|  |
| --- |
| [Org Name] |
| Project Management Plan |
| [Subtitle as needed] |

|  |
| --- |
| Primary: [author name], [title]  *Month Day, Year* |

*Version History*

|  |  |  |
| --- | --- | --- |
| Version # | Dated | Author |
| *1.1* | *09/28/2015* | *B. Cortis* |
|  |  |  |

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# Plan Overview

The Project Management Plan represents how the project will be executed, monitored and controlled. The Project Management Plan includes the following sections:

* **Project Charter:** The Project Charter broadly defines the project as it has been established by the Project Sponsor.
* **Project Management Plan Detail:** The Plan detail looks at process that will support management of project integration, communication, risk, stakeholders and quality.
* **Acceptance & Agreement:** As a milestone, the Project Management Plan requires approval before it can be considered final.
* **Appendix:** We have included a set of resources, templates and supporting documents as an addendum to the Project Management Plan.

Before we describe the Project Management Plan itself, we will introduce some of the core concepts that inform our project management approach.

## Core Concepts

There are a few core concepts that will become part of our dialogue around project management. These concepts inform how we have assembled this plan, how we will manage change and how decisions driven by the constraints inherent to the project. These concepts include:

* **Waterfall Approach:** Project activities will be sequenced into groups or phases that end with major milestones. While we employ iterative activities within these phases (such as user testing and feedback loops), we find managing to major milestones provides an effective means for reporting on progress and ensuring work is proceeding as expected prior to moving on the next major phase of activity.
* **Critical Path:** Project activities often have dependencies on other activities. Before one can begin another may need to end. As multiple work streams will occur in parallel, it is important to identify which sequence of activities represent the longest duration as it will determine when the project will complete. This is known as the “critical path.” Delay in any activity on the critical path would delay project completion.
* **Iron Triangle:** Schedule, budget and scope are mutually dependent on one another. A change to one will typically impact the others. For example, speeding up the schedule may require more budget or less scope. The relationship between these three fundamental concepts is often referred to as an “iron triangle.”

# Project Charter

The Project Charter broadly defines the project as it has been established by the Project Sponsor. It summarizes the purpose, success criteria and high-level requirements so as to provide clear direction in forming a statement of work. Summary-level timelines and budget will provide parameters within which the project is expected to operate. And, governance and formal authorization endow the project team with authority and set expectations for monitoring and controlling project activity.

## Project Vision & Purpose

[Provide a 3-5 sentence description that encapsulates the project]

## Project Success Criteria

[ID the 5 +/- metrics that will determine success of this project; these will be the basis of the debrief at the end of the project and ultimately ensure we keep our eyes on the goal]

1. TBD
2. TBD
3. TBD
4. TBD
5. TBD

## High-Level Requirements

[Provide the 5-10 high-level (business) requirements that need to be met.

1. TBD
2. TBD
3. TBD
4. TBD
5. TBD

## Assumptions & Constraints

[Provide the key assumptions and constraints within which the project must operate.

1. Ex. Time/Resource Constraint: End-of-year fundraising is likely to significantly reduce staff availability for project activity.
2. Ex. Time Constraint: Walk Season runs from April – September. The new system cannot deploy during Walk Season or within 1 month of the start or finish.
3. Ex. Time/Resource Constraint: Fiscal year end is June 30. Finance will be unavailable the 30 days prior or post June 30.
4. Ex. Budget Constraint: Approximately 50% of the budget is anticipated for FY16 (ending June 30, 2016) and 50 for FY17 (ending June 30, 2017). Variation in cost greater than 10% will require additional discussion and may require Board or Executive input.
5. Ex. Resource/Contract Constraint: Vendors are not able to subcontract work to a third party without written consent from Project Sponsor.

## Summary Level Timeline & Budget

[Provide a general timeline for project delivery and designated budget parameters (high-low; GANTT-chart or start and finish dates, with anticipated milestones.

## Governance and Oversight

[Introduce governance and oversight structures]

[Ex. Core Project Team will manage day-to-day activities under the direction of the Project Sponsor. An Advisory Committee of subject matter experts is to be assembled at the start of the project. A Steering Committee will also be formed to assist in escalations as needed.

## Authorization of the Project

[Abstract] has authorized [SPONSOR NAME] to move forward with the project as described in the Project Charter. [SPONSOR NAME], as Project Sponsor, as authorized [CLIENT PM] to serve as Project Manager and work in partnership with Craftsman Technology Group’s Project Manager, [Craftsman PM].

Craftsman Technology Group has worked with [CLIENT PM] to create the following Project Management Plan to describe how this project will achieve the outcome described in the Project Charter.

# Project Management Plan Detail

## Project Integration

Project Integration includes processes that pull together work activities into a complete and coherent project. Put simply, this is the “how” of the project. In this section we will look at the implementation methodology as the means for executing the project work. We will also look at how we will make decisions on the project – or “governance.” And, we will assign the work by role or responsibility area. The project schedule will define specific responsibility for individual tasks and timing for that work (see Appendix).

### Best Practices in Project Integration

The following represent best practices in Project Integration that informed the content of this section of the plan:

* Milestones represent critical checkpoints or “gates” used to validate the work created up to that point. Acceptance of a milestone ensures alignment between client and vendor teams prior to moving on to the next set of activities.
* Governance structures are defined to help guide change – to ensure that the project team is able to elevate issues in need of resolution, anticipate and plan for risk and create an open and inclusive process that leverages expertise at all levels of the organization.
* Roles and responsibilities are defined to ensure work is coordinated and to set the stage for more granular planning around communication, risk, stakeholder and quality management efforts.

### Project Methodology

Craftsman Technology Group utilizes a waterfall approach for managing projects. Project activity is grouped into a set of project phases, including planning, discovery and design, configuration and testing, and training and go-live. Each project phase will conclude with a set of deliverables. These deliverables represent major milestones on the project.

It is important to see the milestones as representing a “gate” that requires acceptance in order to pass through. For example, the Project Management Plan itself is a key deliverable requiring sign-off. This does not mean that no change is possible once the deliverable has been accepted. Rather, these deliverables represent important validation points where we confirm we have sufficient consensus on the work completed to move onto the next phase of activities.

#### Project Phases

* [Add Phases / Phase Descriptions]

#### Deliverables by Phase

The following deliverables complete the phase of work. Each deliverable must be accepted to move on to the next phase of activity. Those deliverables that represent a milestone are marked by an MS.

##### [Phase]

* **[Deliverable] [MS]:** [Description]
* **[Deliverable]: [Description]**

### Project Milestones & Timeline

The following graphic represents project milestones and anticipated timeline. Additional detail around work activity leading up to these milestones can be found in the Project Schedule.

[ADD GANTT]

[ADD MILESTONES AND DATES ABOVE AS MM/YY; SCHEDULE WILL REFLECT DD/MM/YY]

### Governance Structure

Governance represents the decision-making structure to be used throughout the project. The governance process may be called upon to respond to questions or clarifications of schedule, budget and scope.

The following graphic represents the governance structure for this project:

Craftsman Project Team

Client Project Team

**Project Level**

Client Advisory   
Committee

**Advisory Level**

**Executive/Sponsor Level**

Craftsman Project Sponsor

Client Executive or Executive Committee

#### Issue Resolution & Level Detail

The governance model has been established to ensure we are leveraging expertise across the organization, while also ensuring that issues are resolved as they are encountered. Each level plays a critical part in this process. They are as follows:

* **Project Level:** The great majority of decisions are made - day-to-day - at the project level. The Project Team will define the work to be completed, assign resources, schedule activities and monitor the project on a daily basis. The Project Team will use the implementation methodology to draw on the expertise across the organization.   
    
  For example, discovery and design sessions will bring together subject matter experts to help refine requirements, describe business process and generally provide the input as to how the project should proceed in order to best achieve the anticipated outcomes.
* **Advisory Level:** The project will occasionally encounter issues in need of resolution. As this occurs and advisory committee will come together to find resolution and provide the project team with the necessary direction to continue to move forward.  
    
  For example: During data mapping there is a question about how much data should be migrated to the new system. The Direct Response teams may err on the side of bringing every field and every record over. The Operations Team may see this as a possible hindrance to system performance or realize that such a conversion will exceed time and budget available. In this instance, the Project Team may seek the counsel of the Advisory committee for guidance or resolution.
* **Executive / Sponsor Level:** Those issues that cannot be resolved by the project team or with the input of the Advisory Committee will escalate to the Executive or Sponsor Level. Larger variations in schedule, budget and scope (+/-10%) will escalate immediately to this level.

### Roles & Responsibilities

#### [Client Name] Project Team

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Role |
|  |  |  | Project Manager |
|  |  |  | Project Lead / BP Lead |
|  |  |  | Technical / Data Lead |
|  |  |  | Project Sponsor |

#### Craftsman Technology Group Project Team

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Role |
|  |  |  | Project Manager |
|  |  |  | Project Lead / BP Lead |
|  |  |  | Technical / Data Lead |
|  |  |  | Project Sponsor |

#### [Client Name] Advisory Committee

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Role |
|  |  |  | [SME AREA] |
|  |  |  | [SME AREA] |
|  |  |  | [SME AREA] |
|  |  |  | [SME AREA] |
|  |  |  | [SME AREA] |
|  |  |  | [SME AREA] |
|  |  |  | [SME AREA] |
|  |  |  | [SME AREA] |

#### Executive Committee / Sponsor(s)

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Title | Department | Role |
|  |  |  | Executive Sponsor |
|  |  |  | Sponsor |
|  |  |  | Sponsor |

## Communication Management

The Communications Management Plan documents the process for planning, delivery and the monitoring and controlling of communications through the project. It also define roles and responsibilities, describes scheduled communications and defines storage of project artifacts.  Much like other sub-plans it describes people and process – and ensure communications management is a key component of your project.

The plan also formalizes time commitments and the individuals participating in Communications Management throughout the project. All communication activities are built directly into the Project Schedule to ensure they have been resourced and accounted for.

### Best Practices in Project Communications

The following represent best practices in Communication Management that informed the content of this section of the plan:

* Communication should be delivered on a consistent schedule, be timely and accurate, and be specific and relevant to the intended audience
* Project Schedule should reflect all communication activities and have resources assigned to them
* Using templates will help ensure consistency of content and familiarity amongst the target audience
* Combining “push” and “pull” communications will help ensure messages are received and readily available
* A single Project Management Information System should be established and strictly utilized

### Communication Roles & Responsibilities

* [Client Project Manager] will be responsible for Communication Management on the project, including:
  + Ensuring all scheduled communications are sent
  + Providing ad hoc communications as needed
  + Ensuring Project Management Information System (PMIS) reflects all project collateral
* [Client Project Sponsor] is responsible for content and message of all Executive Communications and all communications sent for general (all stakeholder) distribution

#### Project Distribution

The following distribution lists will be created:

|  |  |  |
| --- | --- | --- |
| Name | Distribution | Owner |
| #Project | Project Team + Vendor Project Team | Project Manager |
| #Advisory | Advisory Committee members | Project Lead |
| #Steering | Steering Committee members | Project Sponsor |
| #Executive | Executive Committee members | Project Sponsor |
| #Board | Board members (or sub-committee on board) | Executive Sponsor |
| #All-stakeholders | All stakeholders of project | Project Sponsor |
| #External-vendors | All vendors peripheral to project | Project Manager |
| #All-external | All external stakeholders of project | Project Manager |

#### Project Management Information System (PMIS)

[PMIS-NAME] is the designated Project Management Information System (PMIS). The following rules govern the PMIS:

* All Project Management Plan related documents will be accessible in the PMIS
* All documents (ex. Minutes, deliverables, templates, other artifacts) will be stored in PMIS
  + IF a document does not exist in the PMIS it does not exist to the project
* All documents should use version control features, maintaining a single, current document with retraceable modifications
* All document changes or additions will notify Project Team daily
* All document changes or additions will be summarized for Project Team weekly

#### Schedule Management

[Describe how it will be managed in the PMIS]

[Ex. Weekly Excel file reflecting current project schedule will be provided with WSU]

#### Budget Management

[Describe how it will be managed in the PMIS]

#### Scope Management

[Describe how it will be managed in the PMIS]

### Communication Schedule

Project communications are segmented into three categories:

1. **Project & Governance:** Communications in this segment are high in frequency in focused on managing the project. Information is regularly surfaced to governance committees (advisory, steering, executive). And, periodically communications will step back and evaluate project status overall to ensure broader alignment with project objectives.
2. **Stakeholders:** Communications to stakeholders will broadcast project status and help facilitate understanding and acceptance of project outcomes.
3. **External:** Outside of the organization there are external parties that will be impacted by the project. While these parties are inactive on the project they have an interest in the project and late in the project will need to modify their processes or practices. These communications will provide sufficient notice to ensure those vendors are neither surprised nor anxious about embracing project objectives. (note: if a vendor is immediately impacted by the project they should be integrated into Project & Governance communication strategies)

The following Communications Schedule organizes these categories, communication elements and frequency:

**Weekly**

**Monthly**

**Quarterly**

Project & Governance

Stakeholders

External

Written Status Update

Meeting: Project Status

Summary of PMIS Activity

Meeting Advisory Comm.

Meeting: Steering Comm.

Meeting: Executive Comm.

Written Milestone Report

Written Risk Report

Written Change Report

Written Summary to All

Town Hall / All Staff

Meeting: External Vendors

Written Vendor Summary

Written Status to Board

Other

### 

#### [MODIFY GRAPHIC ABOVE TO REFLECT PLANNED COMMUNICATIONS]

#### Communication Element Definition

Each communication element is assigned an owner, is delivered with a consistent frequency and has a previously identified distribution list.

|  |  |  |  |
| --- | --- | --- | --- |
| Strategy | Owner | Frequency | Distribution |
| Written Status Update | Project Manager | Weekly | #Project, #Advisory |
| Status Meeting | Project Manager | Weekly | #Project |
| Summary of PMIS Activity | PMIS-Generated | Daily | #Project |
| Summary of PMIS Activity | PMIS-Generated | Weekly | #Project |
| Meeting: Advisory Committee | Project Lead | Monthly | #Advisory |
| Meeting: Steering Committee | Project Sponsor | Monthly | #Steering |
| Meeting: Executive Committee | Project Sponsor | Monthly | #Executive |
| Written Milestone Report | Project Manager | Quarterly /@ milestone | #Project, #Advisory, #Steering, #Executive |
| Written Risk Report | Project Manager | Quarterly | #Project, #Advisory, #Steering, #Executive |
| Written Change Report | Project Manager | Quarterly | #Project, #Advisory, #Steering, #Executive |
| Written Summary | Sponsor | Monthly | #All-stakeholders |
| Town Hall/All Staff Presentation | Executive Sponsor | Quarterly | #All-stakeholders |
| Written Status to Board | Executive Sponsor | Quarterly | #Project, #Executive, #Board |
| Written Vendor Summary | Project Lead | Monthly | #Project, #External-Vendors |
| Meeting: Vendors | Project Lead | Quarterly | #Project, #External-Vendors |
| Other External Communication | Project Manager | Quarterly | #All-External |

#### Communication Practices

The following communication practices will help ensure effective project communication:

* All Project Communications will CC the Project Manager
* All Project Collateral will be stored in the PMIS
* All Meetings will have an assigned minute-taker
  + All Minutes will be added to the PMIS
  + All Minutes will follow the Meeting Minute Template

#### Communication Workflow

All project communications need to be both accurate and timely. The following Communication Workflows describe the process for sending communications.

* Scheduled / Distribution (non-board/executive/all)  
  Non-board/executive/all distributions will be drafted by an author and reviewed and sent by the Project Manager.
* Scheduled / Distribution (board/executive/all)  
  Board/executive/all distributions will be drafted by an author and reviewed by the Project Manager and Sponsor. It will then be reviewed and sent by the Executive Sponsor.

## Risk Management

Every project carries risk. This project is no different. It will require changing both technology and process. It will involve transforming and replacing mission critical systems. A wide array of stakeholders will be impacted and their disposition and expectations may vary widely at the start of the project. How we conduct this project is likely to determine our success.

The Risk Management Plan is intended to provide a structured approach to navigating risk. For our purposes, we will employ the Project Management Institute’s definition of Risk:

Project risk is always in the future. Risk is an uncertain event or condition that, if it occurs, has an effect on at least one project objective. Objectives can include scope, schedule, cost, and quality.

Project Management Book of Knowledge (PMBOK), V4 2008

### Best Practices in Risk Management

The following represent best practices in Risk Management that informed the content of this section of the plan:

* *A risk is always in the future.* Once a risk event has been triggered it should be moved to the issues log for management (e.g. it is no longer a risk!).
* *Risk identification should be an open process and continue through the project.* A healthy project environment is one where project risks are discussed openly and an avenue exists for stakeholders to elevate risks.
* *Risk is a shared responsibility.* All members of the project team and governance groups have a responsibility to engage in risk management.
* *Risk can be either negative (threat) or positive (opportunity). When* a threat has been identified an opportunity should be sought that will offset any resource draw due to response planning.

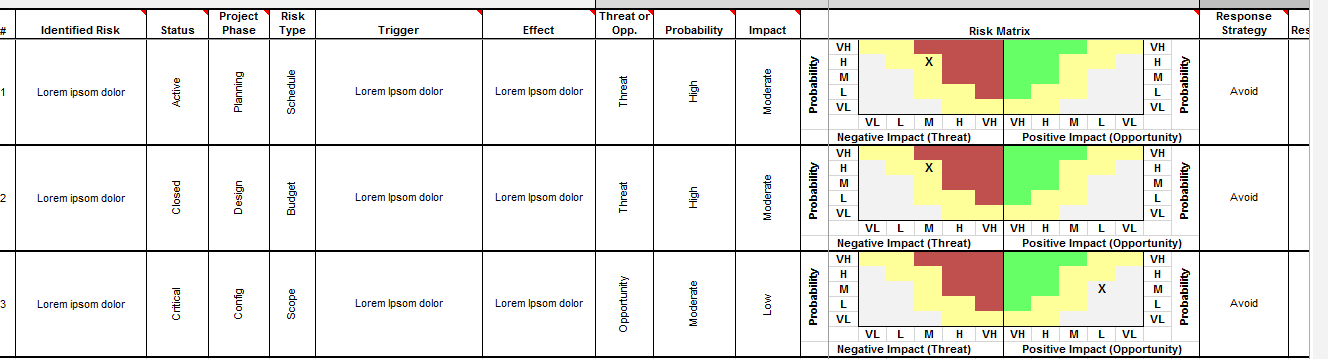
### Risk Management Process

Risk Management is the responsibility of every member of the project team. It is a shared responsibility. Every member of the team should participate in identifying risk and engaging in a dialogue throughout the project regardless of their direct oversight of the area that may be impacted by a risk.

The Project Manager will be responsible for tracking risks and risk activity on a shared Risk Register. The Project Manager will also elevate threats or opportunities as needed. Individuals or groups will generally have two distinct areas of contribution to risk management:

* **Planning & Identification:** One-time activities at the start of the project will help anticipate project risk and adjust the project management plan prior to project execution.
* **Monitoring & Controlling:** On-going activities that track risk and respond to anticipated risk triggers once in-project.

The Risk Register (pictured below) will record risks, consider likelihood and impact and capture response plans.



#### Planning & Identification Workflow

* Project Team will participate in Risk Identification sessions
* Project Manager will add all risks identified to Risk Register
* Project Team will evaluate risk response plans
* Project Team will escalate across governance model as needed

#### Monitoring & Controlling Workflow

* Project Manager will maintain risk register
* Project Team will participate in Risk Monitoring & Controlling
* Project participants will send new risks to Project Manager as identified within project
* Project Manager will escalate risks through Governance Model as needed

### Process Terms and Definitions

Risk Management will continue from the beginning to the end of this project.

1. **Risk Status:** a risk may have one of 3 status:
   1. *Active:* Active state identifies those risks actively being monitored or controlled that have not reached a “critical” escalation point.
   2. *Closed:* Closed state indicates those risks that are no longer being monitored. A risk closes because it has occurred (e.g. and is now an issue) or because the risk trigger has passed and therefore no longer in need of monitoring.
   3. *Critical:* Critical state indicates that a risk has been elevated for additional monitoring or controlling. Some risks may be flagged critical from the outset as they are known to have a high probability and impact. Other risks may elevate to critical status as probability and impact increases during the project.
2. **Threat or Opportunity:** A risk may be negative (threat) or positive (opportunity).
3. **Response Strategy**: Risks may be address through one of the following response strategies:
   1. *Accept:*Typically the least desirable strategy, acceptance will to simply acknowledge the risk without attempting to change it.
   2. *Avoid:* Typically the most desirable strategy for threats, avoidance will seek a means to eliminate the risk.
   3. *Mitigate:* To mitigate a risk is to reduce the probability or impact if it were to occur.
   4. *Transfer:* To transfer a risk is to shift impact to an alternate party should a risk occur.
   5. *Exploit:* Typically the most desirable strategy for opportunities, exploitation will seek to ensure the highest probability of an opportunity occurring or to greatly increase impact.
   6. *Enhance:* Enhancing an opportunity is to seek to improve probability of occurrence or increase impact should it occur.
   7. *Share:* Sharing a risk will seek to distribute to multiple parties the positive or negative outcomes of a risk should it occur.

### Risk Response Budget & Time Buffer

The Project Sponsor has allocated the following budget and time buffers for the purposes of Risk Response.

#### Risk Response Budget

The Risk Response Budget is not simply be absorbed into the project baseline. This budget can be applied during risk response planning. Once the project has begun, the Risk Response Budget must be approved via the formal change control process.

*[EX. +10-15% at start; opportunity identification should seek to offset negative variance as well]*

[EX. No risk response budget has been allocated to the project. All threat response planning must identify an opportunity offset.

#### Time Buffer

The Time Buffer is not to be considered part of the project baseline. Rather, the buffer may be applied during risk response planning. Once the project has begun, the Time Buffer must be approved via the formal change control process.

*[Typically +10-15% at start; opportunity identification should seek to offset negative variance as well]*

### Identified Systemic Risks

The Risk Register contains a comprehensive list of project risks. Those risks captured below represent overarching considerations of the project – or systemic risks. Systemic risks represent an elevated view of risk on this project to help describe common themes.

Identified systemic risks include:

1. [EXAMPLE: User adoption or user acceptance of system.]
   * ADD KEY ASSUMPTIONS INFORMING EXPECTATIONS / ADOPTION RATE
   * ADD CONTROLS OR CONSIDERATIONS
2. [EXAMPLE: Resource constrains]
   * ADD KEY ASSUMPTIONS AROUND PROJECT TEAM AND VENDOR RETENTION
   * ADD CONTROLS OR CONSIDERATIONS
3. [EXAMPLE: Time constraints]
   * ADD KEY ASSUMPTIONS AROUND TIMELINE
   * ADD CONTROLS OR CONSIDERATIONS
4. [EXAMPLE: Budget constraints]
   * ADD KEY ASSUMPTIONS INFORMING BUDGET
   * ADD MANAGEMENT RESERVE AS MITIGATION
   * ADD OTHER LARGER CONTROLS OR CONSIDERATIONS
5. [EXAMPLE: Technology or Software]
   * ADD KEY ASSUMPTIONS AROUND TECHNOLOGY
   * ADD CONTROLS OR CONSIDERATIONS

## Stakeholder Management

Our project team appreciates the change being asked of our stakeholders. This project will not only require they acquire new technical skills, but also adopt new business processes to best leverage the new solution. The Stakeholder Management Plan represents our concerted effort to identify and respond to the needs of project stakeholders.

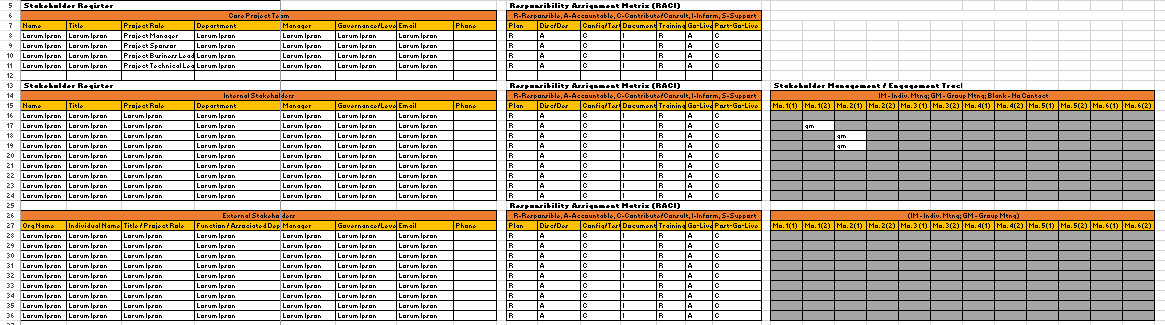
### Best Practices in Stakeholder Management

The following represent best practices in Stakeholder Management that informed the content of this section of the plan:

* Both internal (ex. Staff) and external stakeholders (ex. Vendors) should be included in stakeholder activities
* Your legacy vendor(s) should be recognized as a critical stakeholder as their participation (and potentially negative disposition) may become a critical factor in project success
* One person should be ultimately responsible for each activity, though groups may be accountable to seeing the tasks completed

### Identified Stakeholders

We define a stakeholder as any individual that could be affected (positively or negatively) by the project outcomes. We will consider both internal and external stakeholders. The Stakeholder Register identifies every stakeholder on this project and their level of responsibility on the project. The Stakeholder Register is pictured here:



The Stakeholder Register includes a Responsibility Assignment Matrix (or RACI). This section describes who will be responsible (R), accountable (A), consulted (C) or informed (I) by project activity or phase. RACI analysis is intended to ensure agreement as to who will be involved in areas of the project and to what extent.

### Stakeholder Engagement Process

We encourage the direct participation in the project of as many stakeholders as possible. Providing an open and inclusive process both facilitates adoption and leverages individual expertise.

The project methodology provides the following opportunities for stakeholder engagement:

* **Project Kick-off:** At the start of our project we recommend inviting all project stakeholders to hear more about project goals, project approach and to generally orient to the work ahead.
* **Discovery & Design Sessions:** These sessions will focus on the needs of individual business units as well as considering end-to-end processes. We recommend inviting a large percentage of project stakeholders into these discussions to ensure their needs are heard. These sessions should provide an avenue for round-table discussion and open and honest dialogue.
* **User Acceptance Testing Sessions:** Testing sessions will provide an opportunity for end-users to test-drive the system well before deployment. These sessions serve to both provide critical feedback and further the engagement of stakeholders on the project.
* **Documentation and Training:** This project includes time to develop documentation and deliver comprehensive training to end-users of the system. It is our goal to build confidence in the new system by building capacity.
* **Post Go-Live Metrics:** This project will deliver reports and dashboards that demonstrate user adoption metrics. These tools will provide clear analysis as to how widespread usage is of the new system and actionable intelligence as to where attention is needed.
* **Project Close / Debrief:** A cross-section of stakeholders will be provided an opportunity to participate in the project debrief. Lessons learned in the project close can be applied to future projects. Open items can also be discussed and assigned through the project closing process so as to ensure any loose ends are neatly tied.

Ongoing project activities that further support stakeholder engagement include:

* **Governance Participation:** The Governance section of the Project Management Plan formalize an approach to how individuals will lend their expertise or oversight to the project.
* **Ongoing Communication:** The Communication Plan section of the Project Management Plan describes how information will be shared with stakeholders throughout the project.

## Quality Management Plan

Delivering a project on time and on-budget does not guarantee the project success. A project must also be delivered well – to meet quality expectations – to be considered successful. This section of the Project Management Plan will identify quality management processes built into the project methodology and describe quality management practices overall.

### Best Practices in Quality Management

The following represent best practices in Quality Management that informed the content of this section of the plan:

* Quality Management is not a one-time activity – it should continue throughout the project with multiple validation points
* Quality is best assessed by the stakeholders that will ultimately inherit the systems and processes as an outcome of the project
* Final quality metrics should be achieved before moving the new system into production

### Quality Metrics

The following Project Success Criteria were determined for this project. All of these criteria must be met to achieve project success:

[ADD Success Criteria /Quality Metrics from Project Charter]

### Quality Management Process

The project methodology provides the following opportunities for Quality Management:

* **[Phase]:** [Describe how quality is managed within phase activity]

# IV. Acceptance & Agreement

Acceptance of this document represents a key milestone of this project. Acceptance of this deliverable indicates agreement that its contents represent the direction provided by [Client Name].

|  |  |
| --- | --- |
| For [Client Name]:  Signed:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Print Name:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Print Title:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Date:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | For Craftsman Technology Group:  Signed:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Print Name:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Print Title:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Date:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

# V. Appendix

## A. Project Management Plan Inputs

* 1. Project Schedule / WBS (show small section)
  2. Implementation Statement of Work (SOW)(s) / Budget
  3. Risk Register & Probability/Impact Matrix
  4. Stakeholder Register & RACI Matrix

## B. Sample Materials & Templates

1. Sample Data Map
2. Sample Go-Live Checklist
3. Sample Outputs
4. Sample Training Sessions
5. Template Weekly Status Update (WSU)
6. Template Meeting Minutes

## C. Reference Materials

[Add White Papers]

[Add relevant Blog Posts]

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asks that this document not be shared with external parties or posted to public forums.