**Project Plan**

**(Instructions)**

*The Project Plan is an agreement among the project team, the project sponsor and key stakeholders. It represents a common understanding of the project for the purpose of facilitating communication among the stakeholders and for setting authorities and limits for the project manager and team. The project plan includes relating the project to business objectives, and defining the boundaries of the project in multiple dimensions including approach, deliverables, milestones, and budget.* **Table of Contents**

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### A. Executive Summary

*Provide a brief summary of the project using the Business Case as a basis for this text.*

### B. Business Objectives

1. **Business Need/Opportunity/Objectives**

*The business need/opportunity should be stated to provide an understanding of:*

* *What created the need, or how the opportunity was recognized*
* *The magnitude of the need/opportunity*
* *Contributing factors, such as workload increases or staff reductions, and fiscal constraints*
* *An understanding of the extent to which the need/opportunity would be addressed if an appropriate alternative were implemented*

*Business objectives can be stated as business measures, such as increasing profits by 20%.*

1. **Product Description (Solution)**

*Describe the proposed solution and state how it meets the business goals.*

*Project objectives describe the proposed solution and help define how the project supports the business objectives. Include such things as:*

* *Solution description.*
* *Benefits of doing the project. Benefits should link back to the business need or opportunity.*
* *The criteria by which the project will be deemed successful by key stakeholders.*

*Examples:*

* *Implementation of this new service will reduce operational expenses by $200,000 per year.*
* *This project will be successful if delivered within 10% of the approved budget.*

### C. Project Description

1. **Scope**

**Includes:**

*Describe the functionality that is included within the project.*

**Does Not Include:**

*Describe the functionality or elements related to the project that are not included*

1. **Project Success Criteria**

*A core tenet of Project Management is that an objective is not 100% complete until the customer has accepted it as complete. To ensure that all project objectives are accepted (i.e. "signed-off on") as complete for your project, you need to define and document the Project Success Criteria which provides the basis for measuring the completion of project objectives. The first step taken when documenting Project Success Criteria is to identify the objective(s). For each project objective (or set of related deliverables) derived from the Project Scope use the following table to identify the Completion Criteria and Measures of Success:*

|  |  |  |
| --- | --- | --- |
| **Project Objectives** | **Completion Criteria** | **Measure of Project Success** |
| List each project objective here | For each objective, list the criteria which must be met to ensure the customer signs off on it as 100% complete. | For each objective, list the standards that must be met to ensure the customer signs off on the objectives as 100% complete. |

*See Appendix 1 for completed example.*

1. **Constraints**

*All projects have constraints, and these need to be defined from the outset.*

*Are there any resource limits in terms of people or equipment? Money? Time?*

1. **Dependency Linkages**

*In some cases, one project may be dependent upon the completion of tasks or activities in another project; this linkage needs to be identified and its progress monitored.*

1. **Organizational Impact**

*What will the impact be on the organization, i.e. are business processes going to change that will require retraining and/or communication to affected stakeholders? Will this change impact other business processes upstream or downstream from the existing process? Will this change increase costs to a department or the university? Will this change impact other planned or active projects?*

1. **Assumptions**

*Project assumptions establish the project environment and provide a basis for effective planning and estimating. Generally, when developing your list of assumptions consider these areas: Project Environment, Scope, Quality, Time, Cost, Risk, Resources, Legal and Technology. See examples below to complete a table of assumptions for your project.*

|  |  |
| --- | --- |
| **Assumption** | **Description** |
| * Sponsorship commitment | The Vice Chancellor for ITS will be the sponsor for the project and is committed to ensuring its success. |
| * A significant percentage of the project staff will be experienced with the technical environment | Since the technical staff has experience with the technical environment, we do not anticipate any additional training being required. |
| * Appropriate resources | ITS does not have the Human Resources necessary to implement the upgrade on its own. We will contract for those resources through the project. |
| * Outside consulting will be limited to a specified number of days at a specified rate per day |  |
| * Appropriate change management check-points and feedback |  |
| * Equipment order lead times are known and can be expected to be met. |  |
| * Formal charter and scope change procedures will be followed |  |

7. Roles and Project Stakeholders

*The following role definitions are being applied to the resources assigned to this project:*

|  |  |  |
| --- | --- | --- |
| ***Role*** | ***Description*** | **Responsible** |
| **Project Sponsor** | The Project Sponsor acts as a vocal and visible champion for the project. The Project Sponsor establishes or validates the goals and objectives for the project and provides oversight, direction and support to the Project Leader. He or she assists in the development of the project Business Case and helps to define the project benefits, risks and criticality. The Project Sponsor assists in developing project metrics and attends Advisory Board meetings and chairs the steering committee if needed for large projects. | Who? |
| **Project Manager** | The Project Manager is the person responsible for completion of the project. The Project Manager, along with the Project Sponsor, develops the business case. The Project Leader develops the project plan, identifies the resource requirements and manages the completion of project tasks through the project team. The Project Manager is responsible for status reporting to the Project Sponsor and Project Advisory Board, risk management, escalation of issues that cannot be resolved by the team and making sure that the project stays on schedule and within budget. | Who? |
| **Steering Committee** *(if applicable)* | Provide assistance in resolving issues that arise beyond the project manager’s jurisdiction. Monitor project progress and provide necessary tools and support when milestones are in jeopardy. | Who? |
| **Stakeholder** | Key provider of requirements and recipient of project deliverable and associated benefits. Deliverable will directly enhance the stakeholders’ business processes and environment | Who? |
| **Team Members** | Project Team Members provide support to the project through completion of tasks on time and within budget. Project Team Members are expected to understand the objectives of the project and tasks they are assigned. A Project Team Member attends meetings and actively participates in discussions; bringing concerns and/or recommendations to the Project Leader. Project Team Members report dotted line to the Project Leader and are accountable to the Project Leader for tasks assigned. Some Project Team Members may serve as Team Leads (depending on the size of the project), providing task and technical leadership as well maintaining responsibility for a portion of the project plan. | Who? |
| **Other?** |  |  |

### D. Project Phases

#### Planned Phases

*Is this project going to be managed in phases? If yes, describe the planned phasing strategy. For example, RFP issued (Phase 1), Pilot implementation (Phase 2), Full Rollout (Phase 3).*

### E. Project Schedule

**1. Project Schedule**

Include a link to the project schedule or project activity list.

### F. Project Controls

*Typical project controls are* *Risk Management assessment and mitigation planning and monitoring,* *Issue Management,* *Change Management, and* *Communication Management.*

**1. Risk Management**

*Risk planning is the process of deciding how to approach and plan the risk management activities for a project.*

*To ensure project risks are monitored and controlled through the life of the project, during the Planning phase, the project team should create the list of potential risks and the effect of the risk on the project. The example outlined in Figure 1 should be used for capturing your risk list, risk exposure, mitigation plan, contingency plan, and current risk impact.  This list should be kept up-to-date over the course of the project.*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Category** | **Risk** | **Impact** | **Probability** | **Ranking** | **Mitigation Plan** | **Contingency Plan** |
|  | List the risk category. | List a short description of the risk. | **1 (Low) – 5 (High)** | .1 - 1 | Calculated based on Impact and Probability | List the actions that will be taken to attempt to prevent this risk from materializing. | List that actions that will be taken in the event that the risk event does occur. |

*Figure 1*

**2. Issue Management**

*Project-related issues will be tracked, prioritized, assigned, resolved, and communicated using the Project Issue Log. See Figure 2.*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Issue #** | **Entry Date** | **Entered By** | **Category (N=Network, S=Security, A=Server/App, T=Schedule, O=Other)** | **Issue Description** | **Priority (H, M, L)** | **Action Manager** | **Target Resolution Date** | **Status (U=Unassigned, A=Assigned, C=Closed)** | **Description of Action Taken** |
| 1 |  |  |  |  |  |  |  |  |  |

*Figure 2*

*Issues will be addressed with the Project Sponsor(s) and communicated in the project status report.*

**3. Change Management**

*Project Scope*

*The purpose of the Change Management Plan is to identify the process by which requested changes to the scope, schedule or budget of the project will be addressed.*

*Following are some general rules governing the change management process:*

* *All change requests should be submitted on the Change Request Form which should be completed by the project manager.*
* *The project manager will coordinate all activity related to a change request.*
* *All change requests will go through an impact analysis.*
* *As part of the impact analysis, resource manager(s) will be consulted regarding commitment of resources.*
* *All change requests will be distributed to the appropriate parties for information purposes as designated in the Communication Plan.*
* *Change Request Approval levels are defined in Section G of this document.*
* *Project team members will not commit to changes or incorporate changes into project activities until the change has been formally approved.*
* *Project sponsors will not commit to any change to project objectives before the impact of the change is quantified and approved.*
* *End users cannot approve change requests.*
* *Any change request remaining in “on hold” status at the end of the project will be addressed in the project’s closing report.*
* *New change requests and change request status will be included in the project status report.*

*If the commitment of resources to perform an impact analysis on the change request negatively impacts the project’s timeline, the project sponsors will be asked to make a priority decision regarding the change request.*

*Project Deployment*

*Project deployment approval and scheduling activities will adhere to current ITS Change Management procedures,* ***Change Management procedure - 12-07-10.doc*** and ***Change Management form step by step guide.doc****. Both documents are available for review at the following network location: J:\MYDEPT\ITIL|Change Management.*

**4. Communication Management**

*To ensure that communications on a project are clear, concise, relevant and timely, creation of a detailed Communications Plan is required. The Communications Plan describes the information that must be disseminated to all of the project stakeholders to keep them regularly informed of the project's progress. The plan outlines what information is to be shared, who it is shared with and when the communication is distributed.*

*The Project Manager will take a proactive role in ensuring effective communication throughout the project. The communications requirements are to be documented in the Communications Matrix (see template example in Figure 3).*

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| # | Purpose of Communications | Audience | Approving Authority | Vehicle of Communication | Frequency | Medium/Artifacts | Source | Delivered by | Date  Delivered | Expected Result |
|  |  |  |  |  |  |  |  |  |  |  |

*Figure 3*

### G. Authorizations

*This section sets out who has authority to approve scope statement, authorize project changes, approve and accept project deliverables.*

**The Project Plan will be approved by:**

The Project Manager

The Technical Sponsor

The Business Sponsor

The Executive Sponsor

**Project Changes will be approved by:**

The Project Steering Committee

The Executive Sponsor

The Project Advisory Board

**Project closure will be approved/accepted by:**

The Executive Sponsor

The key Stakeholders

### H. Project Plan Approval Form/Signatures

**Project Plan Approval Form**

**Project Name:**

**Project Manager:**

The purpose of this document is to document the initial planning efforts for the project. It is used to reach a satisfactory level of mutual agreement between the project manager and the project sponsors on the objectives and scope of the project before significant resources are committed and expenses incurred.

I have reviewed the information contained in this Project Plan and agree.

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Name** | **Signature** | **Date** |
| Executive Sponsor |  |  |  |
| Business Sponsor |  |  |  |
| Technical Sponsor |  |  |  |
| Project Manager |  |  |  |
|  |  |  |  |

*The signatures of the people above relay an understanding in the purpose and content of this document by those signing it. By signing this document you agree to this as the formal Project Scope Statement.*

### Appendix 1

Example – Project Success Criteria

|  |  |  |
| --- | --- | --- |
| **Project Objectives** | **Completion Criteria** | **Measure of Project Success** |
| Implement a new GL System | The new system provides:   |  |  | | --- | --- | | 1. | All of the existing functionality offered by the existing systems | | 2. | Integration with the Banner systems | | 3. | Comprehensive management reporting functionality | | 4. | Full auditing capabilities to comply with legal standards and protect university assets | | The new system:   |  |  | | --- | --- | | 1. | Provides 100% of the common functionality available within existing university systems | | 2. | Can exchange transaction data with the Finance, Student and Facilities system | | 3. | Gives Senior Administrators a comprehensive view of overall performance | | 4. | All transactions can be fully traced and reported on | |
| Implement a common set of processes | The new processes provide common:   |  |  | | --- | --- | | 1. | Guidelines and standards for customer services | | 2. | Processes and procedures for resolution of issues | | 3. | Rules and criteria for report development | | The new processes enable branch officers to:   |  |  | | --- | --- | | 1. | Improve levels of customer service | | 2. | More efficiently monitor and resolve problems and issues | | 3. | Clearly communicate the fundamental rules and criteria for approving new or modified reports | |
| Train all staff in the new system and processes | The new processes provide common:   |  |  | | --- | --- | | 1. | Guidelines and standards for customer services | | 2. | Processes and procedures for resolution of issues | | 3. | Rules and criteria for report development | | All specified staff understand:   |  |  | | --- | --- | | 1. | How to use the core system functionality | | 2. | The basic processes and business rules | | 3. | Who is available to provide assistance with the system and its associated business processes | |