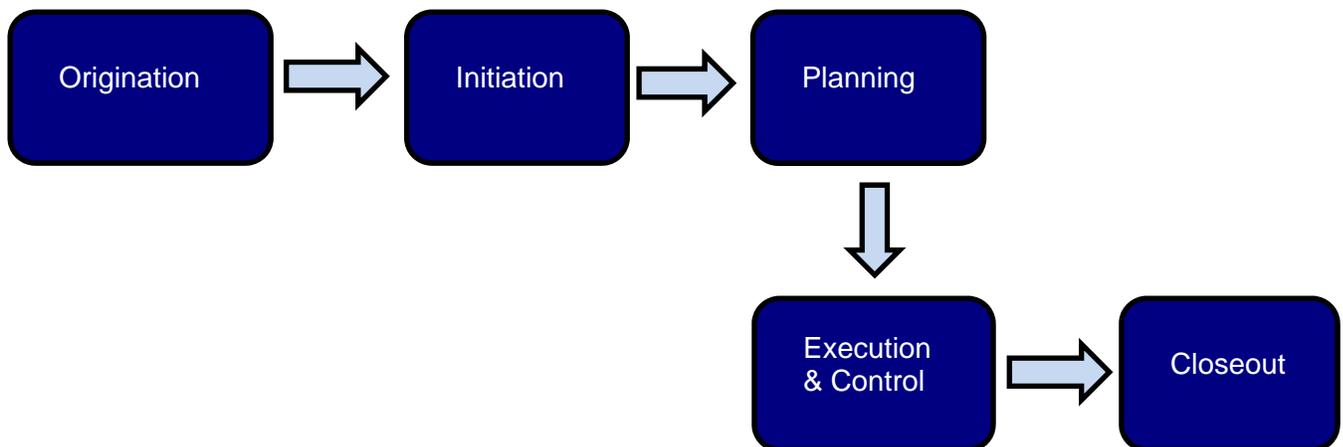


Figure 1: Project Management Approach

The following table describes each major phase of PMO's project management approach.

**Table 2: Project Management Phases**

Phase	Description	Major Activities
<b>Origination</b>	The purpose of this phase is to evaluate projects proposed for the next planning cycle and to reach a consensus on the projects to be selected. The agency makes a determination as to whether the project is consistent with the agency's strategic plan and affordable within budget guidelines.	<ul style="list-style-type: none"> <li>• Develop Business Case.</li> <li>• Develop project proposal.</li> <li>• Evaluate project proposals.</li> <li>• Select projects.</li> </ul>
<b>Initiation</b>	The purpose of this phase is to develop the business case, obtain formal approval for the project, secure a Project Sponsor and develop the project charter.	<ul style="list-style-type: none"> <li>• Develop Project Charter.</li> <li>• [Secure vendor.]</li> </ul>
<b>Planning</b>	The purpose of this phase is to develop the PMP, workplan, and other management tools (e.g., issue log, Risk Register, etc.). The PMP and workplan are considered "living" documents and are regularly reviewed by the Project Manager and modified, as needed, based on new or refined information.	<ul style="list-style-type: none"> <li>• Develop PMP.</li> <li>• Develop supporting project management tools and templates.</li> <li>• Develop workplan.</li> <li>• Perform risk assessment.</li> </ul>
<b>Execution &amp; Control</b>	<p>The purpose of this phase is to complete the work defined in the project workplan and to meet the project's objectives. During this phase, the Project Manager focuses on managing the project schedule and overseeing the team's progress on project workproducts and deliverables.</p> <p>During this phase, the Project Manager validates project progress against defined schedule, monitors activities to ensure adherence to the PMP standards, change requests are managed appropriately and monitors quality assurance, control and improvement activities.</p>	<ul style="list-style-type: none"> <li>• Manage Cost, Scope, Schedule, and Quality (CSSQ).</li> <li>• Submit completed project deliverables.</li> <li>• Conduct deliverable review.</li> <li>• Submit Deliverable Acceptance Document (DAD).</li> <li>• Status reports.</li> <li>• Monitor and control risks.</li> <li>• Updated workplans.</li> <li>• Change requests.</li> <li>• Obtain DAD approval.</li> </ul>
<b>Closeout</b>	This phase formally terminates project phase activities. The Project Manager and [Agency] Project Management Team evaluate lessons learned, reconcile the project budget and prepare [Agency] for its transition into ongoing maintenance and support. A project closeout report is prepared and presented to the Executive Steering Committee.	<ul style="list-style-type: none"> <li>• Develop Project Closeout Report.</li> </ul>

## 2.3 Project Schedule

A detailed project workplan is provided in a separate Microsoft Project file. The following figure provides a high-level view.

[Insert snapshot from the Microsoft Project Plan.]

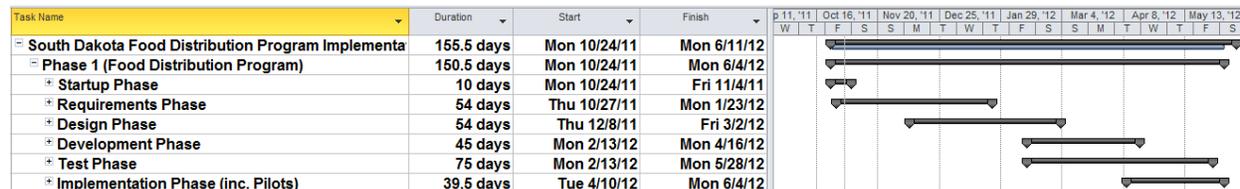


Figure 2: High-Level Schedule

## 2.4 Project Deliverables/Workproducts

The following table identifies the deliverables and workproducts by phase. The PMO [or vendor name] is responsible for all deliverables and workproducts, except those specifically noted. [The [vendor name] deliverables have a payment associated with them and go through a formal review process. Workproducts are reviewed in a less formal manner and do not have an associated payment.]

Table 3: Project Deliverables/Workproducts

Phase	Major Deliverables (D) and Workproducts (WP)
<b>System Initiation</b>	<ul style="list-style-type: none"> <li>Kickoff Presentation/Materials (WP)</li> <li>Project Management Plan (D) and Updated Workplan (D)</li> <li>Project Management Tools and Templates (WP)</li> </ul>
<b>System Requirements Analysis</b>	<ul style="list-style-type: none"> <li>Requirements Traceability/Gap Analysis (D)</li> <li>Data Conversion Plan (D)</li> <li>Development Environment (D)</li> </ul>
<b>System Design</b>	<ul style="list-style-type: none"> <li>Technology Architecture Plan (D)</li> <li>System Security Plan (D)</li> <li>Transition Plan (D)</li> <li>Knowledge Transfer Plan (D)</li> <li>Design Specifications (D)</li> <li>Test Environment (D)</li> <li>System Contingency Plan (D)</li> <li>Disaster Recovery Plan (D)</li> <li>Continuity Plan (D)</li> </ul>
<b>System Construction</b>	<ul style="list-style-type: none"> <li>Test Plan (D) – UAT Section Developed by [Agency]</li> <li>Training Plan (D)</li> <li>Prototypes (WP)</li> <li>Data Conversion Software (D)</li> <li>UAT/Training Environment (D)</li> <li>Test Scenarios (WP)</li> </ul>
<b>System Acceptance</b>	<ul style="list-style-type: none"> <li>UAT Training Materials and Training (D)</li> <li>UAT Template Materials (WP) - Developed by [Agency]</li> </ul>

	<ul style="list-style-type: none"><li>• UAT Test Scripts (WP) - <i>Developed by [Agency]</i></li><li>• Test Results Report (D) - <i>UAT Report Developed by [Agency]</i></li><li>• Production Environment (D)</li></ul>
<b>System Implementation</b>	<ul style="list-style-type: none"><li>• Training Materials and Training Sessions (D)</li><li>• User Manual (D)</li><li>• Application Support Manual (D)</li><li>• Systems Administration Manual (D)</li><li>• Help Desk Manual (D)</li><li>• Interface Software (D)</li><li>• [Project Name] Software (D)</li></ul>

## 3 Change Control

Change is an inevitable occurrence on any project. A change is defined as any alteration to the project's baseline environment that impacts schedule, cost, scope, or quality. Changes can occur in the area of project resources, contracts, legislation, sponsorship, requirements, or the technical environment. Changes that impact the project are tracked and properly managed.

This section defines the process, procedures, and outputs for all change-related project activities. The defined process ensures that all proposed changes are properly reviewed and allows decision-makers the opportunity to evaluate changes in a systematic manner. Without a change control process, schedule delays, poorly defined requirements, and/or cost overruns could occur. Alternatively, a well-defined and properly utilized change control process reduces risk and increases the likelihood of project success.

### 3.1 Change Control Approach

The following figure presents the six (6) steps of the change control process.



Figure 3: Change Control Process

#### **Step 1: Identify Potential Change**

Change identification is the process of identifying and documenting a proposed project change. To invoke the change control process, any individual member of the [Agency] project team can initiate a change request.

For each change, the requestor must complete **Part A: General Information** of the Change Request Form and submit it to the Change Control Board (CCB) Lead, via email, for review. A sample of the form is provided in Appendix C, Change Control Form. The form is located on the PMO SharePoint site.

The originator includes a proposed priority on the Change Request Form. The following table identifies the change priorities.

Table 4: Change Priorities

Priority	Impact
High	Will cause interruption or stoppage of work or create immediate tasks.
Medium	Will impact work effort, schedule, and/or budget.
Low	Will not impact work effort, schedule or budget

It is important to note that this is a request for change. Not all proposed changes are approved by the CCB.

## Step 2: Review Change Request

The CCB Lead reviews the submitted Change Request Form and confirms that it has been correctly completed. The CCB Lead updates **Part B: Initial Review** of the Change Request Form and emails the Change Request Form to the CCB for review.

The CCB Lead organizes a meeting to discuss the proposed change to determine whether it is a valid change request and whether it is believed to impact the [Project Name] project in terms of schedule, cost, scope, or quality. Although the originator identified a proposed priority in Part A: General Information, the CCB may modify this priority and document this in Part B: Initial Review.

The CCB Lead will inform the originator whether the change request was approved, denied, or deferred by the CCB. If the CCB determines that the change request is valid, the Project Manager will log the change request into the [Project Name] Change Request Register on the PMO [Agency] SharePoint site. The change request is tracked until it is closed.

If the request is rejected, the CCB Lead will record the decision on the Change Request Form and notify the originator. A copy of the change request is maintained in the project history files.

## Step 3: Perform Impact Analysis

The Project Manager, working with the CCB Lead, will assign the appropriate project team member (i.e., Assessment Owner) to the change request for further analysis. The team member must determine and quantify the following:

- What is the impact to the project schedule and cost?
- Does the change impact project deliverables?
- What is the impact to the team's work and/or resources?
- [Will the change impact current [vendor] contract/SOW?]

The Assessment Owner updates **Part C: Impact Analysis** of the Change Request Form with impact analysis information. All supporting documentation that helps to clarify the analysis is attached to the Change Request Form.

An overall change impact value is assigned to the change request. The impact value is used to describe the overall impact of a change request on cost and schedule. The following table identifies the change impact levels.

**Table 5: Change Impact Levels**

Change Impact Level	Project Impact
High	Results in change of cost by > \$10,000 and/or schedule > two (2) weeks to schedule
Medium	Results in change of cost by <= \$10,000 and/or schedule <= two (2) weeks to schedule
Low	No impact on cost or schedule

#### **Step 4: Make Decision on Change Request**

The Project Manager posts the impact analysis to the PMO [Agency] SharePoint site and contacts the CCB Lead regarding the publication. The CCB Lead organizes a meeting to discuss the impact analysis. The Project Manager presents the results of the impact analysis to the CCB. The CCB may decide to approve or reject the change.

- If the CCB's decision is to proceed with the proposed change and the change has a "Low" impact, the CCB Lead shall obtain appropriate signatures and inform the Project Manager to proceed with action.
- If CCB's decision is to proceed with the proposed change and the change has an impact rating of "Medium" or "High", the change requires approval from the [Project Name] Steering Committee. The CCB Lead schedules a meeting with the Steering Committee and the impact analysis and CCB's recommendation is presented. The CCB Lead completes **Part D: Steering Committee Approval** of the Change Request Form.

#### **Step 5: Incorporate Change**

[If the approved change request requires contract amendments, a Work Authorization is developed and approved. The [Agency] Contract Manager will be responsible for the initiation and completion of all contract amendments. A draft of the work authorization is developed and submitted to the [Vendor] Project Manager and Project Manager for review.

Upon review completion and agreement, the [Agency] Contract Manager sends the authorization to the respective State [Agency] official for processing. Approved work authorizations may require contract amendments. The [Vendor] Project Manager works with the [Agency] Contract Manager to finalize contract amendments.]

The Project Manager makes the required modifications to the project's schedule and staffing.

#### **Step 6: Monitor Change**

The Project Manager will review and revise (or instruct the appropriate individual to revise) the project's workplan to incorporate the approved change as appropriate.

In addition, the status of all change requests, from initiation through closure, will be reported at the [Project Name] Project Management meetings and the [Project Name] Steering Committee meetings.

When the work associated with a specific change request is completed, the Project Manager notifies the CCB Lead. All related documentation will be retained in the project history files and the change request will be considered closed. The closed status of all change requests will be reported at the project team meeting and the [Project Name] Steering Committee. The Project Manager updates the PMO [Agency] SharePoint site with the closed status.

### **3.2 Change Control Roles**

The following table identifies the roles and responsibilities associated with change control.

**Table 6: Change Control Roles and Responsibilities**

Role	Responsibilities
<b>Requestor</b>	<ul style="list-style-type: none"> <li>Identifies proposed change.</li> <li>Documents proposed change on <b>Part A: General Information</b> of the Change Request Form.</li> <li>Submits Change Request Form to the CCB Lead.</li> </ul>
<b>CCB Lead</b>	<ul style="list-style-type: none"> <li>Manages in accordance with the Change Control Plan.</li> <li>Maintains overall responsibility for the change control process.</li> <li>Receives and processes change requests submitted by Requestors.</li> <li>Updates <b>Part B: Initial Review</b> of the Change Request Form.</li> <li>Updates <b>Part D: Steering Committee Approval</b> of the Change Request Form, as applicable.</li> <li>Organizes and leads CCB meetings.</li> <li>Presents changes to the CCB.</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>Logs valid change requests into the SharePoint site.</li> <li>Assigns the Assessment Owner.</li> <li>Determines change implication on project schedule, work, and cost.</li> <li>Works with CCB Lead to provide recommendation regarding proposed change.</li> <li>Assists in the development of work authorizations, as needed.</li> <li>Maintains the Change Request Form.</li> <li>Maintains the Change Control SharePoint site.</li> <li>Assists CCB Lead, as needed.</li> </ul>
<b>Change Control Board (CCB)</b>	<ul style="list-style-type: none"> <li>Manages the change control process.</li> <li>Reviews submitted change requests.</li> <li>Determines whether a change request is valid and requires an impact analysis.</li> <li>Determines whether a change request is approved or rejected and the rationale.</li> <li>Provides general change management assistance, as needed.</li> <li>Provides feedback and suggestions as needed.</li> </ul>
<b>Assessment Owner</b>	<ul style="list-style-type: none"> <li>Performs impact analysis.</li> <li>Updates <b>Part C: Impact Analysis</b> of the Change Request Form.</li> <li>Provides supporting documentation for impact analysis.</li> <li>Submits updated Change Request Form to the Project Manager.</li> </ul>
<b>Executive Steering Committee</b>	<ul style="list-style-type: none"> <li>Review and make decisions on changes with Medium or High impact.</li> <li>Provides direction, when needed.</li> <li>Determines if the change has a wider organizational impact.</li> </ul>

### 3.3 Change Control Board (CCB)

To oversee the execution of the Change Control Plan and to make decisions on changes, as defined in the plan, a [Project Name] Change Control Board (CCB) will be established. All change requests will be reviewed by the CCB. The CCB will rely on the [Project Name] Core

Team and Subject Matter Experts for advice and guidance. The members of the [Project Name] CCB are identified in the following table.

**Table 7: Change Control Board (CCB)**

Role	Member
CCB Lead	<ul style="list-style-type: none"><li>• [Program Manager Name]</li></ul>
CCB Participant	<ul style="list-style-type: none"><li>• [SME Name], SME</li><li>• [Project Manager Name], Project Manager</li></ul>

### 3.4 Change Control Tools

The Change Request Form template and submitted Change Request forms are located on the SharePoint site.

The Change Request Log is located on the SharePoint site.

The link to the SharePoint site is as listed: [\[link to SharePoint subsite\]](#)

## 4 Issue Management

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An issue is an obstacle that arises which requires action in order for the project to proceed on time and within budget. Effective issue management is critical on a project in order to reduce the risk of an issue becoming an impediment to the project's success. The issue resolution process brings visibility, accountability and timely resolution of issues. This plan defines the process, procedures, and outputs for all issue-related project activities.

### 4.1 Issue Management Approach

The following figure presents the five (5) steps of the issue management process.



Figure 4: Issue Management Process

#### **Step 1: Identify Potential Issue**

Issue identification is the process of identifying and documenting a potential project issue. To invoke the issue resolution process, any individual member of the project team or stakeholder can identify an issue. Issues may be identified through a variety of sources including, but not limited to, interviews, working sessions, JADs, project meetings, research, analysis, and/or management discussion. Issues may also be submitted via email to the Project Manager.

#### **Step 2: Evaluate Issue**

The Project Manager enters the issue into the Issue Log on the SharePoint site. The Project Management team reviews the submitted issue and determines its validity. At this point, an issue priority is assigned to the issue. The following will be used in determining the priority of an issue.

Table 8: Issue Priorities

Priority	Description
High	“Show stopping” item. Will cause interruption to the project, stoppage of work, or impact project’s scope, cost, or schedule.
Normal	Will not impact continuation of work or create new tasks in the short-term.
Low	Will not impact continuation of work or create new tasks.
N/A	Not an issue.

For valid issues, an Issue Owner is assigned and the progress of the issue is tracked within the Issue Log and reported during the status meetings and on the monthly status report.

It is important to note that some issues may really be an action item, may be a duplicate, or may be outside of the project's scope. If the issue is not valid, the Project Manager contacts the originator to explain why the proposed issue has been deemed "not valid".

### **Step 3: Determine Plan of Action**

The Issue Owner evaluates the issue and determines the best course of action. A series of actions is identified, target action end dates are determined, and action owners are documented. The Project Manager will review action items to ensure that they are appropriate and resources are available.

If an agreed-upon resolution impacts project scope, cost and/or schedule, the Project Manager will complete a Change Request Form. If the issue cannot be resolved by the project team, it may be presented to the Executive Steering Committee for review.

### **Step 4: Monitor Issue**

On a weekly basis, the Project Manager will work with the Issue Owner to determine the issue status. The Project Manager monitors the status of the issue and reports the status during the status meeting.

### **Step 4: Close Issue**

After determination by the Project Manager that the issue has been satisfactorily resolved, the issue may be closed. The Project Manager updates the Issue Log accordingly by reviewing the documented resolution and entering the final resolution approval date. The status of the issue will be change to "Closed".

## **4.2 Issue Resolution Tools**

The Issues Log is located on the SharePoint site.

The link to the SharePoint site is as listed: [[link to SharePoint subsite](#)]

## 5 Risk Management

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Risk management is the systematic process of identifying, analyzing and responding to project risks. The goal is to minimize the probability and consequences of adverse events to project objectives.

A risk is a potential event that would have a negative impact on the success of the project if the event were to occur. A risk is an event that has not occurred.

An issue is an event that also can adversely impact the project; however, an issue has arisen and the project team must take action to minimize the impact. Risks are tracked separately from issues.

This project will use a structured approach to risk management in order to minimize the potential that identified risks adversely impact the project. The goal of the risk management plan is to improve the probability of success of the project by defining a process for the ongoing assessment of potential problems and the opportunity to make adjustments to avoid or lessen the impact of those problems before they occur.

### 5.1 Risk Management Approach

The following figure presents the five (5) steps of the risk management process.



Figure 5: Risk Management Approach

#### **Step 1: Identify Project Risks**

Risk identification is the process of identifying those risks that could negatively impact project quality, cost, and/or schedule. It would be impossible to identify all possible risks to the project at one time; therefore, emphasis is on identifying risks that are at least somewhat likely to occur and that could have a significant impact on the project. All project team members are responsible for identifying potential risks to the project. All risks are tracked in the [Project Name] Risk Register located on the PMO Agency SharePoint site. A sample of the register is provided in Appendix D: Risk Register.

#### **Step 2: Perform Risk Analysis**

##### **Impact**

Risks are assigned an impact rating based on the estimated negative impact on project cost, schedule, and/or quality. The following table identifies how the ratings are derived.

**Table 9: Impact Probability**

Criteria	Impact Rating
One or more of the following: <ul style="list-style-type: none"> <li>Project cost increase of &gt; \$20,000.</li> <li>Schedule increase of 10% or more.</li> <li>Loss of critical function or major objective.</li> </ul>	<b>High</b>
One or more of the following: <ul style="list-style-type: none"> <li>Project cost increase of &gt; \$5,000 and &lt;= \$20,000.</li> <li>Schedule increase of 5% and &lt; 10%.</li> <li>Significant discrepancies in desired functionality or defined objective.</li> </ul>	<b>Medium</b>
One or more of the following: <ul style="list-style-type: none"> <li>Project cost increase of &lt;= \$5,000.</li> <li>Schedule increase &lt;= 5%.</li> <li>Minor discrepancies in desired functionality or defined objective.</li> </ul>	<b>Low</b>

## Probability

In addition, risks are assigned a probability rating based on the estimated likelihood of a risk event occurring. The following table identifies valid ratings.

**Table 10: Risk Probability**

Probability Rating	Likelihood	Description
<b>N/A</b>	100%	Not a risk (I.e., a likelihood of 100% means the risk has already occurred and therefore it is an issue – not a risk!)
<b>High</b>	> 75% and < 100%	Occurrence is very likely and may not be controlled by following existing processes, procedures and plans.
<b>Medium</b>	> 40% and <= 75%	Occurrence is likely and may not be entirely controlled by following existing processes, procedures and plans.
<b>Low</b>	< 40%	Occurrence is unlikely and may not be entirely controlled by following existing processes, procedures and plans.

## Risk Exposure

Risk exposure is determined from the probability and impact ratings, and is used along with the timeframe rating to determine severity. The exposure rating for each risk is the intersection of that risk's impact and probability, as presented in the following table.

**Table 11: Risk Exposure Matrix**

Impact	Probability			
		High	Medium	Low
High		High	High	Medium
Medium		High	Medium	Low
Low		Medium	Low	Low

## Timeframe

Risks are assigned a timeframe rating based on the time period within which action must be taken to successfully respond to the risk. The following table identifies valid ratings.

**Table 12: Risk Timeframe**

Timeframe Rating	Time Period to Respond to Risk
Short	Less than 4 months
Medium	4-6 months
Long	> 6 months

### Step 3: Determine Risk Severity

Risk severity is determined from the exposure and timeframe ratings. It is used to prioritize the risk. Risks with a “Red” severity have the highest priority for risk response activity and escalation, followed by “Yellow” and then “Green” severity risks. The severity rating for each risk is the intersection of that risk’s exposure and timeframe, as presented in the following table.

**Table 13: Risk Severity Matrix**

Timeframe	Exposure			
		High	Medium	Low
Short		Red	Red	Yellow
Medium		Red	Yellow	Green
Long		Yellow	Green	Green

### Step 4: Define Risk Response Approach

The Risk Owner is responsible for planning appropriate risk response action and for tracking the status of the risk and the response activity. The Risk Owner, with the approval of the Project Manager, determines the appropriate risk response strategy from the options below:

- **Accept:** If the project can continue and be successful with the anticipated impact of the risk, or if there is no practical way to avoid or mitigate the risk, the project may choose to

accept the risk and expend no further resources managing it other than tracking the risk status.

- **Avoid:** Risk avoidance involves taking steps to reduce the probability of the risk.
- **Control:** Risk mitigation involves taking steps to reduce the impact of the risk. These steps can include actions to be taken immediately and/or contingency plans to be implemented if a risk event occurs.
- **Transfer:** Identify another party to take responsibility for the risk.

The Risk Owner must propose a risk mitigation strategy for each risk owned and the respective action plan. The Project Manager reviews the action plan to be taken to implement the selected strategy and submits it for approval consistent with the escalation process identified in Risk Escalation. A periodic review will occur to track progress against the action plan.

If the project can continue and be successful with the anticipated impact of the risk, the project may choose to accept the risk, document the acceptance, and expend no further resources managing it. Often a simple list of one or more action items, with responsibilities and due dates identified, will be an adequate plan.

If the risk cannot be accepted and there is action that must be taken, then the risk must be mitigated. A mitigation plan is developed and implemented. For a project of high and medium criticality, some high severity risks may require elaborate mitigation planning. For example, a formal work breakdown structure (WBS) and resource budget may be required for particularly complex or high impact risks.

### Step 5: Monitor and Control Risk

The Project Manager records the risk in the Risk Register. The Risk Owner tracks the risk, including the status of each of the action items, and reports any changes at the monthly status meeting. The Project Manager maintains the [Project Name] Risk Register and records new events and actions and the resulting changes to risk status. The [Agency] Project Management Team will work with the Risk Owner to facilitate monitoring the risks and related mitigation strategies. The Project Manager and/or [Agency] Project Management Team may escalate risks to the Steering Committee depending on risk severity.

## 5.2 Risk Escalation

The [Agency] Project Management Team may escalate risks depending on risk severity, as indicated in the following risk escalation matrix.

**Table 14: Risk Escalation Matrix**

		Risk Severity		
		High	Medium	Low
Escalation	[Agency] Executive Steering Committee	X	X	
	[Agency] Project Management Team	X	X	X

### 5.3 Risk Management Roles

The following table identifies the roles and responsibilities associated with risk management.

**Table 15: Risk Management Roles**

Role	Responsibilities
<b>Executive Steering Committee</b>	<ul style="list-style-type: none"> <li>• Review escalated risks with high criticality and severity.</li> <li>• Provide direction when needed.</li> <li>• Determine if risks have become unacceptable for the project to continue.</li> <li>• Approves risk response mitigation strategy and risk response mitigation plans for all medium and high severity risks.</li> </ul>
<b>Project Management Team</b>	<ul style="list-style-type: none"> <li>• Approve Risk Management Plan.</li> <li>• Ensures Risk Management satisfies State requirements.</li> <li>• Review escalated risks.</li> <li>• Provide direction and feedback as needed.</li> <li>• Approves risk response action plans for all risks.</li> <li>• Approves risk response mitigation strategy and risk response mitigation plans for all medium and high severity risks.</li> <li>• Escalates risks to the Project Sponsor and Steering Committee, as needed.</li> <li>• Approves Risk Owner(s).</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Develops the Risk Management Plan and tools.</li> <li>• Manages the Risk Register on the SharePoint site.</li> <li>• Participates in periodic risk identification reviews.</li> <li>• Determines which risk candidates represent actual risks.</li> <li>• Recommends assignment of Risk Owner(s).</li> </ul>
<b>Risk Owners</b>	<ul style="list-style-type: none"> <li>• Assigns risk attributes.</li> <li>• Proposes risk priority.</li> <li>• Proposes risk response strategy.</li> <li>• Develops risk response action plan.</li> <li>• Executes risk response actions.</li> <li>• Tracks and reports risk status and response activity.</li> </ul>
<b>Core Project Team SMEs</b>	<ul style="list-style-type: none"> <li>• Identifies risks.</li> <li>• Assists in quantifying risks.</li> <li>• Serves as Risk Owners (as assigned).</li> </ul>

### 5.4 Risk Management Tools

The Risk Register is located on the SharePoint site.

The link to the SharePoint site is as listed: [\[link to SharePoint subsite\]](#)

## 6 Quality Management

Quality management is the process for ensuring that project activities and deliverables incorporate the proper preparation, review and delivery to minimize errors and future problems. Quality management includes three major areas:

- Quality Assurances
- Quality Control
- Quality Improvement

### 6.1 Quality Assurance

Quality assurance focuses on ensuring that the process being used to develop project deliverables minimizes future defects that may be identified during the quality control process. Quality assurance activities are proactive and validate that project team members are performing tasks that adhere to the project's guidelines, standards, tools and methods. The main purpose of quality assurance activities is to find errors or defects as early as possible, so that they can be corrected with minimal time, effort, and cost.

The following table identifies the major quality assurance activities to be performed on the project.

**Table 16: Quality Assurance Activities**

Activity	Responsible Party
Develop a Project Management Plan (PMP) that clearly defines the process by which the project will be managed.	Project Manager
Manage the project in a manner aligned with the PMI PMBOK.	Project Manager
Develop a document template to be used for all document deliverables.	Project Manager
Ensure a Deliverable Acceptance Document (DAD) has been developed and a formal signoff for each deliverable has occurred.	Project Manager
Identify the quality control method for each deliverable.	Project Manager [Agency] Project Management Team
Update project schedule on monthly basis.	Project Manager
Maintain a Risk Register.	Project Manager
Maintain an Issue Log.	Project Manager
Maintain a Change Control Register.	Project Manager
Perform beginning/end of phase reviews that include reviewing and assessing project scope, deliverable status, and lessons learned.	[Agency] Project Management Team Project Manager
Develop and maintain a requirements traceability matrix throughout the project.	Project Manager

Activity	Responsible Party
Perform scheduled audits of team workproducts and deliverables.	[Agency] Project Management Team Project Manager
Perform load and test reviews at the end of each load and test.	[Agency] Project Management Team [Agency] Core Project Team

The following table identifies the major tools used to perform quality assurance activities.

**Table 17: Quality Assurance Tools**

Tool	Description
<b>Project Management Plan (PMP)</b>	The PMP defines the policies, methods, and procedures for managing the [Project Name] project. It serves as a roadmap for the execution and control of the project and includes information on the project's organization, document management, risk management, change control, issue resolution, communication, and workplan.
<b>Deliverable Acceptance Document (DAD)</b>	The DAD serves as a standard deliverable acceptance certificate.
<b>Issue Tracking</b>	The project will utilize a defined process for identifying and managing issues. Issues are tracked on the SharePoint site. See the Issue Management section for more information.
<b>Change Control</b>	The project will utilize a defined process for identifying and managing changes. Changes are tracked on the SharePoint site. See the Change Control section for more information.
<b>Requirement Traceability</b>	The Project Manager will develop a Requirements Traceability Matrix spreadsheet that will map requirements to software modules/screens as well as identified gaps with the core software. The [Agency] Test Lead will use this matrix to track UAT test cases to requirements, in order to ensure that all requirements have been tested.
<b>Document Management and Control</b>	Documents are named in accordance with the naming convention defined in the Document Management section. Each document utilizes the MS Word template to ensure consistency in look and structure.

## 6.2 Quality Control

Quality Control is used to verify and measure that deliverables are of acceptable quality and that they are complete and correct. Quality control activities focus on identifying defects in the project's workproducts after the product has been developed. The following table identifies major quality control activities to be performed on the project.

**Table 18: Quality Control Activities**

Activity	Responsible Party
Conduct peer reviews of draft deliverables to solicit input and provide a mechanism for knowledge transfer.	[Agency] Project Management Team Project Manager
Conduct formal reviews of project document deliverables to formally walkthrough submitted "Draft" deliverables.	[Agency] Project Management Team Project Manager
Ensure that each technical requirement is mapped against a specific series of test cases via the Requirements Traceability Matrix.	[Agency] Test Lead
Conduct all phases of testing defined in the [Project Name] Test Plan.	[Agency] Project Management Team Project Manager
Utilize a defined defect tracking method and tool to track and resolve identified software defects.	[Agency] Project Management Team Project Manager

### 6.3 Mapping Deliverables to Quality Control Methods

The following table identifies the quality control method(s) associated with each project deliverable.

**Table 19: Deliverable Quality Control Methods**

Deliverable Name	Quality Control Method		
	Formal	Informational Walkthrough	Testing
Project Management Plan	X		
Workplan	X		
Requirements Traceability/Gap Analysis	X	X	
Data Conversion Plan	X	X	
Technology Architecture Plan	X	X	
System Security Plan	X	X	
Transition Plan	X		
Knowledge Transfer Plan	X		
Technical Specifications	X	X	
Test Plan	X		
Training Plan	X		
Data Model		X	
Data Conversion Software		X	X
Training Materials	X		
UAT Test Results Report (Developed by [Agency])	X		
User Manual	X		
Application Support Manual	X	X	
System Administration Manual	X	X	

Deliverable Name	Quality Control Method		
	Formal	Informational Walkthrough	Testing
Help Desk Manual	X		
Software		X	X
Production, Test, and Development Environments			X
Contingency Plan	X		
Disaster Recovery Plan	X		
Continuity Plan	X		

## 6.4 Quality Improvement

Quality improvements are processes, methods, and tools identified during the project that can improve the overall quality of the workproducts.

Lessons learned during this project may result in changes to the quality assurance or quality control activities used in subsequent phases and improve overall quality. During Phase Closeout, the Project Manager examines possible process improvements via feedback sessions with the [Agency] project management team and overall project team.

## 7 Communications Management

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Disseminating information about the project in a timely and consistent manner is essential to the project's success. Keeping internal external stakeholder informed of key aspects of the project provides for a consistent understanding of the project's goals, objectives, status, schedule, and products by all parties.

This plan provides a framework for informing, involving, and obtaining buy-in from all participants throughout the duration of the project. The overall communication approach is based on an open and communicative project team environment and the delivery of information in a timely manner, in an effort to minimize misunderstandings and misinformation.

### 7.1 Communication Vehicles: Reporting Meetings

#### ***Project Team Meeting***

[Agency] will conduct internal project team meetings as needed. As needed, the Project Manager and/or specific SMEs may be asked to attend this meeting. The purpose of the meeting is to provide project status on [Agency]-specific activities and discuss upcoming overall project activities, action items, and issues. The meetings are led by the [Project Sponsor].

#### ***Project Management Team Meeting***

Project management team meetings are conducted [bi-weekly] or more frequently as needed. The primary participants include the [Project Sponsor], Project Manager, and POC. As needed, [Agency] and SMEs may be asked to attend this meeting. The focus of these meetings is to discuss the status of [Agency] and project activities, as well as action items, issues, change control items, and project management items.

#### ***Executive Steering Committee Meeting***

Executive Steering Committee meetings are organized and led by the Project Manager. The meeting participants include the [Project Name] Steering Committee, [Agency] Project Management Team, Project Team, and CCB Lead. The purpose of the meeting is to provide project status; present issues that cannot be resolved by the project team, and discuss proposed change control items with medium or high impact.

Currently, these meetings are conducted on an as needed basis. If the need arises the schedule may be changed by the Executive Steering Committee Lead. In the event that an urgent matter arises and must be addressed by the Steering Committee prior to the next scheduled meeting, the Project Manager may call an emergency meeting.

## 7.2 Communication Vehicles: Working Meetings

### ***Joint Application Design (JAD) Sessions***

Joint Application Design (JAD) sessions are scheduled as needed.

### ***Informal Walkthrough***

Prior to submission of a complicated document-based deliverable (e.g., Technical Specifications) or a non-document deliverable (e.g., Data Model), an informal walkthrough may be conducted. Informal walkthroughs are BIT-[Agency] peer reviews, usually with technical staff that understand the technical content of the specific deliverable. Informal walkthroughs may occur on sub-sections of a document-based deliverable in order to ensure that the technical content is correct prior to submission for a formal review or may occur in lieu of a formal review because the deliverable is not conducive for a site-down review.

### ***Formal Reviews***

Formal reviews of certain project deliverables will be performed to communicate the content of a deliverable and to address questions. The [Agency] Project Management Team, in conjunction with the Project Manager, will determine which deliverables require a formal walkthrough, the appropriate attendees, and the timing.

### ***Change Control Board Meeting***

Change Control Board (CCB) meetings are conducted at a date and time that is acceptable to the CCB members. The meetings are organized and led by the [Project Sponsor]. The meeting participants are the CCB members (including the Project Manager) and selected SMEs (as needed). The purpose of the meeting is to review proposed change requests and determine whether the change request should undergo an impact analysis. For those change requests that have undergone an impact analysis, the CCB reviews the results and determines the next steps. For more information regarding change control, see the Change Control section.

### ***[Policy Council Meeting***

In the event that a change to business process requires a modification to existing policy, the project's Policy Council Lead, [Policy Council Lead Name], will be notified. The Lead will call a meeting with the [Agency] Project Management Team and designated SMEs/management to discuss the potential policy change. The Lead will in turn work the proposed change through the designated internal policy groups in order to reach resolution. ]

## 7.3 Status Reports

On the last day of each month, the Project Manager will publish a project status report. The project status report will identify accomplishments, activities underway, upcoming activities,

status of project deliverables, issues, and miscellaneous items. The Project Manager will post the status report to the SharePoint site.

The [Agency] Project Management Team may then email the report to key project stakeholders.

## 7.4 Selected External Project Participation

[It is critical to include contracting entities during the [Project Name] project in order to ensure an understanding of their future operating environment as well as to receive their buy-in. In addition to communicating information via newsletters and the [Project Name] project website, select contracting entities will be included in a [two] pilot prior to release of each phase's modules. Contracting entities may also be included in user acceptance testing (UAT). [Agency] will conduct training classes for contracting entities.]

[Information regarding the involvement of external stakeholders is provided in the Test Plan and Training Plan. ]

## 7.5 Ad Hoc Communications

At certain points during the project, events may require meetings and other forms of communications to take place. These include working sessions, project announcements, [brown bag meetings, newsletters], etc. The [Agency] Project Management Team, working with the [Agency] Project Sponsors and the Project Team, will determine the communication purpose, content, delivery method, and timing.

## 8 Configuration Management

Configuration management is managing the way in which a software project, and its key system documents, evolves during the project lifecycle and post-implementation. It is the process by which the individual components of a software system are identified so that any changes to the configuration of these components can be systematically traced, and therefore controlled. Configuration management thus forms the basis for the system's product management.

Configuration management is an important component of any IT organization in that it is critical to the software development life cycle (SDLC). When used appropriately, configuration management allows for better control and improved quality of all project activities. When applying configuration management, it is important to use a strategy that fits the goals and complexity of the project, to document these in the configuration management plan, and to implement configuration management early in any project.

This Configuration Management Plan provides a high-level overview of the process, procedures, and tools for managing system-related changes. Detailed information will be provided in the Application Support Manual.

### 8.1 [Project Name] Source Code

All software used by [Project Name] is subject to configuration control. This includes, but is not limited to:

- Source Code
- Executable Code
- Database Tables
- Database Data
- Database Updates
- Database Views
- Database Triggers
- Database Procedures
- Scripts/Macros
- Batch Files

Application software is stored in the environment-specific directories (e.g., Development, Test, Production) identified below.

**Table 20: Source Code Location – All Environments**

Description	LAN Directory	Type
<b>[Project Name] – Development Environment</b>		
	[directory location]	Source Code Executable Code Database Tables Database Data Database Updates

Description	LAN Directory	Type
		Database Views Database Triggers Database Procedures Scripts/Macros Batch Files
<b>[Project Name] – Test Environment</b>		
	[directory location]	Source Code Executable Code Database Tables Database Data Database Updates Database Views Database Triggers Database Procedures Scripts/Macros Batch Files
<b>[Project Name] – Training/Acceptance Test Environment</b>		
	[directory location]	Source Code Executable Code Database Tables Database Data Database Updates Database Views Database Triggers Database Procedures Scripts/Macros Batch Files
<b>[Project Name] – Production Environment</b>		
	[directory location]	Source Code Executable Code Database Tables Database Data Database Updates Database Views Database Triggers Database Procedures Scripts/Macros Batch Files

## 8.2 [Project Name] Database

Data and data structures used operationally by the [Project Name] are under configuration control.

Table 21: [Project Name] Data Location – All Environments

Description	LAN Directory	Type
<b>[Project Name] – Development Environment</b>		
	[directory location]	[Database Server Type]
<b>[Project Name] – Test Environment</b>		
	[directory location]	[Database Server Type]
<b>[Project Name] – Training/Acceptance Test Environment</b>		
	[directory location]	[Database Server Type]
<b>[Project Name] – Production Environment</b>		
	[directory location]	[Database Server Type]

## 8.3 Version Management Tool

The version management tool that will be used for the [Project Name] project is Microsoft Team Foundation Server (TFS).

## 8.4 [Project Name] Systems Documentation

Numerous system-related documents will be created on the [Project Name] project. Since these documents contain specific information regarding the [Project Name] operational environment, it is imperative that they are current and are properly updated when changes to the baseline system occur. These documents are referred to as “controlled documents”.

A controlled document is a document that has been developed and accepted as a baseline and is subject to ongoing maintenance as the system evolves. As changes to the system’s baseline occur, the appropriate updates must be made to the corresponding controlled document to ensure that the document remains current and in sync with the system. The work related to updating impacted controlled documents is included in the overall set of activities to be performed when undergoing a system change.

The following identifies the controlled documents for the [Project Name] project:

- Systems Administration Manual
- End User Manual
- Application Support Manual
- Help Desk Manual
- Training Materials

Upon [Agency] acceptance of the above-listed documents, each of these documents is designated as the baseline. Any subsequent changes to the documentation will undergo version control. The updated controlled documents will comply with the naming standards and development process described in the [Project Name] Document Management section.

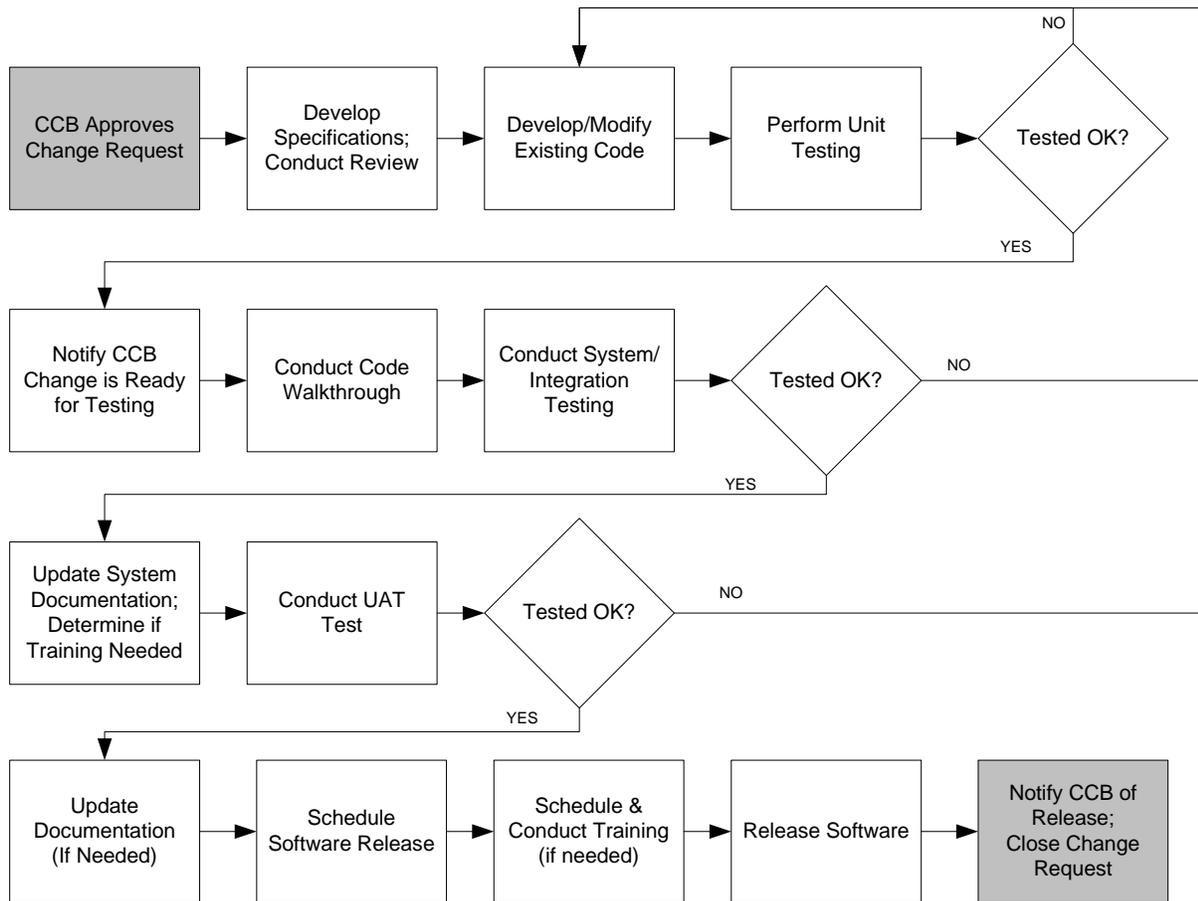
## 8.5 Configuration Management within the Change Control Process

Configuration management defines the processes by which the system's configuration items are baselined and changes from the baseline are managed. The change control process involves activities related to requesting and evaluating a change request, approving or rejecting the change request, and implementing an approved change request.

Once the respective system module is baselined (i.e., via implementation), required changes to specific system configuration items manifest itself through the change process. Such system changes may be the result of new requirements, changes in systems with which [Project Name] interfaces, additional data elements required by legislation, new outputs, and changes in functionality, etc.

The following diagram depicts the configuration management process within the context of the change control process. The change control activities are shaded. All other activities are configuration management activities performed when an approved change control request relates to the baselined [Project Name] production environment and its respective configuration items.

Figure 6: Configuration Management Process



## 8.6 Initial Code Promotion Process

The following defines the initial code promotion process:

- [Describe the code promotion process.]

## 8.7 Software Build Process

Build is the process of compiling and configuring the source code such that it can be deployed to the application server.

Following are the build practices for the [Project Name] project:

- [Describe the build process.]

## 9 Documentation Management

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This section presents the overall processes to standardize the storage and management of project documentation.

### 9.1 Storage

Project documents will be stored on the SharePoint site. Generally, the Project Manager will save project documents to the site.

### 9.2 SharePoint Access and Control

Access to the SharePoint site is provided to the [Agency] Project Management Team and the [Agency] Core Team. Individuals receive a login ID and password to access the site. Any issues regarding access should be directed to the Project Manager.

### 9.3 Development Tools

The project team will use the following standard tools to generate documents, email, spreadsheets, diagrams, etc.

**Table 22: Document Development Tools**

Document Type	Development Tool
Diagrams	Microsoft Visio and/or Microsoft PowerPoint
Documents	Microsoft Word
Email	Microsoft Outlook
Presentations	Microsoft PowerPoint
Project Schedule	Microsoft Project
Spreadsheets	Microsoft Excel

### 9.4 File Naming Scheme

Each deliverable file name will use the following naming scheme:

**YYYYMMDD\_Document Title\_DRAFT/FINAL\_v0.0**

For example, the initial draft Project Management Plan document file name would be:

**[20120328]\_Project Mgt Plan\_DRAFT\_v0.1**

## 9.5 Document Development Process

Documents that are contract deliverables progress through a development cycle prior to being released to the [Agency]. Various stages of review occur to ensure the document is complete, accurate, and meets contractual requirements.

### ***Initial Draft***

The initial draft is an internal working copy and is not generally distributed to the [Agency]. Initial drafts may be distributed to another team member(s), team lead, and/or the project manager for review and feedback. Updates are made to the initial draft document. Once this document is ready for submission to [Agency] for review, it transitions to a “Draft” status.

### ***Draft***

The Project Manager places the draft document on the SharePoint site and notifies the Project Management team, by email, that it is available for review. The [Agency] reviewers commence review of the draft document.

### ***Final***

Upon completion of its review, the [Agency] prepares formal comments back to the Project Manager in a consolidated form to avoid two reviewers contradicting each other or requesting different changes. A formal review of the document, led by the Project Manager, is performed. The Project Manager makes the requested changes and resubmits the document as “Final”, along with the Deliverable Acceptance Document (DAD).

## 9.6 Deliverable Acceptance Document

Once a final deliverable review has been performed and the [Agency] verbally acknowledges acceptance of the deliverable, the Project Manager will provide the [Agency] Project Management team with a DAD. By signing the form, [Agency] acknowledges acceptance of the deliverable. DADs are signed within three (3) days of verbal acceptance of the deliverable.

## 9.7 Deliverable Review Timeline

[Agency] will be responsible for reviewing and approving each completed deliverable. The deliverable review process will be as follows:

- Documents <= 200 pages will be reviewed by [Agency] within five (5) business days.
- Deliverables > 200 and < 500 pages will be reviewed by [Agency] within ten (10) business days.

- [Agency] will consolidate comments/questions on draft deliverables into a single document (via MS Word track changes) so that only one set of comments/questions for each deliverable.
- The deliverable review process will be limited to [Agency] staff (e.g., there is no additional review cycle for external parties).

# Appendix

## Appendix A: Glossary of Abbreviations

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[Add additional abbreviations which were added to the PMP document.]

Abbreviation	Associated Term
BIT	Bureau of Information & Telecommunications
CCB	Change Control Board
DAD	Deliverable Acceptance Document
JAD	Joint Application Design
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PMO	BIT Project Management Office
PMP	Project Management Plan
CSSQ	Cost, Scope, Schedule, and Quality
SME	Subject Matter Expert
TFS	Microsoft Team Foundation Server
UAT	User Acceptance Testing

## Appendix B: Deliverable Acceptance Document

<p><b>[Full Agency Name]</b> <b>[Project Name]</b></p> <p><b>Deliverable Acceptance Document</b></p>
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Deliverable Description	
Customer	
Deliverable ID	
Deliverable Name	
Overall Project Phase	
Development Phase	
Draft Submission Date	
Formal Review Date	
Final Submission Date	
Deliverable Reviewers	

Approver	Signature	Date
<p><b>[Agency Program Manager Name]</b> <b>[Agency]</b> Program Manager</p>		
<p><b>[PMO POC Name]</b> <b>[Agency Abbr]</b> Point of Contact</p>		

Submitted By	Signature	Date
<p><b>[PMO Project Manager Name]</b> BIT Project Manager</p>		

# Appendix C: Change Request Form

**[Project Name]**  
**Change Request Form**

Part A: General Information (completed by Requestor)	
Submission Date (MM/DD/YYYY)	
Requestor Name	
Requestor Phone Number	
Requestor Email	
Requestor Organization	___ Agency ___ BIT ___ Other _____
Proposed Priority*	___ Low ___ Medium ___ High
Proposed Change Description	
Reason for Change	

**\*Priorities**

- High: Will cause interruption or stoppage of work or create immediate tasks
- Medium: Will impact work effort, schedule, and/or budget
- Low: Will not impact work effort, schedule or budget

Part B: Initial Review (completed by CCB Lead)	
Initial Review Date (MM/DD/YYYY)	
Initial Reviewer Name	
Change Request Title	
Valid Change Request?	___ Yes ___ No
<b><i>If the change request is valid, complete the following fields</i></b>	
Date Logged into SharePoint	
Reviewer's Potential Impact	___ Low ___ Medium ___ High
Reviewer's Comment	

Part C: Impact Analysis (completed by Assessment Owner)	
Assessment Owner	
Assessment Overview	
Final Priority	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High
Final Impact	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High
Impact Analysis	
Schedule	
Cost	
Impacted Phase/Module	
Impacted Deliverable(s)	
Impacted Workplan Activities	
Other Impact	
Final Recommendation	
Requires Steering Committee Approval?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Part D: Steering Committee Approval	
Date Presented to Steering Committee	
Steering Committee Recommendation	

Part E: Change Control Board Approval		
	Signature	Date
[CCB Lead] ([Agency])		
[CCB Participant] ([Agency])		
[Project Manager] (BIT)		

## Appendix D: Risk Register

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A Risk Register is used to track risks. This register is in the format identified below.

- **#:** Unique number assigned to the risk.
- **Risk Description:** Potential risks that may occur during the project.
- **Status:** Current status of the risk. The valid values are:
  - Open.
  - PUD (Plan under Development).
  - Monitored.
  - Closed.
- **Impact:** Degree of impact. The valid values are:
  - Low.
  - Medium.
  - High.
- **Probability Rating:** Likelihood of the risk occurring. The valid values are:
  - Low.
  - Medium.
  - High.
- **Timeframe:** How soon action is required to prevent the risk from occurring. The valid values are:
  - Short.
  - Medium.
  - Long.
- **Response Strategy:** The approach used to manage the risk. The valid values are:
  - Accept.
  - Avoid.
  - Control.
  - Transfer.
- **Severity:** Degree of severity. The valid values are:
  - Green.
  - Yellow.
  - Red.
- **Risk Owner:** Owner of the risk.
- **Plan Status:** Status of the risk mitigation plan (if applicable). The valid values are:
  - Not Started.
  - Complete.
  - Under Review.
  - Approved.
- **Target Mitigation Definition Date:** Target date by which the mitigation actions must be defined.
- **Mitigation Actions:** Actions to be taken to minimize potential of the risk occurring

**[Project Name]**  
**Sample Risk Register**

#	Risk Description	Status	Impact	Probability Rating	Timeframe	Response Strategy	Severity	Risk Owner	Plan Status	Target Mitigation Definition Date	Mitigation Actions