Information Technology Services

Project Management Office

Project Management Process Framework

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Introduction

The project work environment at The University of Akron we support is dynamic and fast-paced. Our projects must deal with dynamic business scenarios and sometimes unclear customer requirements. It is the Project Manager’s job to manage uncertainty and change in a manner that does not negatively affect the outcome of their projects. The University of Akron ITS Project Management Process Framework was built to make the Project Manager’s job a little easier. This process contains definitions, guidelines, and templates for the various project management activities undertaken to deliver successful projects. We live in very tight fiscal times, short-staffed organizations, burgeoning requests for our services, and often times unrealistic schedule deadlines. Given this environment, we simply cannot afford to perform activities that do not add value to the final deliverables of our projects. As such, our project management approach was designed to support our ability to complete quality work at the lowest cost, in the shortest period of time, with the requisite level of quality. The project management processes focus on those activities which are clearly value-added.

The Project Management Office (PMO) built the Project Management Process Framework, which is a tailored project management methodology to enable project leaders to focus on those processes that bring value. Our methodology:

- Provides a common language for communicating about the function of project management within the organization
- Encourages collaboration prior to the start of any formal project work
- Establishes a means for managing projects more efficiently
- Enables the tracking of progress against pre-determined metrics and facilitates standardized reporting
- Leads to effective project outcomes in support of institutional strategies and objectives
- Builds on a set of best practices learned over time

The Process will provide a clear communications vehicle about project management, inform key stakeholders about the process, and enable all participants to mitigate project risks. The process establishes common ground for all projects within the ITS Division at The University of Akron. With the glossary of Project Management terms, it will also ensure common terminology between different areas within the university.

A great number of people within the university have been planning, managing, and executing projects for a long time. The framework exists to help build on our successes and learn from our failures. It is meant to grow our project management capabilities over time. It is important to note that the process is meant as a guide; it is not rigid and can be tailored to suit your project’s requirements. In order to follow the process, one must first understand project classification.
**Project Classification**

All projects can be classified into a category based on the amount of internal work effort and external costs.

A small (Basic) project would fall into Class 1 while a large (Major) project would fall into Class 2.

Why classify?

- “One size doesn’t fit all” when it comes to managing projects
- The amount of documentation and required project management activities must scale to size of project

How do we classify?

- Projects are classified based on work effort. Basic Project Requests are for ITS services that require less than 4 weeks of effort or $25,000 to implement. Major Project Requests are for ITS services that require more than 4 weeks of effort or cost more than $25,000 to implement.

**4 Phase Project Life Cycle**

The Project Life Cycle has been divided into 4 phases:

- Initiation
- Planning
- Execution
- Closure

Each phase has activities associated with it. Each activity has an activity definition, guidelines and may have a template. These components facilitate the activities performed by the Project Manager.
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3.0 Execution Phase
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4.0 Closure Phase
4.1 Transition to Production
4.2 Administrative Closure
4.3 Lessons Learned
4.4 Close Project

END
1.0 Project Initiation Phase – Activity Definition

1.1 FootPrints Ticket Request Form

*NOTE: If you do not have access to FootPrints, contact the PMO who will facilitate opening a ticket on your behalf.*

**Purpose:**
The objective of this activity is to formalize the process by which new projects/service requests are initiated. By doing this, we can ensure that only those projects that warrant investment are actually undertaken and executed. This will also help in managing the workload of individual departments.

This process applies to all projects undertaken by the Information Technology Services (ITS) department at The University of Akron.

**Participants:**
- Initiator
- Functional Team Leader
- IT Manager/Application Technical Lead
- Approver
- Sponsor

**Inputs:**
Project Request Form – FootPrints Ticket (ERP Project)

**Process:**
1. The Initiator completes the FootPrints ticket. Anyone can initiate a request. The form contains information such as:
   a. Customer/Contact name, phone, and department
   b. Description of the business need or production problem
   c. High-level business reason category for the request
2. The appropriate Functional Team Manager and Application Technical Lead or IT Manager reviews the request to determine the level of work effort or cost required for planning purposes. If it determined that it is a Category 2 Project (Major Project), the request moves on to the next step. If it is a Category 1 Project (Basic Project) is moves to Step 2.4 of the process.
3. The Major Project Request goes to the IT Governance Advisory Committee representative from the originating department. The Committee will meet to determine if the request warrants further consideration. If so, their approval signifies authorization to invest effort.

**Outputs:**
Approved or denied Project Request Form - FootPrints Ticket
Project Request Form – FootPrints Ticket Overview

Opening FootPrints

To create a Footprints Ticket, open your browser and type https://footprints.uakron.edu and hit Enter.

You will see the Footprints Login Screen.

If you are having problems logging into FootPrints, contact the Zip Support Center at ext. 6888.

Enter your UANet ID and Password and click Login.

You will be taken to your Homepage of Footprints.

By default, this instance opens to the ‘Service Desk’ Workspace.
To change this workspace, click on the name in blue (this instance is ‘Service Desk’). An item selection box will appear with a drop-down arrow. The list will contain workspaces to which you have access. Select ‘ERP’ workspace.

Your screen will update and you will now be in the ‘ERP Support Services’ Workspace Ticket.
Ticket Creation

In the black menu bar, click **New Ticket**.

This will open a new request ticket in the ‘**ERP Support Services**’ workspace.
We will divide the ticket into sections and review the steps to create the completed ticket.

**New Ticket for ERP Section**

All fields in **RED** and marked with an * are required fields. This is true throughout the entire ticket.

1. **Short Issue Description**: Enter the title or name of the Project.

2. **Priority**: Select/assign a level of urgency to the Project.

   After selecting the request priority level, definitions for each priority level can be found by clicking the ‘SLA Information’ link.

3. **Status**: Select the status of the ticket. The default option is ‘Open’. As the request is reviewed, the status may be updated.
4. **User ID**: Enter the UANET ID (if known) of the Project Sponsor and click enter. The remaining name fields will fill in automatically.

If a UANet ID is not known, type Last Name and First Name of the Project Sponsor.

**Contact Information Section**

The data you entered in the previous section will carry forward from the previous step. If the fields are empty, fill them in with the information of the Project Sponsor.
Ticket Information Section

1. **Institution**: Choose which institution the project affects, either ‘UA’ or ‘LCCC’.

2. **Environment**: Identify which environment the project/work will effect – Production, Testing Environment, Quality Assurance, Development, or Equipment.

3. **Additional Environ**: Enter any additional detailed information about the selected environment listed in the Environment drop-down.
4. **SLA Due Date**: The Service Level Agreement (SLA) is automatically set based on the Priority option selected.

   ![SLA Due Date](image)

5. **System**: Select which system will be affected by the project/work.

   ![System Selection](image)

   When some systems are selected, a Modules option appears as noted on the image above by the blue arrow. Although not required, the Modules list will help identify what features are to be modified.

   If the system being affected is not listed, select “Project Request”.
6. **Request Type**: Describes the type of request. There are four options to select from:
   - Problem Support – Select if there is an issue with a current system which is prohibiting work from being completed.
   - Change Request – Select if the request is to make a change to a current system (additional information is required).
   - Query Request – Select if you want to have a query report created or executed from a system.
   - Project Request – Currently contains the same information as Change Request.

Selecting ‘Change Request’ or ‘Project Request’ will open a new window for additional information. If the pop-up window does not appear, click on the ‘Edit Dependent Fields’ link below the drop down menu.
Change/Project Request Pop-Up Window

A. Benefits/Impact (Summary of Benefits): Explain the benefits to the organization for implementing this requested change and the impact it will have on the organization if not done.
B. Options/Alternatives: Suggest any options or alternatives to the change being requested.
C. Regulatory Requirements: State whether or not known requirements exist which require the change to be implemented.
D. Description of Regulatory Requirement: Describe the regulatory requirement if ‘Yes’ was selected in Part C.
E. Desired Completion Date: Select the date by which you would like the change to be completed.
F. Rationale for Completion Date: Explain why the change needs to be completed by the date requested.
G. Estimated Budget: Input the estimated cost associated with implementing the change.
H. Estimated Hours: Input the estimated number of hours it will take to complete the change.
I. Technical Leads Comment: Input any additional comments about the change request.
J. Click Save to close the pop-up window and return to the main ticket page.
Project Server Fields Section

**Move to Project Server:**

Select “Yes” only if the ticket initiates a large project. This should be done after all the information about the project has been entered into the ticket.

This option will automatically change to 'Yes' after all of the information in the 'Change Request' pop-up window is completed and saved.

---

Description Section

**Description (aka Statement of Work):**

Enter detailed information about the project/work being requested.

---

Attachments Section

**Attachments:**

If you have items that provide additional information about the project, add the attachments (Word Docs, Spreadsheets, PDF's, JPEG, Specifications, Agreements, etc.) to the ticket.
Assignees and Notifications Section

**Assignees:**
Select the workgroup that will be responsible for evaluating the request and/or completing the project work. Highlight the workgroup name and double-click to move add the group to the Assignees column.

**Send Email To:**
Specify to whom notification should be sent when the ticket is created and updated.

By default, Assignees and the Contact/Requestor will receive email notifications. Additional email addresses can be entered into the CC: field.
**Time Spent Section**

**Time Spent:**

Time spent creating the ERP Support Services Ticket is automatically logged into this section of the ticket. Additional time can be added if work was completed offline.

**Save:**

Once all data has been entered, click Save to submit the ticket request.

A confirmation submission screen with the ticket number assigned to the request will appear.

**Note:** If at any time you have questions concerning ticket completion, please contact the PMO at pmo@uakron.edu.
Project Server Guidelines – Creating a Large Project

Microsoft Project Server 2010 (in conjunction with Microsoft Project Professional) will be utilized to manage projects. Project Server provides high level project details as well as a connection to a corresponding Project Site in SharePoint where all related project documentation can be stored.

Navigating Project Server

After creating and pushing the Footprints Ticket to Project Server, open Project Server by going to ‘https://project.uakron.edu/PWA’

You will be prompted to log in to Project Server.

If you are using Internet Explorer Version 7.0, enter `uanet\yourUANet ID` in the User Name field. For example, `uanet\smt` (where smt is the UANet ID). Then enter your UANet password.
When the page loads, you will be presented with the home screen which displays reminders that pertain to you. In the left navigation pane, select ‘Project Center’.

A list of current projects will display. The completed FootPrints Request Ticket will generate a project shell in the Project Center. Locate your project in the list and click on the name to open.
Changing Project Type – Converting a Basic Project to a Major Project

After creating a Basic Project in Project Server, you determine that the level of effort indicates that the project should now be a Major Project. You can convert a Basic Project to a Major Project as follows:

1. Highlight your project in the Project center list by clicking the box to the left:

   ![Project center list]

2. On the ribbon at the top of the page, locate and click on the “Change” Project Type icon:

   ![Ribbon with Change Project Type icon]

3. You will be presented with the “Change Project Type” pop-up window:

   ![Change Project Type window]

   - Choose an Enterprise Project Type from the drop down below and click the OK button. When you do this, the following will happen:
     - The currently running workflow (if any) will be terminated and the new workflow (corresponding to the new type, if available) will start from the first stage
     - Project data saved to this point will not be lost. The project data may not be directly visible depending on the status of the new workflow.

   - Note: This action cannot be undone

   - Current Enterprise Project Type: **Basic Project Request**

   - Choose Enterprise Project Type: **Major Project Request**
4. Confirm that the “Choose Enterprise Project Type” is set to “Major Project Request” and click OK.

5. There is **no confirmation** that the Project was converted. To verify, select your project from the project list again this time clicking on the Project name:

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lizak Test Project</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lizak Test Project 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Paul Project</td>
<td></td>
</tr>
</tbody>
</table>

You should now see all of the PDP’s in the navigation pane on the left.

<table>
<thead>
<tr>
<th>Project Fields</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
</tr>
<tr>
<td>Specify a name for the Basic Project Request</td>
</tr>
<tr>
<td><strong>Description</strong></td>
</tr>
<tr>
<td><strong>Start</strong></td>
</tr>
<tr>
<td><strong>Finish Date</strong></td>
</tr>
<tr>
<td><strong>Owner</strong></td>
</tr>
</tbody>
</table>
Project Checklist

Some projects are simplistic and limited in scope while others are incredibly complex. The more complex a project is the more tasks exist to manage, logs to maintain, reports to prepare, meetings to schedule, resources to manage, etc. The Project Checklist was created to help guide the Project Manager through the Framework in order to determine which artifacts/templates are required and which artifacts/templates are available to enhance their management process.

If questions arise as to which artifacts/templates are required for a project or which project plans would be appropriate for use, please contact the PMO.

1.2 Complete Project Detail Section of Project Checklist

Purpose:
The objective of this section of the Project Checklist is to provide overview information about the project.

Participants:
Project Manager, Project Management Office

Inputs:
Footprints Ticket

Process:
Complete applicable portions of Checklist

Output:
Completed Project Checklist
**Project Checklist Completion Details**

*NOTE: Statement of Work is the information entered in the Description field of the Footprints Ticket.*

*NOTE: Summary of Benefits is the information entered in the Benefit/Impact field of the Footprints Ticket.*

### PROJECT INITIATION ACTIVITIES – REQUIRED OF ALL PROJECTS

<table>
<thead>
<tr>
<th>Project Details</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Footprints Ticket Number</td>
<td>[ ]</td>
</tr>
<tr>
<td>Statement of Work</td>
<td>[ ]</td>
</tr>
<tr>
<td>Expected Start Date</td>
<td>[ ]</td>
</tr>
<tr>
<td>Expected Completion Date</td>
<td>[ ]</td>
</tr>
<tr>
<td>Project Manager</td>
<td>[ ]</td>
</tr>
<tr>
<td>Project Sponsor</td>
<td>[ ]</td>
</tr>
<tr>
<td>Estimated Budget</td>
<td>[ ]</td>
</tr>
<tr>
<td>Estimated Hours</td>
<td>[ ]</td>
</tr>
<tr>
<td>Summary of Benefits</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

### REQUIRED PROJECT ARTIFACTS – LARGE PROJECTS

| Create the 'Business Case' | Projects are generally born from a need to solve a business problem or capitalize on a business opportunity. Developing a Business Case is the first step in initiating a project. It is divided into three (3) segments: Identify the Business Problem, Identify Alternative Solutions providing total costs and benefits for each, and Recommend a Preferred Solution.

The Business Case generally begins with an Executive Summary. This is a summary of the business problem, outline in detail of the various solutions available and recommendation of a solution to be implemented. Based on the solution, the Project Manager will describe the overall implementation approach and the intended to employ for the open project.

A Project Business Case template is found at: [Business Case Template](#). |
| Create the 'Project Charter' | The Project Charter is a concise document that establishes the purpose of the project, establishes its scope, and explains what business value it creates to provide to the organization. This document is used as a formal sign-off document to proceed with the Execution Phase of the Project.

It describes the project:
- Vision, Objectives, Scope and Deliverables (i.e. what/who will achieve)
- Stakeholders, roles, responsibilities and project governance (i.e. who will take part in it)
- Resource, financial, and quality plans (i.e. how will be undertaking)
- Initial project assumptions, issues, and risks

The Project Charter is created during the Initiation Phase. Subsequent planning documents will be used in Planning & Execution Phases.

A Project Charter template is found at: [Project Charter Template](#). |
| Create 'Project Schedule' | The Project Schedule is a comprehensive list of tasks required to complete the project deliverables.

Build a completed project schedule by ordering Tasks, Estimated Durations, Cost Estimates, Dependencies, Deliverables, Milestones, Constraints, and Resources into MS Project Professional.

An MS Project Professional Project Schedule template is found at: [Project Schedule Template](#). |
| Roles & Responsibilities – Define 'Project Team' – Define 'Project Governance' | These roles are used to define the roles and responsibilities of team members and stakeholders, and to define the decision-making structure for the project.

- Identify the various roles that exist, e.g. Project Manager, Team Member, Committee Member, Subject Matter Expert
- Identify the responsibilities assigned to each role
- Define the Project Team structure
- Define Issue Resolution structure
- Define Team operating rules

A guide to this process is found at: [Project Organization Roles and Responsibilities Guide](#). A Project Organization template is found at: [Project Organization Template](#). |
### REQUIRED PLANS AND LISTS – ALL PROJECTS

<table>
<thead>
<tr>
<th>Plan</th>
<th>Description</th>
<th>Template</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issues Log</strong></td>
<td>An issue is defined as a point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements. The Issue Log will bring visibility to issues, accountability to how they are acted upon, and timely resolution. An Issues Log is automatically provided on Project Sites in Project Server. As a substitute, a template is available in MS Word.</td>
<td>Issues Log Template</td>
</tr>
<tr>
<td><strong>Risk Plan</strong></td>
<td>The Risk Plan is used to reduce the probability of occurrence of identified risks, develop risk mitigation strategies, identify contingency plans for critical risks, and if realized, reduce the impact of these risks. A Risk Plan template is automatically provided on Project Sites in Project Server. As a substitute, a template is available in MS Word.</td>
<td>Risk Plan Template</td>
</tr>
<tr>
<td><strong>Change Management Plan</strong></td>
<td>Change happens – period. And change in a project can be devastating if a Change Management Process is not in place to record requested changes, the rationale for the change and the overall impact to the project of the change. A Change Management Plan template is found at: Change Management Plan Template</td>
<td></td>
</tr>
</tbody>
</table>

### SUPPORTING PLANS AND LISTS – AS REQUIRED BY SPECIFIC PROJECTS

<table>
<thead>
<tr>
<th>Plan</th>
<th>Description</th>
<th>Template</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication Plan</strong></td>
<td>Clear, accurate, and timely communication is critical to the success of any project, as miscommunication can result in increased project risk. Effective and regular project communications ensure that the right stakeholders have the right information at the right time, enabling them to make well-informed decisions about the project.</td>
<td></td>
</tr>
<tr>
<td><strong>Cost Estimation Plan</strong></td>
<td>All costs for a project need to be estimated to determine the project budget. A Cost Estimation Plan provides the basis for tracking the budget throughout a project.</td>
<td>Cost Estimation Plan Template</td>
</tr>
<tr>
<td><strong>Procurement Plan</strong></td>
<td>Projects often need external suppliers to deliver scope of work in order to meet the customer's stated objectives. In these situations, a Procurement Management Process is put in place to monitor and control the scope of work of suppliers to the project.</td>
<td>Procurement Plan Template</td>
</tr>
<tr>
<td><strong>Quality Plan</strong></td>
<td>To ensure that the project results in deliverables that meet the customer's requirements, it is necessary to use a formal Quality Management process. This process involves undertaking the activities specified in the Quality Plan to manage the level of quality within the project.</td>
<td>Quality Plan Template</td>
</tr>
<tr>
<td><strong>Resource Management Plan</strong></td>
<td>Projects require different types of resources – labor, equipment, and materials. These resources must be identified and planned for throughout the project.</td>
<td>Resource Management Plan Template</td>
</tr>
<tr>
<td><strong>Training Plan</strong></td>
<td>For project team success, individuals assigned to a project must have the requisite skills necessary to perform their duties on the project.</td>
<td>Training Plan Template</td>
</tr>
</tbody>
</table>
### Updating and Tracking (Project Execution)

**Track Progress**
- While each deliverable is being constructed, the Project Manager needs to monitor and control the deliverables being created by the project. These processes include managing time, cost, quality, change, risks and issues, suppliers, as well as coordinating customer acceptance, and project communication. These processes will ensure that each deliverable is produced on time, within cost, and to the level of specification required by the customer.

**Report Project Status**
- Refer to Communication Plan for frequency and types of status reports. A typical status report notes work completed in the last reporting period, work to be completed in the upcoming reporting period and any active issues requiring attention or escalation.
- A Project Status Report template is found at: [Project Status Report Template](#).

### Closure

**Transition to Production**
- The Project Manager must ensure that the project is approved and accepted by the relevant stakeholders through the assessment of defined success criteria and determination if criteria were met. The Project Manager has the customer accept delivery of the product and completion of the Statement of Work in writing.
- A Transition to Production template is found at: [Transition to Production Template](#).

**Administrative Closure**
- All documentation and records, physical or electronic, need to be systematically reviewed, organized, and archived. The Project Manager gives performance feedback to team members. The Project Manager releases resources.
- An Administrative Closure template is found at: [Administrative Closure Template](#).

**Lessons Learned**
- At this point in the project management lifecycle, the Project Manager documents and highlights what worked well in the project, documents mistakes made during the project, and documents patterns and trends identified.
- Project Team members most likely recognize certain procedures that, when exercised, improved the production of a deliverable, streamlined a process, or suggested ways to improve standardized templates. In some cases, the outstanding “successes” might be translated into new processes to be followed by future projects.
- A Lessons Learned template is found at: [Lessons Learned Template](#).

**Formally Close Project**
- The Project Manager will verify all documentation has been completed, Lessons Learned recorded and posted to the Project Site, and that the PMO has been notified the project is now ready for closure.

### Document Approvals

<table>
<thead>
<tr>
<th>ROLE</th>
<th>NAME</th>
<th>SIGNATURE</th>
<th>DATE</th>
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<tbody>
<tr>
<td>Project Manager</td>
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<td>Project Management Office</td>
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<tr>
<td>Project Review Group</td>
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1.3 Prepare Project Business Case

Purpose:
The objective of this activity is to ensure that the project aligns with Vision 2020: The New Gold Standard of The University of Akron. The current Vision 2020 documentation can be located here: http://www.uakron.edu/dotAsset/1935367.pdf.

Overview:
Projects are generally born from a need to solve a business problem or capitalize on a business opportunity. Completing a Business Case is the first step to initiating a project. It is divided into three (3) segments: Identify the Business Problem, Identify Alternative Solutions, and Recommend a Preferred Solution.

The Business Case generally begins with an Executive Summary. This is a summary of the business problem, outline in detail of the various solutions available and recommendations of a solution to be implemented. Based on the solution, the Project Manager will describe the overall implementation approach he/she intends to employ for the specific project.

Note: You can locate the Business Case Template within your Project Site. It is in Project Documents within the folder, “New Project Templates”.
Project Business Case Completion Details

Identify the Business Problem

Describe the business problem or opportunity and the environment in which it exists by completing:

1. Environmental Analysis: Describe the key aspects of the business environment that have resulted in the need for this project to take place. Provide facts or evidence to support any conclusions.
2. Problem Analysis
   a. Business Problem: Describe the core business problem by stating the reasons why it exists, the impact it is having on the business, and the timeframes within which it must be resolved.
   b. Business Opportunity: Describe the business opportunity, the “opportunity window” (of time) available, and the positive impact that realizing the opportunity will have on the business.

Identify Alternative Solutions

List each of the alternative solutions explored. For each solution identified, the following information is required:

1. Description – Provide a high-level description of the solution by describing its core elements (people, process, organization, technology) and the general approach to implementation.
2. Benefits – Describe the tangible and intangible benefits to the company upon implementation of the solution. One of the obvious benefits described will be that the business problem / opportunity outlined above will be addressed.
3. Costs – Quantify the costs involved in implementing the solution including Expense Category, Expense Description, Expense Value, and Expense Type.
4. Feasibility – Describe the feasibility of the solution by breaking it down into its components and rating the feasibility of each component as well as defining the assessment method.
5. Risks – Summarize the risks associated with implementing this solution using a risk matrix. The matrix should include Risk Description, Risk Likelihood, Risk Impact and Mitigation Strategy.
6. Issues – Summarize the issues associated with implementing this solution including an Issue Description, Issue Priority and Actions Required to Resolve the Issue.
7. Assumptions – List the major assumptions associated with the adoption of this solution.
Recommended a Preferred Solution

Compare the alternative solutions available and rate them to identify a recommended solution for implementation.

1. Solution Rating: Apply an overall rating to each solution.
2. Recommended Solution: Identify the recommended solution for implementation based on the highest total score achieve in Solution Rating. List the key reasons why this solution has been chosen over the other solutions previously identified.

Implementation Approach

Describe the general approach to be taken to implement the recommended solution and derive the business benefits described within the business case by completing the following:

1. Project Initiation: Describe how the project will be defined and the team appointed.
2. Project Planning: Document in detail the steps involved in planning the project to ensure that the phases, activities, and tasks are undertaken in a clear, coordinated fashion.
3. Project Execution: Identify the phases and activities required to build the deliverables for customer approval.
4. Project Closure: List the steps needed to transfer the deliverables to the business, close the Project, release staff, terminate supplier contracts and review the success of the project.
6. Appendix with Supporting Documentation – Attach any documentation that is relevant to the Business Case including research materials, detailed financial spreadsheets, vendor information, etc.

Outputs:

Completed Project Business Case
1.4 Prepare Project Charter

Purpose:

The Project Charter is a concise document that establishes the purpose of the project, establishes its scope, and explains what business value it hopes to provide to the organization.

It describes the project:

- Vision, objectives, scope and deliverables (i.e. what we have to achieve)
- Stakeholders, roles and responsibilities (i.e. who will take part in it)
- Resource, financial and quality plans (i.e. how it will be undertaken)

The objective of this activity is to secure management approval and to provide the Project Manager with the authority to apply organizational resources to project activities. The Charter becomes a source of reference for the project team. No work can start on a project until the Charter is approved and filed with the PMO. Once a project is approved and scheduled, the project manager must file a status/progress report with the PMO on a weekly basis.

*Note: You can locate the Project Charter Template within your Project Site. It is in Project Documents within the folder, “New Project Templates”.*
Project Charter Completion Details

The Project Charter is divided into four (4) sections: Identify the Project Vision, Describe the Project Organization, Plan the Approach to Implementation and List the Risks and Issues associated with the Project.

Identify the Project Vision

1. Vision: The first step in establishing the Project Charter is to define the project vision. This is usually one or two brief sentences which articulate the purpose for the project and the goal for the project team. The Project Vision ensures that stakeholders are working from a concise view of the project.

2. Objectives: List the objectives to be achieved by this project. Each objective should be Specific, Measurable, Achievable, Realistic, and Time-bound (SMART).

3. Scope: The scope defines what will and will not be affected by the project and describes project outcomes. A project may result in changes to departmental functions, staffing, processes, products, systems, etc.

4. Deliverables: List and describe all the deliverables that the project will produce.

Describe the Project Organization

1. Customers: The customer is the client(s) responsible for accepting delivery of the project.

2. Stakeholders: Stakeholders are those entities with a specific interest in the project. The stakeholders include Project Sponsor, Project Manager, Project Team Members, Executive Leadership, etc. Be sure to describe each stakeholder’s needs and expectations as they relate to the project.

3. Roles: List the key roles associated with the project. Key roles include Project Sponsor, Project Manager, Steering and Advisory Committee Members, Project Team Members, etc. DO NOT list individuals at this point. This is the list of roles on the project. The project team will be identified later in the process.

4. Responsibilities: Each role on the project has specific responsibilities to ensure the proper execution and success of the project. Provide a list of responsibilities for each role identified not for the resource you may assume will be filling the role.

5. Structure: What is the reporting structure of your project? Your project should have an organization chart which depicts the roles and reporting lines.
**Plan the Approach to Implementation**

1. **Approach:** Summarize how the project will be further defined by phase using the table provided.

2. **Implementation Plan:** This is the initial framework for the Project Schedule. Define the Phases of the Project (Initiation, Planning, Execution, and Closure) and the activities required within. Be sure to include duration of activities.

3. **Milestones:** List important milestones and describe why they are critical to the project. Milestones are typically used to demonstrate progress and focus on key deliverable dates.

4. **Dependencies:** Each activity may have dependencies which impact their delivery. List each activity which a dependency, define what the impact is to the project and then determine the criticality of the dependency – High, Medium, or Low. High = major delays to the project, Medium = some delays to the project, and Low = no delays but requires potential schedule modification.

5. **Resource Plan:** List the roles defined for the project, the expected start and end dates for the role and the percentage of time that the resource will be required on the project.

6. **Financial Plan:** For each expenditure category, provide a list of items to be acquired for the project and the anticipated value of all expenditures.

7. **Quality Plan:** Quality on a project helps to define exactly how well the deliverables met the customer’s requirements and expectations. To assist with achieving Quality, each project will be managed utilizing sub-plans which include:
   a. **Time Management**
   b. **Cost Management**
   c. **Quality Management**
   d. **Change Management**
   e. **Risk Management**
   f. **Issue Management**
   g. **Procurement Management**
   h. **Acceptance Management**
   i. **Communications Management**
      i. **Completion Criteria:** List the criteria which will determine when the project is complete and ready for closure such as:
         1. The project vision has been achieved
         2. All project objectives have been met
         3. All project deliverables have been produced
List the Risks and Issues

1. Risks: Risks are identified as any event that may impact your project and keep deliverables from being produced. A detailed Risk Plan will be created later, but for now list project risks, their likelihood of occurrence, what the impact is to the project if the risk does occur and what actions have been defined and communicated in the event the risk does occur.

2. Issues: Issues are defined as events that currently affect your project. An Issues Log will be created later, but for now list current issues with the project, define their effect on the project overall and list what actions have been defined to resolve the issue.

3. Assumptions: List any assumptions made to date about the project: resource availability, etc.

4. Constraints: List any constraints to date on the project: resources, funding, etc.
1.5 Create Project Schedule

**Purpose:**

The Project Schedule is a comprehensive list of tasks required to complete the project deliverables. Creating the Project Schedule is an elaborate and iterative process with the schedule being expanded as the Planning Phase proceeds.

To create the Schedule in Microsoft Project Professional 2010 you will need to:

- A. Create a list of tasks to be completed.
- B. Define duration of tasks, including anticipated start and end date for each task.
- C. Identify Milestones.
- D. Define Deliverables.
- E. Determine the role(s) responsible for completing each identified task.

**Participants:**

Project Manager, Project Team

**Inputs:**

Project Information PDP, Project Request PDP, Business Case PDP, Project Charter PDP

**Guidelines:**

1. The initial inputs for the Project Schedule are:
   - a. Name of the Project
   - b. Start Date
   - c. End Date
2. This information is carried forward from the Project Information PDP in Project Server.

**Outputs:**

Completed Project Schedule
Schedule Completion Details – Project Schedule Template

Process:

1. Click on the Schedule PDP. You will see the default Project Schedule Template. This is merely a guide to assist you in creating your project schedule. This template is located: XXXXXXXX.

2. In the ribbon click ‘Edit’ and choose ‘In Project Professional.’

3. Once Microsoft Project Professional 2010 opens, you can begin entering tasks. Click Enter to move to the next task in the list.

4. For detailed information on completing the Project Schedule, enroll in the training session titled “Project 2010 Essentials” at https://www.uakron.edu/seminars.

   a. For details on adding resources to tasks see Supporting Documents – “How to Add Resources in Project Server”.

NOTE: Training on how to create project schedules will be provided by Software Training. Each participant will receive a training manual that can be added to this binder under Supporting Documents. To register for training, go to: https://www.uakron.edu/seminars
1.6 Define Project Governance

Project Governance Guidelines

Purpose:

The objective of this activity is to define the roles and responsibilities of team members and stakeholders, and to define the decision-making structure for the project.

Participants:

Project Manager and Key Stakeholders

Inputs:

Approved Project Charter

Guidelines:

1. Identify the various roles that exist. e.g. Project Manager, team member, reviewer.
2. Identify the responsibilities assigned to each role including:
   a. Who will establish project requirements with the customer?
   b. Who can interface with external providers, internal and external resources and customers?
   c. Who reviews and approves the project plan?
   d. Who authorizes project scope, schedule, and cost?
   e. Who authorizes change in scope?
   f. Who can sign a contract with a vendor?
   g. Who can communicate with vendors?
   h. Who can assign work?
3. Define the rules of communication:
   a. Who will report the status of the project to the stakeholders and at what frequency?
   b. Communication to the project resources from the management should go through the Project Manager.
4. Define the organizational structure that the project will follow. Keep in mind that functional team members have a reporting line to the Project Manager.
5. Determine to whom the customer can escalate issues.
6. Define the decision-making structure.
7. Define the team operating rules.
8. Outline the team meeting structure.

Outputs:

Project Governance Document
### Project Governance Details Form

Use this form to define the governance details of the project including roles and responsibilities, escalation procedure etc.

#### Role Definitions and Responsibilities

<table>
<thead>
<tr>
<th>Roles</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>Project Manager</td>
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<tr>
<td>Project Sponsor</td>
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<tr>
<td>Reviewer</td>
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<tr>
<td>Quality Manager</td>
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<tr>
<td>Testing Team</td>
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<tr>
<td>Project Team</td>
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</tbody>
</table>

#### Rules of Engagement

- Communication
- Status Reports
- Procurement of Human Resources
- Resource Acquisition

#### Organisational Structure of the Project

#### Escalation Procedure

#### Decision Making Structure

- Technical Decisions
- Change in Scope
- Conflict Resolution

#### Team Operating Rules

#### Team Meeting Structure

<table>
<thead>
<tr>
<th>Who facilitates the meeting?</th>
<th>Who records the minutes of the meeting?</th>
</tr>
</thead>
</table>
Process:

1. Identify roles that will exist in your project such as Project Manager, Sponsor, Reviewer, Quality Manager, Testing Team, Project Team, etc.
2. Define the roles. Identify the responsibilities of each role. For example, the Project Manager may be responsible for the following:
   1. Developing the project plan
   2. Directing project resources
   3. Managing project schedule
   4. Managing project budget
   5. Estimating project resources
   6. Communicating project status
   7. Tracking project status
   8. Defining, assessing and mitigating project risks
   9. Ensuring project meets technical requirements
3. Define the rules of engagement. Some examples are:
   a. Communications – All communications must flow through the Project Manager.
   b. Status Reports – The status of individual work assignments needs to be communicated on a daily basis to the Project Manager, bi-weekly status reports need to be sent by the Project Manager to the Operating Unit Vice President, Project Sponsor, PMO or whomever is designated.
   c. Procurement of Human Resources – The Project Manager acquires human resources for the project after speaking with the Operating Unit Vice President.
4. Organizational structure for the project – all team members report to the Project Manager, the Project Manager reports to the reviewer of the project, etc.
5. Escalation Procedure - In case of issues, the Project Manager is the ‘go-to’ person for a customer in order to escalate issues that the team cannot manage.
7. Team Operating Rules – In the absence of the Project Manager on a certain day, does the Project Technical Lead assign work to the technical team?
8. Team meeting structure – Does the Project Manager facilitate the meeting? Who records the minutes? Who will validate the minutes before sending it out to stakeholders?
1.7 Create Project Issue Log

**Purpose:**
An Issue is defined as a point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements.

The Issue Log will bring visibility to issues, accountability as to how they are acted upon, and timely resolution. An Issues Log is automatically provided on Project Sites in Project Server. As a substitute, a template is available in MS Word.

**Participants:**
Project Manager, Relevant Key Stakeholders

**Inputs:**
Project Charter

**Process:**

**Outputs:**
Initial Project Issue Log
Project Issue Log Completion Details

Process:

1. Footprints Ticket Number: Enter the Footprints ticket number.
2. Project Name: Enter the name of the project.
3. Date: Enter the date this document was created.
4. Project Sponsor: Enter the name of the Project Sponsor.
5. Issue Number: Assign a number to the Issue.
6. Title: Give the issue a title or name.
7. Assigned To: Who is responsible for keeping track of the issue.
8. Status: What is the status of the issue?
   a. Active: the issue is currently being monitored and assessed.
   b. Postponed: the issue has been put on hold for further discussion before action can be taken.
   c. Closed: the issue is no longer needs attention.
9. Priority:
   a. Low: the issue needs little attention.
   b. Medium: the issue needs moderate attention.
   c. High: the issue needs to be monitored closely.
10. Category: Select a category for the issue (currently undefined).
11. Due Date: Enter the date at which the issue is to be resolved by,
1.8 Perform Initiation Phase Review with Project Management Office

**Purpose:**
The objective of this activity is to ensure that management approves the transition of a project across its various phases. This will ensure that projects that are not likely to succeed are ‘killed’ early.

**Participants:**
Project Manager, Relevant Key Stakeholders, Project Management Office

**Inputs:**
Project Status Reports, Project Charter, Project Charter Review Checklist and relevant customer communication

**Process:**
1. At the end of every phase, the Project Manager prepares a Project Phase Review Form and submits it to the PMO to get approval to move on to the next phase of the project.
2. The Project Manager also submits any important customer communication, which shows satisfaction or unhappiness with the project progress.
3. The PMO and any Relevant Key Stakeholders analyze the status report and the communication, and in conjunction with the Project Manager make a decision on whether the project should move to the next phase.
4. The project sponsor signs off the Project Phase Review Form.

**Outputs:**
Approved or denied Project Phase Review Form
## Phase Review Document – Initiation

### Project Phase Completion

<table>
<thead>
<tr>
<th>Project Name</th>
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<tr>
<td>End of the Execution phase</td>
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<tr>
<td>End of the Closure phase</td>
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<thead>
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<th>Comments by Project Manager</th>
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<th>Problems to be resolved</th>
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<th>Comments/Recommendations by approver</th>
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<th>Areas to be examined in next phase gate</th>
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<thead>
<tr>
<th>Approved, Kill Project, Revise, Delay, Other changes</th>
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<th>Governance</th>
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Name:______________________________

Sign:______________________________

Date:______________________________
**Initiation Phase Review Guidelines**

1. In a lot of projects, this might seem a mere formality but this process proves to be very useful in ventures where there is no clarity of objective and effort is being wasted.

2. Where it seems that a few recommendations might put the project back on track, the established governance should document and communicate these recommendations to the Project Manager. It is the responsibility of the Project Manager to implement the suggestions or provide an explanation why the recommendation cannot be implemented.

3. In some cases, senior management may approve at the phase review while in other cases, the approval may be sought from an external body e.g. the customer may decide whether the project should move to the next phase.

4. Questions to be asked are:
   
   a. Is the project on time? Were all milestones met?
   b. Is the project on budget?
   c. Is the project according to specification?
   d. Is the customer satisfied with results up to this point?
   e. What are the barriers standing in the way of the success of the project?
   f. What are the problems that the project faces?
   g. Were recommendations given in the past implemented?
   h. The documents that accompany the Project Phase Review Form will be different for each phase of the project.

5. At the end of the Initiation Phase, check if any comments have been listed by the governance in the Project Request Form. Also read through the assumptions, risks, and obstacles section in the Project Overview Statement and see if any assumption is untrue now, or if any risk is critical.

6. At the end of the Planning Phase, check if all the planning activities that were needed for the project have been performed. Ensure that the Quality Strategy activities are carried out. Ensure that the Work Plan is realistic. Ensure that the communication matrix has identified all relevant stakeholders for the various communications.

7. At the end of the Execution Phase, ensure that the Risk Matrix has identified all risks relevant to the project.

8. Prior to the beginning of the Closure Phase, ensure that all Change Requests are taken into account during Transition to Production during Project Closure.
2.0 Project Request Planning Phase – Activity Definition

Planning is undoubtably the most critical component of a successful project.

The Planning Phase consists of those processes performed to establish the total scope of the effort, define and refine objectives, and develop the course of action required to attain those objectives.¹

2.1 Project Kick-off Meeting

**Purpose:**
The objective of this activity is to review the approved Project Charter PDP, to set project expectations, to articulate any risks that are likely to occur, and to dispel any doubts that the team may have about roles and responsibilities.

**Participants:**
The Project Manager calls the meeting. The audience includes the Relevant Key Stakeholders (i.e. customer representative and affected business units) and the Core Project Team.

**Inputs:**
Project Charter, Project Governance Document

**Process:**
1. Schedule the meeting. Send out the agenda of the meeting in advance. The management and the project team need to be present for the meeting.
2. Create presentation for dissemination of information using the UA approved templates located here: [http://www.uakron.edu/im/resources/templates.dot](http://www.uakron.edu/im/resources/templates.dot)
3. Walk the team through the Project Overview Statement.
4. Set guidelines for the Project Planning Phase and articulate expectations for the planning activities from the Core Project Team.
5. Hand out copies of the Project Overview Statement and discuss the roles and responsibilities/governance document.
6. Discuss project timelines.
7. Discuss the overall approach of the project. This is the point at which brainstorming for the project starts.
8. Discuss risks, constraints, and assumptions.
9. Answer any questions that the management or project team may have.
10. Assign someone to take notes during the meeting. Identify action items and timelines. Send out the notes to relevant stakeholders.
11. Determine (in advance) whether you want to discuss the Project Approach in the same meeting or in a separate meeting.

**Outputs:**
Notes and meeting minutes taken during the Project Kick-off Meeting
# Project Kick-off Meeting Agenda Document

## Meeting Logistics:

<table>
<thead>
<tr>
<th>Project Name</th>
<th></th>
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<tbody>
<tr>
<td>Project Manager</td>
<td></td>
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<tr>
<td>Core Project Team Members in Attendance</td>
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<tr>
<td>Key Stakeholders in Attendance</td>
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<tr>
<td>Meeting Date</td>
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<td>Meeting Time</td>
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<td>Meeting Location</td>
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</table>

## Agenda (These are suggested topics of discussion. Your kick-off agenda may include some, all, or none of the following):

1. Introduction of Meeting Participants and Key Stakeholders in attendance
2. Start date of Planning Phase:
   - End date for Execution Phase:
3. Guidelines & Expectations:
   a. Communications
   b. Time Management
   c. Task Assignments
   d. SharePoint/Collaboration Tool
   e. Absences
4. Discussion of Roles & Responsibilities/Governance
5. Discussion of Project Timeline
6. Existing Issues
7. Project Resources/Tools/Archives
8. Questions
9. Recap/Summary/Action Items
Project Kick-off Meeting Guidelines

Prior to the meeting:

1. Send out a meeting announcement with a meeting agenda to attendees with the project objective, meeting objective, and time frames. Team members are required to ‘RSVP’. That requirement needs to be stated in the meeting announcement.
2. Take copies of the agenda to the meeting for the participants.
3. Prepare handouts for the meeting, if necessary.
4. During the meeting:
   5. Make sure all the items in the agenda are discussed.
   6. The start and end date of the Planning Phase needs to be articulated.
   7. An overview of the Project and the Business Case (if applicable) could be handed out during the meeting. Discuss all the elements in the Project overview including what is in and out of scope.
   8. Distribute the Project Team Organizational Chart from the Governance document. It is imperative this is distributed during this meeting. If it is not official yet, create a draft. Discuss roles and responsibilities.
   9. The team needs to know their part in the project. Inform them that you will be discussing their responsibilities with them.
10. Project Team rules need to be set forth in the Kick-Off meeting. Start with one rule and engage the Project Team to develop more.
11. Let the team know what you expect from them as a group e.g. They need to know that all information regarding the project needs to be validated by you before anyone else receives the information.
12. Discuss any existing issues and assign the issues to team members for resolution.
13. Discuss what resources and tools will be used for the project. Discuss where the project repository will reside.
14. Consider what skills the team can bring to determine the Project Approach and the Work Breakdown Structure (WBS).
15. Emphasize the importance of the planning activities schedule.
16. The Project Manager may choose to discuss the overall approach of the project in this meeting or arrange for a separate meeting for this purpose. The Project Manager should consider which stakeholders need to be involved in the Project Approach meeting. Other factors that could be considered are the length of the meeting, the information that one would want the customer to hear, and the decisions that the customer should participate in.
17. Answer any questions that the team or other stakeholders may have.

After the meeting:

1. Identify action items and send out the notes taken during the meeting to all relevant stakeholders.
2.2 Determine Project Approach

**Purpose:**
The objective of this activity is to develop an implementation approach at a very high-level focused on achieving project goals as specified in the Project Charter. The purpose of this Approach Document is to define the type of solution for the project and the method of delivering that solution. This document will re-state the project goal and articulate how it will be achieved. It will also validate which planning elements will be needed for the project.

**Participants:**
Project Manager, Project Team, Relevant Key Stakeholders, Customer

**Inputs:**
Project Charter PDP, Governance Document

**Process:**
1. The Project Manager can decide whether the Project Approach should be discussed in the Planning Kick-off Meeting or at a separate meeting.
2. An explanation of the project life cycle and the various phases of the project will be outlined in the Project Approach document. Determine if any tailoring of the normal project life cycle will be done.
3. Determine if there are examples of similar projects by contacting the PMO.
4. Identify any reusable components from other projects that can save effort, cost, and time for this project. These templates will be accessible through the Project Site.
5. Arrive at the project guidelines. Define ground rules for the project.
6. Document the various steps that need to be executed in order to meet the project objective. Discuss the various methods in which these steps can be executed.
7. Evaluate each method and select the best method.
8. Document the rationale for selecting a specific method.
9. Determine which planning activities will be necessary for the project.
10. Identify dependencies that exist for the project.
11. Define a conflict resolution process for the project.

**Outputs:**
Project Approach Document
## Project Approach Document

### Project Approach Form

*Use this form to define the solution for the project and the method of delivering that solution. This activity will also validate which planning activities will be needed for the project.*

<table>
<thead>
<tr>
<th>Product/Service Life Cycle</th>
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</thead>
<tbody>
<tr>
<td>Similar Projects</td>
<td></td>
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<tr>
<td>Reusable Components/Processes</td>
<td></td>
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</tbody>
</table>

### Key Planning Elements Required

<table>
<thead>
<tr>
<th>Plan</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Resource Plan</td>
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<td>Cost Estimation Plan</td>
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<td>Procurement Plan</td>
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<td>Quality Plan</td>
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<td>Risk Plan</td>
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<td>Communication Plan</td>
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<td>Training Plan</td>
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</table>
**Project Approach Guidelines**

Virtually every project needs to have a defined approach; however the degree of formality depends on the size and complexity of the project. Without some description of a Project Approach, it is difficult to plan the activities and results of the project. A defined life cycle helps to ensure relevance of work being done and continuity of the results of that work. The best method in which the project can be executed is chosen. Relevant planning elements for the project are determined. A team meeting is the best way to agree upon the Project Approach.

1. **Project Life Cycle**
   a. **Phases**: How are project activities grouped and sequenced? Will the regular project life cycle hold good for this project or will the life cycle be tailored for this project?
   b. **Testing**: How does each phase contribute to testing of project results? Who will perform Quality Assurance Testing?
   c. **Reviews**: What kinds of reviews are needed for results of each phase? Who needs to participate in the reviews?

An example is provided below:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Major Deliverables</th>
<th>Testing</th>
<th>Walkthrough/Review</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Requirements Analysis</strong></td>
<td><strong>Outputs</strong>: Customer Specifications, Project Charter</td>
<td>Acceptance Testing Plan</td>
<td>Specifications Document to be reviewed by the Stakeholders and the Development Team</td>
</tr>
<tr>
<td></td>
<td><strong>Inputs</strong>: Customer requirements</td>
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<tr>
<td></td>
<td><strong>Rules</strong>: The technical lead needs to accompany the Project Manager for the specifications discussion with the customer.</td>
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<tr>
<td><strong>Planning</strong></td>
<td><strong>Outputs</strong>: Integrated Project Plan</td>
<td>Test cases</td>
<td>Plan review by stakeholders</td>
</tr>
<tr>
<td></td>
<td><strong>Inputs</strong>: Approved Project Request</td>
<td></td>
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<tr>
<td></td>
<td><strong>Rules</strong>: All task durations need to be validated by the project manager and the PMO. Dependencies: 1. The specification’s document needs to be signed off.</td>
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<tr>
<td><strong>Production</strong></td>
<td><strong>Outputs</strong>: Components of product</td>
<td>System Test Plan</td>
<td>Code Review by team members</td>
</tr>
<tr>
<td></td>
<td><strong>Inputs</strong>: Plans, specifications.</td>
<td></td>
<td>Content review by Project Manager</td>
</tr>
<tr>
<td></td>
<td><strong>Rules</strong>: If there is schedule slippage, the resource needs to inform the Project Manager as soon as s/he becomes aware of the delay. <strong>Dependencies</strong>: Component A and B should be complete before work on Component C starts.</td>
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<tr>
<td><strong>Testing</strong></td>
<td><strong>Outputs</strong>: Defect reports</td>
<td>Defect Reports</td>
<td>Test cases to be reviewed by the Project Manager</td>
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<tr>
<td></td>
<td><strong>Inputs</strong>: Product, Test cases, Test Plans</td>
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<td><strong>Rules</strong>: All defects to be rectified within 2 days of capturing the defect. <strong>Dependencies</strong>: All defects to be corrected before second round of testing.</td>
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</tbody>
</table>
2. **Similar project life cycles:** Check to see if there have been any other projects, which followed a similar life cycle.

3. **Reusable components:** Speak with team members, project reviewers and the operating unit head and determine if any code, hardware, or any other element can be reused in this project e.g. the code for Functionality X used in Project A can be reused for Functionality X in this project, or e.g. the work breakdown structure for Project B can be used as a work breakdown structure template for this project.

4. **Project guidelines:** Guidelines and ground rules can be defined and agreed upon, e.g. the customer will review each module when it’s ready or production of a module will begin once the customer approves the storyboard of a module.

5. **Methods:** Discuss various approach options that can be used in order to meet the project objective. Evaluate the various methods and choose the best one.

6. **Justification:** The reason for choosing a certain method should be given.
   a. **Cost vs. Benefits:** A blended training method was agreed upon because only classroom training is likely to put a strain on the budget. Blended training has worked well in the past.
   b. **Risks:** The risks in this option are lower because we have expertise in using this version of Macromedia Flash.

7. Discuss with the team which of the planning activities are required. The various risks, the complexity of the project, and the customer should be kept in mind while deciding which planning activities are required.
   a. Work Planning
   b. Risk Management Planning
   c. Communications Planning
   d. Quality Assurance Planning
   e. Resources Planning
   f. Procurement Planning
   g. Operational Transfer Planning

8. **Dependencies:** Any dependencies outside of the Project Manager's direct control or outside of the scope of the project (but which may still influence the project success) should be identified e.g. we will be able to start work on Project A only when Dept. X has tested their Project B successfully.

9. Define a conflict resolution process. This ensures that at the time of conflict, team members learn to resolve it effectively between themselves and escalate the conflict only, if necessary.
2.3 Create Project Plan

Purpose:

The first step in the Planning Phase involves the creation of a Project Plan. This plan serves as the yardstick for the project by providing the basis used to regularly assess project performance according to plan. The Project Plan includes a complete list of all the activities required to complete the project, as well as the milestones, dependencies, resources, and timeframes involved in undertaking the project. The following diagram depicts the steps involved in creating a Project Plan:

 Participants:

Project Manager creates the Project Plan.

Inputs:

**Work Breakdown Structure (WBS)**

To create a Project Plan, define the Work Breakdown Structure (WBS). The WBS serves as a list of phases, activities, and tasks involved in undertaking the project along with key project milestones. In order to undertake the project, human resources are required to complete each activity listed. It is best to start by identifying the role required to perform the task versus a named resource who may or not be actually assigned to the project. A Project Schedule outlining the flow of project activities and the timeframes involved is generated from the WBS. And finally, all planning assumptions and constraints should be documented.

**Work Breakdown Structure Document**
## Project Planning Form

Use this form to ensure that various elements of the project are properly coordinated. This will involve the decomposition of the project into activities, sub-tasks, and work packages.

### Project Planning Form

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<tr>
<th>Footprints Ticket Number:</th>
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<table>
<thead>
<tr>
<th>Project Name:</th>
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<th>Date:</th>
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<tr>
<th>Project Sponsor:</th>
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</table>

### Phases

List each project phase in the following table. Provide a description of each phase and sequence the phases by assigning a phase number (1, 2, 3, etc.).

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<tr>
<th>Project Phase Title</th>
<th>Phase Description</th>
<th>Phase Sequence</th>
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</table>
Activities: List each project activity in the following table, describing the activity, and identify the sequencing order where appropriate.

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<tr>
<th>Project Phase Title</th>
<th>Activity Title</th>
<th>Activity Description</th>
<th>Activity Sequence</th>
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</table>
**Tasks:** List each project task in the following table, describe the task and identify the sequencing order when appropriate.

<table>
<thead>
<tr>
<th>Project Activity Title</th>
<th>Task Title</th>
<th>Task Description</th>
<th>Task Sequence</th>
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</table>
**Milestones:** List each project milestone in the following table, describe the milestone and record the date on which it is likely to occur.

<table>
<thead>
<tr>
<th>Project Milestone Title</th>
<th>Milestone Description</th>
<th>Milestone Date</th>
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</table>
**Effort:** Identify the human effort required to accomplish each task, by completing the following table.

<table>
<thead>
<tr>
<th>Project Milestone Title</th>
<th>Milestone Description</th>
<th>Milestone Date</th>
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</table>
Schedule: Create a detailed project plan by listing the phases, activities, tasks, resources, and milestones required to complete the project, as well as any dependencies and sequencing involved. A sample is shown below:
**Dependencies:** Explicitly state any key dependencies in the Project Plan in the following table.

<table>
<thead>
<tr>
<th>Activity Title</th>
<th>Depends on</th>
<th>Dependency Type</th>
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</tbody>
</table>
**Assumptions:** List any assumptions made during this project planning process.

<table>
<thead>
<tr>
<th>Assumption</th>
<th>Description</th>
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<tbody>
<tr>
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</table>

**Constraints:** List any constraints identified during this project planning process.

<table>
<thead>
<tr>
<th>Constraint</th>
<th>Description</th>
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<tbody>
<tr>
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</table>
Project Plan Guidelines

It is important that people working on a project discover early in its lifecycle what the dependencies are between tasks, what services and resources are available, and how to use them appropriately. Addressing integration requirements will help ensure that a project makes the best use of complex infrastructure and avoids reinventing the wheel.

1. **Customer expectations**: There should be a reasonable amount of clarity in terms of customer expectations with regard to project deliverables, product requirements, overall timelines, etc. These expectations must be documented and agreed to by the Customer, the Sponsor, and the Project Manager.

2. **Effort**: Estimate effort taking into account activities listed in the Work Breakdown Structure and the Project Schedule.

3. **Roles and Responsibilities**: Ensure that the project governance structure is clear. Ensure that project roles and responsibilities in terms of quality audits/reviews, risk identification, project execution, etc. are clear.

4. **Risk**: Ensure that all risks are identified and analyzed in the Risk Management Plan. Ensure that mitigation strategies are identified for all risks with high probability and severe impact.

5. **Quality Plan**: Ensure that all aspects of quality are identified and addressed. The quality plan should list acceptance criteria, in-process control plans, and a schedule of quality audits and reviews.

6. **Schedule**: The schedule should have reviews and be revised from what was established in section 1.5 ‘Create Project Schedule’.

7. Ensure that all relevant factors have been considered in the various plans.

8. Ensure that documents like the Project Charter and the Project Approach document are available and correctly represent the project situation.

9. Ensure that the communication plan has identified all stakeholders who need to be informed of various pieces of information.

10. Ensure that training needs of the project team are identified and met.
Create Supporting Plans

2. A Create Resource Management Plan

Purpose:
Following the completion of the Project Plan, the next step is to complete a detailed Resource Management Plan for the project. A Resource Management Plan describes the physical resources required to successfully complete the project. It includes a list of the type of resources – such as labor, equipment, and materials as well as a schedule of times when each resource will be utilized.

Participants:
Project Manager

Inputs:
Project Charter PDP, Project Plan

Process:
1. Labor: List the role and number of resources in that position with specific skills required and when requested throughout specific points in the project.
2. Equipment: List the equipment needed, the number required, the reason the equipment is required and the timeframe that the equipment is needed.
3. Materials: List the materials required, quantity, and when needed.
4. Schedule: Create a Resource Plan Schedule which outlines what resources are anticipated on the project and when they will be released.
5. List any assumptions or constraints made during this planning process.

Output:
Resource Management Plan
## Project Resource Management Form

Use this form to ensure that the appropriate resources (labor, equipment, and materials) are identified, the duration of the project planned, and the cost associated outlined.

### Footprints Ticket Details
- **Number:**
- **Project Name:**
- **Date:**
- **Project Sponsor:**

### Labor
List all the roles required to undertake this project. Identify the number of people required to fill each role within the project. Describe the responsibilities and skills needed to undertake each role successfully. Also specify the timeframe during which the role will exist.

<table>
<thead>
<tr>
<th>Role Name</th>
<th>Number Required</th>
<th>Role Responsibilities</th>
<th>Skills Required</th>
<th>Start Date</th>
<th>End Date</th>
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</table>
**Equipment**: List each item of equipment required to undertake the project. Quantify the amount of each item needed. Describe the purpose and specification of each item. Also, specify the timeframe for which the equipment will be required.

<table>
<thead>
<tr>
<th>Item</th>
<th>Number Required</th>
<th>Purpose of Item</th>
<th>Specifications</th>
<th>Start Date</th>
<th>End Date</th>
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</table>
**Materials:** List each item of material required to undertake the project. Quantify the amount of each item needed. Also, specify the timeframe for which the materials will be required.

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<th>Item</th>
<th>Number Required</th>
<th>Start Date</th>
<th>End Date</th>
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### Schedule
Create a detailed list of the labor, equipment, materials and any other resources identified above to undertake the project. Then identify the cost of each resource according to the periods the resource will be required.

<table>
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<th>Resource</th>
<th>Jan</th>
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Resource Management Plan Guidelines

1. **FootPrints Ticket Number:** Enter the ticket number utilized to generate the Project Request.
2. **Project Name:** Enter the name of the Project.
3. **Date:** Enter the date.
4. **Project Sponsor:** Enter the name(s) of the Project Sponsor(s).
5. **Labor**
   a. **Role Name** – List all the roles required to undertake the project. Roles include developer, programmer, Project Manager, team member, etc.
   b. **Number Required** – Enter the number of people required to fill each role.
   c. **Role Responsibilities** – Describe the responsibilities of the role on the project.
   d. **Skills Required** – Describe the skills needed to perform successfully on the project. Also identify methods to identify skill weaknesses and how to address deficiencies.
   e. **Start Date** – Enter the date resource will be required.
   f. **End Date** – Enter the date resource will be released.
6. **Equipment**
   a. **Item** – List each item of equipment necessary to undertake the project. Identify whether or not the equipment is owned, needs to be purchased, or can be leased.
   b. **Number Required** – Enter the quantity required.
   c. **Purpose of Item** – Describe the purpose of the equipment.
   d. **Specifications** – Note if equipment requires a licensed/skilled operator.
   e. **Start Date** – Enter the date equipment will be required.
   f. **End Date** – Enter the date equipment will be released.
7. **Materials**
   a. **Item** – List each item of material required to undertake the project. If a specific vendor is known, please list. If cost is known, please list.
   b. **Number Required** – Enter the quantity required.
   c. **Start Date** – Enter the date materials will be required.
   d. **End Date** – Enter the date materials will be no longer required.
8. **Schedule:** Create a detailed list of the Labor, Equipment, Materials, and any other resources identified above to undertake the project.
2.B Procurement Plan

Purpose:
The objective of this activity is to identify how project needs can best be met by procuring products and/or services outside the organization. It identifies the procurement strategies that will be used, outlines the scope of products and/or services to be procured, and identifies responsibilities for the full procurement lifecycle.

Participants:
The Project Manager prepares the Procurement Plan with input from The Department of Purchasing.

Inputs:
Project Plan, Resource Management Plan

Process:
1. Identify the items to be procured and under what conditions. Include detailed description as to the ability (or inability) of products available in the organization to meet the project’s requirements. Quantitative supporting information should be presented.
2. List the evaluation criteria for vendors.
3. Identify any constraints that may affect the procurement process.
4. Identify the method(s) by which new products may be obtained. i.e. Lease/Purchase, Bid process, etc.
5. Identify the officials who must approve any purchases.

Outputs:
Procurement Plan
Procurement Plan Document

Project Procurement Plan Form

Use this form to identify how project needs can best be met by procuring products and/or services outside the organization. It identifies the procurement strategies that will be used, outlines the scope of products and/or services to be procured, and identifies responsibilities for the full procurement lifecycle.

<table>
<thead>
<tr>
<th>Items to be Procured:</th>
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<table>
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<th>Under what conditions are they to be procured:</th>
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</table>

Are items currently presented in the organization similar to the items being procured?

- [ ] Yes
- [ ] No

If yes, please explain why they won’t satisfy the project need.

<table>
<thead>
<tr>
<th>Team Members responsible for interacting with vendors</th>
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<thead>
<tr>
<th>Team Member responsible for signing contracts</th>
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<tr>
<td>Item evaluation Criteria:</td>
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<tr>
<td>Describe the criteria by which it will be determined that the items procured are appropriate, of acceptable quality, and fit the need of the project.</td>
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<table>
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<th>Any constraints on the items or evaluation?</th>
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<thead>
<tr>
<th>Procurement Method</th>
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Procurement Plan Guidelines

1. Decide which items will be procured and under what conditions.
2. Determine if the same product is present in the organization. If so, explain with supporting documentation why the current product will not be able to support project needs.
3. Decide who from the project team and organization unit can interface with the vendors. Contact The Department of Purchasing as well as Legal to ensure all institutional rules regarding procurement are adhered to.
4. List the evaluation criteria. This is a very important step as it ensures that the vendor is selected on the basis of pre-set criteria and that a single person or group does not influence the decision. The criteria could include the following:
   5. Technical capability
   6. Quality of work
   7. Previous experience in similar projects
   8. Identify constraints. This will limit the number of vendors one can choose from.
   9. Identify the method(s) by which new products will be obtained. i.e. Lease/Purchase, Bid process, etc. Factors like time available might be important in determining the method to be used.
10. Identify the institutional officers who must approve any purchases.
11. Provide schedule information for all the relevant procurement activities at the beginning. This is important, as the vendor should have resources available in order to meet the timeline set.
12. Identify any hardware/software compatibility issues. It is necessary to ensure that the development platform that the vendor is using is compatible with what is being used for the rest of the project.
13. List the required capabilities of the software. This can be part of the evaluation criteria. A detailed statement of requirements should be part of the contract. e.g. the system should be able to support 1,000 simultaneous users.
14. Estimate the volumes of data that will be handled after the system is running for several years e.g. after 5 years the system should support 2.7 million records.
15. Identify the manuals that will be necessary for proper installation and operation of the software. An installation manual may need to be supplied by the vendor at the time of delivery.
16. Describe the potential vendor’s method (support) of handling errors or bugs in the software, as well as the Department’s method, if applicable. If a bug is reported after the product has gone live, describe how the vendor will manage the problem.
17. Revisions or updates to the software should be considered. These points should be considered when signing the contract and should be included in the contract if possible.
18. Determine who has access to backup copies.
19. Determine who retains ownership of the code.
20. Determine who retains ownership of the product.
2.C Create Quality Plan

Purpose:
The objective of this activity is to validate that the major deliverables are completed and that the processes are being implemented with an acceptable level of quality.

Participants:
The Project Manager prepares this document in consultation with the customer representative. This document should be reviewed and approved by the relevant governance structure.

Inputs:
Project Charter PDP

Process:

Product-related QA
1. Ensure that all required Quality Assurance activities for the project are defined including in-process control plans, which address quality control areas. Revise the Quality Plan as required.
2. Identify quality standards of the University, the customer, or any external organization that need to be followed for the project.
3. Identify guidelines for each function to follow. Make a checklist including all these guidelines.
4. The project team and major stakeholders should have agreed on the acceptance criteria up-front.
5. Outline any problems that the project may face in terms of Quality and how you plan to mitigate them if they occur.
6. Determine if external QA is recommended.

Project-related QA
1. Review the frequency of plan review to check for task slippage and any dependencies that might be affected. This will be best facilitated through adhering to the process outlined in the Communication Plan.
2. Determine the frequency at which you will check for any improvements or changes that could be done to a process. Determine who in the project team will share this responsibility.

Outputs:
Quality Plan, Checklists
Quality Plan Document

Project Quality Plan Form

Use this form to validate that the major deliverables are completed and that the processes are being implemented with an acceptable level of quality.

Footprints Ticket Number: 

Project Name: 

Date: 

Project Sponsor: 

Define the requirements for “Acceptable Quality” for this project.

Define how you are going to determine if the above “Acceptance Quality requirements have been met.”
Quality Plan Guidelines

**Product-related QA**

1. Ensure that all required Quality Assurance activities for the project are defined. Ensure that in-process control plans, which address quality control areas, are defined. Revise the Quality Plan as required.
2. Identify quality standards of the University, the customer, or any external organization that need to be followed for the project.
3. Identify guidelines for each function to follow. Make a checklist including all these guidelines.
4. The project team and major stakeholders should have agreed on the completeness and correctness criteria up-front.
5. Try to identify problems that the project may face.
6. Determine if external QA is recommended.

**Project-related QA**

1. Determine the frequency of reviews of the project plans to check for task slippage and any dependencies that might be affected.
2. Determine the frequency of receiving (status reports, etc) and responding to communications.
3. Determine the frequency at which you would want to interview stakeholders and the project team to provide them with feedback, to discuss issues and to get feedback from the project team.
4. Determine the frequency at which you will check for any improvements or changes that could be done to a process. Determine who in the project team will share this responsibility.
2.D Create Risk Plan

**Purpose:**
The objective of this activity is to define how risks will be identified, determine who owns the responsibility of identifying risks, decide at what frequency the risks need to be revisited, identify the risk monitoring tool, determine to whom risks will be escalated, define how to manage risks, and how to handle issues that are likely to become risks. Risks are an uncertain event or condition that, if it occurs, has a positive or negative effect on a projects objectives.

**Participants:**
The Project Manager prepares this document.

**Inputs:**
Project Charter PDP, Governance Document, Project Approach, Project Plan

**Process:**
1. Determine a process by which risks to the project can be identified.
2. Determine the risk-monitoring tool the project will use.
3. Determine who owns the responsibility for identifying risks.
4. Define the roles and responsibilities for all resources (both within and external to the project) involved with the identification, review and mitigation of risks, and updating the risk matrix.
5. Decide the frequency for revisiting the risks and allowing newly identified ones to be defined and planned for.
6. Identify the stakeholders who will be informed of risks that might be severe and that have a high probability to occur.
7. Determine the type of strategies that will be used to manage risks.
8. Discern between issues and risks and determine how to preempt and identify issues that are likely to become risks.

**Outputs:**
Risk Plan
Risk Plan Document

Project Risk Handling Plan Form

Use this form to reduce the probability of the identified risks, identify mitigation strategies, identify contingency plans for the more critical risks, and if realized, reduce the impact of these risks.

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<th>Footprints Ticket Number:</th>
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<td>Project Name:</td>
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<td>Date:</td>
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<td>Project Sponsor:</td>
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<tr>
<th>Risk #</th>
<th>Data</th>
<th>Owner</th>
<th>Description</th>
<th>Probability % (1-59)</th>
<th>Impact (1-10)</th>
<th>Approach*</th>
<th>Mitigation/Contingency Response</th>
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*Mitigate, Transfer, or Accept
Risk Plan Guidelines

1. **Risk Number**: Number the risks as identified.
2. **Date**: Date risk first identified.
3. **Owner**: Identify who is responsible for the risk.
4. **Description**: Describe the risk in specific detail in order to fully communicate the exact nature of the occurrence.
5. **Probability % (1-99)**: Rate the probability that the risk will occur.
6. **Impact (1-10)**: Rate the impact this risk will have on the project.
7. **Approach**: Is the current plan to Mitigate, Transfer, or Accept the risk?
   a. **Mitigate** – Risk mitigation implies a reduction in the probability or impact of an adverse event. Taking early action to mitigate a risk on a project is often more effective than trying to repair the damage after the risk has occurred.
   b. **Transfer** – Risk transfer required shifting some or all of the negative impact, along with ownership of a response to a third party. Transferring the risk simply gives another party responsibility for its management – it does not eliminate it. This is most effective when dealing with financial risk exposure.
   c. **Accept** – This strategy is adopted because there are often times when all risks cannot simply be eliminated from a project. This can be done in either a passive (no action but to document the strategy) or active (contingency reserve) manner.
8. **Mitigation/Contingency Response**: What is the action plan should the event occur? Include timeline, specific participants, anticipated costs, etc.
2.E Communication Plan

Purpose:
The objective of this activity is to make sure that team members, customers, and stakeholders have the information they need to do their jobs. Proactive communication is important on all projects. Communication is also a vital way to manage stakeholder expectations about how the project is progressing and who needs to be doing what.

A Communication Plan allows you to think through how to communicate most efficiently and effectively to the various constituents. Communication needs to be in the right format, to the right target audience with sufficient amount of information and at the right time.

Participants:
Communicator: The person who is the source of the information (Sender).
Audience: The people who are the recipients of the information (Receiver).

In general, the Project Manager, project team members, stakeholders, and the customer are participants and could play the role of communicator or audience at any point in the project.

Inputs:
Project Governance, Project Charter PDP, Project Approach, Project Plan

Process:

1. Determine the target groups (internal and external) for project related communication and the composition of each group.
2. Determine for each target group, what information needs to be communicated i.e. the purpose of the communication.
3. Determine the frequency of the communication.
4. Decide on the format/mode of communication delivery.
5. Determine who will be responsible for the communication.
6. Identify expected results of the communication.
7. Remember to include the Project Manager as an audience for all communications e.g. status reports, issues, risks, etc.

Outputs:
Communication Plan
# Communication Plan Document

**Project Communication Plan Form**

Use this form to define how to communicate project information with team members, customers, and stakeholders.

## Project Information

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<tr>
<th>Project Manager:</th>
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## Communication Activities

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<th>Date(s) Needed</th>
<th>Status</th>
<th>Communication Activity</th>
<th>Objectives</th>
<th>Audience</th>
<th>Message</th>
<th>Delivery Method</th>
<th>Creator / Owner</th>
<th>Delivery By</th>
<th>Feedback Mechanism</th>
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</table>
Communication Plan Guidelines

These guidelines help to determine stakeholder communication requirements and ensure that the requirements are met appropriately. Communication could be categorized in the following ways:

- Internal/External
- Driven top-down or bottom-up or at the same level

1. Determine the stakeholder i.e. the target groups (internal and external) and the composition for each group. They could be the sponsor, the Operational Manager, the Project Team, the Project Manager, the Project Management Office, the Functional Manager, other departments within The University of Akron like Zip Support, the customer, or external vendors. The stakeholders should include anyone who needs or will need project information.

2. Determine what information needs to be communicated to the audience. Some examples could be:
   a. Status Information
   b. Weekly Deliverables & Issues
   c. Project Issues
   d. Completion of tasks/Schedule delay
   e. Change in scope
   f. Meetings
   g. Notification of Service Implementation
   h. Notes taken during meetings (Identify meetings in which notes need to be taken)
   i. Communication of change
   j. Communication with regulatory agencies
   k. Request for Input
   l. Change Request forms

3. Determine the audience for each communication type.

4. Determine the frequency of communication. The frequency could be daily/weekly/bi-weekly/monthly/after a certain milestone.

5. Determine the medium of communication. It could be e-mail, verbal, conference calls, meetings, written memos, formal presentations, or status reports.

6. Determine who will be sending out this communication. The communicator could be the Project Manager, the Project Team, the Customer, the Sponsor, or the Functional Manager.

7. Identify the purpose of the communication. The information could be mandatory, or to provide information, to build buy-in, etc.

8. Be sensitive to the needs of your audience. Do not bombard the team with unnecessary communications.

9. You may tailor the same communication for different target groups.

10. Designate a person to record notes during meetings.
2.F Training Plan

**Purpose:**
The objective of this activity is to ensure that individuals assigned to a project are provided the requisite training in order to perform their role and that key goals are identified for team members at the start of the project.

**Participants:**
Project Manager, Project team, and relevant stakeholders

**Inputs:**
Resource Plan

**Process:**
1. Identify and plan for any training needs.
2. Training needs identified in the Resource Plan and the Project Plan need to be met. This ensures that people achieve the appropriate skill levels required for the project.
3. Since all training necessary for each Team Member on the project is identified at the start of the project, the Project Manager can provide the team with timely training at different points in the project. The Project Manager budgets for training hours in the Project Schedule and for their costs within the Project Budget.
4. To ensure that performance management is fair, the team members in consultation with the Project Manager identify key goals at the start of the evaluation period.
5. The Project Manager communicates to the Functional Managers the impact to each team member’s performance management plan.
6. The Project Manager needs to communicate the performance feedback to the team member.
7. Team members need to be recognized for good work.
8. Interaction with other team members should be encouraged so as to increase team cohesion.
9. Team members should be empowered appropriately.
10. The Project Manager needs to ensure that the appropriate tools/software are available for team members to perform their jobs.
11. The Project Manager should be accessible to the team members.
12. Various aspects of Team Development need to be planned for including morale boosting, performance management, recognition, access to tools, interaction, empowerment, accessibility, and team cohesion.

**Outputs:**
Training Plan
# Training Plan Document

**Project Training Plan Form**

Use this form to define how the individuals assigned to the project are trained in order to perform the tasks assigned to them.

## Project Details

- **Project Name:**
- **Project Manager:**
- **Project Sponsor:**
- **Date:**

## Training Plan

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
<th>Objectives</th>
<th>Audience</th>
<th>Estimated Trainees</th>
<th>Delivery Method</th>
<th>Length</th>
<th>Prerequisites</th>
<th>Date(s) Needed</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
Training Plan Guidelines

It is the responsibility of the Project Manager to ensure that the team member is provided the training he/she requires in order to perform well on the job. Training interventions and mentoring should be provided to employees on the request of the Project Manager.

1. **Topic:** Identify the topic or skill-sets of the training session.
2. **Description:** What is the need for this particular training – deficiency in skill-set, new product training, system administration, etc.
3. **Objectives:** What are the anticipated outcomes of the training? What measurable outcome(s) will each attendee exhibit at the end of the sessions? Is certification provided as an outcome of the training?
4. **Audience:** Who needs to attend the training sessions?
5. **Estimated Number of Trainees:** Number of attendees per session.
6. **Delivery Method:** Will the training be with a facilitator on-site or will attendees be required to travel for this training? Can it be delivered through WebEX or another online method?
7. **Length:** Is the training provided in hours, days, weeks? Is the attendee required to attend all sessions?
8. **Prerequisites:** Are there specific skills or knowledge base that all attendees must master prior to attending in order to achieve maximum benefit from the sessions? To achieve prerequisites are any purchases of software, hardware, or training materials required?
9. **Date(s) Needed:** Dates training will be available with confirmed attendance acceptance by attendee.
2.G Cost Estimation Plan

**Purpose:**

The objective of this activity is to assess whether a proposed project is worth pursuing based on a comparison of the total expected costs weighed against the total expected benefits. The estimates for both the costs and benefits are expressed quantitatively in present value monetary terms. The costs include the capital components and expenses associated with a project implementation as well as those associated for each of the five subsequent years after the project transitions to production. The benefits include tangible or monetary benefits such as increases in revenue or decreases in costs and intangible or nonmonetary benefits such as greater customer satisfaction. The benefits are to be estimated for each of the five subsequent years after the project transitions to production.

**Participants:**

The Project Manager is the principle individual who prepares this document. However, functional and departmental leads, functional subject matter experts (SME’s), business analysts, technical and other IT leads, software, hardware, consulting and hosting services vendors can all provide input associated with this process. The intended audience for this is the PMO, Steering Committee, Advisory Committee and identified key stakeholders.

**Inputs:**

1. Responses to Requests for Information (RFI)/Request for Quotes (RFQ)
2. Functional and Technical Analyst Estimates
3. Business Process Reviews

**Outputs:**

1. Cost Estimation Plan
2. Project Charter
Project Cost Estimation Completion Details

Section I: Capital

In this section of the Cost Estimation Worksheet, you will record expenses such as Hardware, Software, and Development/Programming Costs.

<table>
<thead>
<tr>
<th>Capital</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
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</thead>
<tbody>
<tr>
<td>Hardware</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>Server Software</td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Other Software</td>
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<tr>
<td>Subtotal</td>
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<tr>
<td>Design</td>
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<td></td>
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<tr>
<td>Total Costs</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
Section II: Expenses

In this section of the Cost Estimation Worksheet, you will record expenses such as hardware maintenance, software upgrades, consulting, training, etc.

![Table](image-url)
Section III: Funding Sources

In this section of the Cost Estimation Worksheet, you will record any funding sources which will contribute to covering the overall project cost, such as budget fund account number, grant information, outside sources, etc.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Total</th>
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<tbody>
<tr>
<td>Hardware</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
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<tr>
<td>Subtotal</td>
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<tr>
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<tr>
<td>Maintenance</td>
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<tr>
<td>Subtotal</td>
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<td>$0</td>
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<td>Training</td>
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<td>Communications</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Total Funding Expenses</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Project Funding Totals</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
2.4 Perform Phase Review - Planning

Purpose:
The objective of this activity is to ensure that management approves the transition of a project across its various phases.

Participants:
Project Manager, Relevant Key Stakeholders, PMO

Inputs:
Project Status Reports, relevant customer communication

Process:
1. At the end of every phase, the Project Manager prepares a Project Phase Review Form and submits it to the PMO to get approval to move on to the next phase of the project.
2. The Project Manager also submits any important customer communication, which shows satisfaction or unhappiness with the project progress.
3. The PMO and any Relevant Key Stakeholders analyze the status report and project communications and in conjunction with the Project Manager make a decision on whether the project should move to the next phase.
4. The project sponsor signs off the Project Phase Review Form.

Outputs:
Approved or denied Project Phase Review Form
# Planning Phase Review Document

## Project Phase Completion

<table>
<thead>
<tr>
<th>Project Name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td></td>
</tr>
</tbody>
</table>

- End of the Initiation phase
- End of the Planning phase
- End of the Execution phase
- End of the Closure phase

<table>
<thead>
<tr>
<th>Status</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Significant Variances</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>Comments by Project Manager</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Problems to be resolved</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Comments/Recommendations by approver</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Areas to be examined in next phase gate</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Approved, Kill Project, Revise, Delay, Other changes</th>
<th></th>
</tr>
</thead>
</table>

**Governance:**

Name: __________________________

Sign: __________________________

Date: ____________
Planning Phase Review Guidelines

1. In a lot of projects, this might seem a mere formality but this process proves to be very useful in ventures where there is no clarity of objective, and effort is being wasted.

2. Where it seems that a few recommendations might put the project back on track, the established governance should document and communicate these recommendations to the Project Manager. It is the responsibility of the Project Manager to implement the suggestions or provide an explanation why the recommendation cannot be implemented.

3. In some cases, senior management may approve at the phase review while in other cases, the approval may be sought from an external body e.g. the customer may decide whether the project should move to the next phase.

4. Questions to be asked are:
   a. Is the project on time? Were all milestones met?
   b. Is the project on budget?
   c. Is the project according to specification?
   d. Is the customer satisfied with results up to this point?
   e. What are the barriers standing in the way of the success of the project?
   f. What are the problems that the project faces?
   g. Were recommendations given in the past implemented?

5. The documents that accompany the phase review form will be different for each phase of the project.

6. At the end of the Initiation phase, check if any comments have been listed by the governance in the Project Request Form. Also read through the assumptions, risks, and obstacles section in the Project Overview Statement and see if any assumption is untrue now, or if any risk is critical.

7. At the end of the Planning phase, check if all the planning activities that were needed for the project have been performed. Ensure that the Quality Strategy activities are carried out. Ensure that the Project Plan is realistic. Ensure that the communication matrix has identified all relevant stakeholders for the various communications.

8. At the end of the Execution phase, ensure that the Risk Matrix has identified all risks relevant to the project.

9. Prior to the beginning of the Closure phase, ensure that all change requests are taken into account during transition to production during project closure.
2.5 Assign Project Team

**Purpose:**
The objective of this activity is to define the project team structure including all supporting committees. The goal of defining the project team is to identify the roles required and confirm human resource availability in order to obtain the most effective and efficient team necessary to complete project assignments.

**Participants:**
Project Manager, Functional Manager, Technical Manager, PMO

**Inputs:**
Project Charter, Project Schedule, Project Plans, Project Governance

**Process:**
A project team consists of the Project Manager, Project Management Team, and other team members who carry out the work but who are not necessarily involved with management of the project.

This team is comprised of individuals from different groups with knowledge of a specific subject matter or with a specific skill set who carry out work of the project.²

**Outputs:**
Defined Project Structure including Steering Committee, Oversight Committee, Project Team

---

Planning Project Team Outline

Project Organization Template

Project Name: _______________________
Date: _______________________

Project Sponsor
<name>

Project Advocate
(optional)
<name>

Project Management Office
John Corby
Suzanne Testerman
Andy Lizak

Steering Committee
<name>
<name>
<name>
<name>

Oversight Committee
<name>
<name>
<name>
<name>

Functional Sub-Team
<name> (Functional Lead)
<name>
<name>
<name>
<name>

Technical Sub-Team
<name> (Technical Lead)
<name>
<name>
<name>
<name>

Vendor Sub-Team
<name> (Vendor Lead)
<name>
<name>
<name>
<name>

Sub-Team (if needed)
<name> (Team Lead)
<name>
<name>
<name>
<name>

Sub-Team (if needed)
<name> (Team Lead)
<name>
<name>
<name>
<name>

Sub-Team (if needed)
<name> (Team Lead)
<name>
<name>
<name>
<name>
Assign Project Team Guidelines

1. Project Name: What is the name of the project?
2. Date: Enter the date which this document was completed.
3. Project Sponsor: Replace <name> with the name of the Project Sponsor.
4. Project Advocate (optional): If your project has an advocate replace <name> with the name of the advocate.
5. Steering Committee: Replace <name> with the names of each of the members of the Steering Committee.
6. Oversight Committee: Replace <name> with the names of each of the members of the Oversight Committee.
7. Project Manager: Replace <name> with the name of the Project Manager.
8. Functional Sub-Team: Define who is part of the Functional Team.
9. Technical Sub-Team: Define who is part of the Technical Team.
10. Vendor Sub-Team: Define who is part of the vendor supplied team.
11. Sub-Team (if needed): If your project has more than the three (3) predefined teams, define them in the boxes provide. If the boxes are not needed they may be removed.
3.0 Execution Phase – Activity Definition

In this phase, the deliverables are physically built and presented to the customer for acceptance. While each deliverable is being constructed, a group of management processes are undertaken to monitor and control the deliverables being created by the project.

These processes include managing time, cost, quality, change, risks and issues, suppliers, as well as coordinating customer acceptance, and project communication.

Once all the deliverables have been produced and the customer has accepted the final deliverable, the project is ready for Closure.
3.1 Build Deliverables

The first and the most important step in the Execution phase is the construction of each of the project deliverables specified within the Project Plan. During this activity, a detailed design of each deliverable is created and deliverables are physically constructed and tested. The deliverables are reviewed by the project Quality Assurance team as well as the customer to ensure the deliverable meets the Quality Criteria (defined in the Quality Plan) and the Acceptance Criteria (developed in the Transfer Plan).

If all criteria have been met, the Customer signs off on the deliverable and it is ready to be delivered to the customer’s environment. After all the deliverables have been produced and the customer has signed off, the project is ready for Closure.
3.2 Monitor and Control

Throughout the Execution phase, the Project Manager undertakes a series of management processes to monitor and control the deliverable being produced by the project. These processes are undertaken to ensure that each deliverable is produced on time, within cost, and to the level of specification required by the customer.

The following table describes these management processes and the key outcomes to be achieved for each process identified.

<table>
<thead>
<tr>
<th>Process</th>
<th>Description</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time Management</td>
<td>This is the process of monitoring &amp; controlling the time spent by staff on the project. By ensuring that all staff record the time they spend undertaking project activities, the Project Manager can calculate actual vs. forecast time spent, and identify whether the project is ahead of, or behind schedule.</td>
<td>The project is delivered on time.</td>
</tr>
<tr>
<td>Change Management</td>
<td>Change happens – period. And change in a project can be devastating if a Change Management Process is not in place to record requested changes, the rationale for the change and the overall impact to the project of the change.</td>
<td>The project is delivered with no changes to scope, schedule or deliverables.</td>
</tr>
<tr>
<td>Issue Management</td>
<td>Unforeseen issues often arise which impact the ability of the project to meet its stated objectives. The key to project success is in having a process in place to review and resolve issues before they severely impact the project.</td>
<td>All project issues are resolved with no impact on the project.</td>
</tr>
<tr>
<td>Risk Management</td>
<td>To perform risk management on a project, you need to monitor and control project risks by taking steps to prevent those risks from occurring and to minimize their impact on the project.</td>
<td>All project risks are mitigated, transferred or avoided without impact on the project.</td>
</tr>
<tr>
<td>Quality Management</td>
<td>To ensure that the project results in deliverables that meet the customer’s requirements, it is necessary to use a formal Quality Management process. This process involved undertaking the activities specified in the Quality Plan to manage the level of quality within the project.</td>
<td>The project results in deliverables that meet the specified requirements of the customer.</td>
</tr>
<tr>
<td>Procurement Management</td>
<td>Projects often need external suppliers to deliver a scope of work in order to meet the customer’s stated objectives. In these situations, a Procurement Management Process is put in place to monitor and control the scope of work of suppliers to the project.</td>
<td>The scope of the work provided by suppliers, fully meets the requirements of the project.</td>
</tr>
<tr>
<td>Transfer Management</td>
<td>To gain the customer’s approval for each deliverable, you will need to complete a series of acceptance tests as defined in the Project Governance document.</td>
<td>The customer accepts all deliverables produced by the project in full.</td>
</tr>
<tr>
<td>Communication Management</td>
<td>Everyone on the team must be kept regularly informed of the overall progress of the project. By completing the activities listed in the Communication Plan, you will ensure that every stakeholder within the project received the right information at the right time.</td>
<td>Every stakeholder within the project is kept well informed.</td>
</tr>
<tr>
<td>Resource Management</td>
<td>Projects require different types of resources – labor, equipment, and materials. These resources must be identified and planned for throughout the project.</td>
<td>Minimized delays based on resource assignments.</td>
</tr>
<tr>
<td>Cost Management</td>
<td>Ensuring that the project delivers within budget is always a difficult task. To monitor and control costs effectively, a Cost Management Process is implemented to identify all project costs and to record the rate at which the project budget is being consumed.</td>
<td>The project is delivered within budget.</td>
</tr>
</tbody>
</table>
3.3 Time Management

Purpose:
This is the process of monitoring & controlling the time spent by staff on the project. By ensuring that all staff record the time they spend undertaking project activities, the Project Manager can calculate actual vs. forecast time spent, and identify whether the project is ahead of, or behind schedule.

Participants:
Project Manager, Team Members

Inputs:
Project Plan

Process:
1. All team members in addition to the Project Manager need to track the amount of time they spend on a project.
2. The Project Manager needs to ensure that time tracking is done.
3. The Project Manager can create variance reports and reflect the variances in the project work plan.

Outputs:
Time Sheets, Variance Reports, and Estimates for future projects
Time Management Document

NOTE: Training on Use of Timesheets will be provided by Software Training Services. Each participant will receive a training manual that can be added to this binder under Support Documents. To register for training, go to: https://www.uakron.edu/seminars

Team Members will be required to enter time in Project Server. Project Server automatically generates a timesheet for each work resource. Project Managers do not need to create the timesheets for their Team Members.

The amount of time entry required may be different from department to department. Some managers may require that all of a resource’s time be entered such as time on projects and time on administrative tasks, vacation, and sick time. Other managers may require that only time on projects be entered.

Each resource’s timesheet will list the tasks that are assigned to him/her.

For complete details on how to Use Timesheets, refer to Project Server 2010 for Project Managers manual Lesson 7: Use Timesheets provided through Software Training.

Time Entry and Processing

1. When you login to Project Server, the PWA home page displays.
   In the Content area of the page, there are Reminders for the Tasks, Timesheets, Issues and Risks that are assigned to you. Links are provided in the Reminders area and on the Quick Launch to access or review these items.
   In this lesson, the Timesheets are reviewed.
Time Management Guidelines

1. If team members do not enter the amount of time spent on a project activity, new projects may be estimated incorrectly. This information can be used in estimating time for activities in the later phases of production of the same project as well. Likely slippages in meeting deadlines can be detected if team members track time regularly.
2. Once enough data is collected, someone at an organizational level should categorize projects by type and determine productivity numbers for each type of project.
3. Deviations from the average productivity numbers should be examined closely.
4. It is recommended that time tracking and management be done weekly.
3.4 Change Management

**Purpose:**
Change Management is a method by which changes to the project (e.g. to the scope, deliverables, timescales or resources) are formally defined, evaluated and approved prior to implementation. The process entails completing a variety of control procedures to ensure that, if implemented, the change will cause minimal impact to the objectives of the project.

**Participants:**
The responsibility lies with the Project Manager and the relevant stakeholders.

**Inputs:**
Project Plan, Project Governance

**Process:**
1. Any change to scope has to be communicated to the Project Manager. Look at existing documents (e.g. customer approved design documents) to determine whether changes to scope have occurred or not.
2. The Project Manager ensures that the Change Request Form has been filled out.
3. The Project Manager and the core team analyze the Change Request and estimate the effort, time, and cost required to implement the change requested.
4. Any change needs to be communicated to the governance structure.
5. A Cost-Budget Analysis needs to be done.
6. The Project Manager and established governance may approve or deny a change request.
7. They may decide if the customer needs to pay for implementing the change.

**Outputs:**
Approved or denied Change Request Form
Change Management Document

### Project Change Management Form

<table>
<thead>
<tr>
<th>Project Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change Name</td>
</tr>
<tr>
<td>Change Number</td>
</tr>
<tr>
<td>Date Requested</td>
</tr>
<tr>
<td>Requested By</td>
</tr>
<tr>
<td>Presented To</td>
</tr>
</tbody>
</table>

### Description of Change


### Reason for Change


Effect on Scope (Project Charter)

Effect on Deliverables (including a list of any affected deliverables)

Effect on Organization
Effect on Project Schedule (including Estimated Completion Date for this change)

Effect on Project Cost

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Hours</th>
<th>Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
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<tr>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Net Change in Cost

Effect of NOT Approving this Change
Change Management Guidelines

1. A Change Request (requirement, change, problem, defect, or other change) can be completed by a member of the project team or by any stakeholder.
2. The Change Request needs to be prioritized.
3. An approach to handle the change needs to be identified including prioritization against other change requests.
4. Alternatives should be identified in the event that the Change Request is not approved.
5. The defined project governance structure (not the change requestor) needs to review the Change Request to determine whether or not it should be evaluated for action.
6. An estimate of additional project effort, cost, schedule, and resources needs to be determined.
7. The estimates need to be evaluated and authorized by the Steering Committee identified in the Project Governance Document.
8. The request can be accepted, rejected, or deferred.
9. The results of the request need to be communicated to the originator.
10. If the change is approved, the change needs to be incorporated into the Project Plan.
11. The changes in the plan need to be communicated and commitments established.
12. All parties affected by the change need to be informed.
3.5 Issue Management

**Purpose:**
Issue Management is a method by which issues which are currently affecting the ability of the project to produce the required deliverables are formally managed.

The objective of this activity is to ensure that:

- Issues are identified, evaluated and assigned for resolution.
- Issue resolutions that are sure to impact the scope, schedule, or quality of the project will go through the change management process.
- Issue resolutions or decisions are documented and communicated to all affected parties.
- Issues that are likely to become risks are reflected in the risk matrix.

An Issue is defined as a point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements.

The Issue Management process will bring visibility to issues, accountability as to how they are acted upon, and timely resolution.

**Participants:**
Project Manager, Project Team, Relevant Key Stakeholders

**Inputs:**
Project Plan

**Process:**
1. Define the process for managing project issues.
2. Define who can raise an issue, who is responsible for logging and tracking issues, who can assign issues for evaluation and planning resolution actions, and other roles and responsibilities in the Issue Management Process.
3. The Issue Management process should be communicated to all project team members and stakeholders.
4. Issue descriptions, resolutions and action plans should be documented well and tracked on an issues log.
5. Define who will maintain the issues log.
6. For each issue,
   a. Determine the action plan.
   b. Estimate the effort needed to resolve the issue
   c. Determine who owns the issue.
   d. Track the status
   e. Verify that the issue is closed if the status shows it as closed

**Outputs:**
Issue Management Plan, Issues Log
Issue Management Log Completion Details

- Go to Project Site. This is a link to Project Documentation.
- On the main site Welcome Page, look for Issues Web App in left navigation pane.

Welcome to your site!

Add a new image, change this welcome text or add new lists to this page by clicking the edit button above. You can click on Shared Documents to add files or on the calendar to create new team events. Use the links in the getting started section to share your site and customize its look.

<table>
<thead>
<tr>
<th>ID</th>
<th>Title</th>
<th>Assigned To</th>
<th>Status</th>
<th>Priority</th>
<th>Category</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Issues

There are no items to show in this view of the "Issues" list. To add a new item, click "New".

Add new item

Click "Add New Item".
“Issues – New Item” window will open as shown below.
Process:

1. Define the process for managing project issues.
2. Define who can raise an issue, who is responsible for logging and tracking issues, who can assign issues for evaluation and planning resolution actions, and other roles and responsibilities in the Issue Management Process.
3. The Issue Management process should be communicated to all project team members and stakeholders.
4. For each issue,
   a. **Title**: Title or Descriptor for the issue identified.
   b. **Owner**: Determine the owner of the issue – person reporting the issue.
   c. **Assigned to**: Assign the issue to whoever can resolve the issue.
   d. **Status**: Is this issue Active (Current), Postponed (Delayed) or has the issue been Closed (Resolved).
   e. **Category**: To Be Determined
   f. **Priority**: What is the level of urgency assigned to this issue – (1) High, (2) Medium, or (3) Low?
   g. **Due Date**: What is the requested date for resolution of stated issue?
   h. **Discussion**: Describe in detail what the issue is; what the root cause is; any additional detail that will help the Assignee determine an action plan.
   i. **Resolution**: Determine options for resolving the issue. Estimate the effort needed to resolve the issue.
   j. **Links**: Link to any additional documentation required to further detail the issue or detail the resolution.
   k. Save the Issue.
Issue Management Guidelines

1. An issue is an immediate problem requiring resolution.
2. Anyone can raise issues. Issues can be raised in team meetings or during one-on-one conversations with the Project Manager.
3. Resolve issues as soon as possible. Try to solve the root cause; not the symptom. This will ensure that the problem will not resurface. It may be difficult in some cases to determine any good options for resolution. A less-than-perfect solution may be preferable to deadlock or doing nothing.
4. The Project Manager needs to encourage the team to accept responsibility and make decisions when appropriate.
5. If there is an impact to effort, scope, cost, or schedule, the Project Manager should be involved. If there is an impact to effort, scope, cost, or schedule, a Change Request Form should be filed, and the issue becomes a change request.
6. If there is an impact to risk, the risk matrix might need to be updated.
7. The formality of the issue management process varies with project size e.g. a Project Manager may resolve an issue concerning a small project but a governance committee might need to step in for larger projects.
3.6 Risk Management

Purpose:
Risk Management Process is a method by which risks to the project (e.g. to the scope, deliverables, timescales or resources) are formally identified, quantified and managed during the execution of the project.

The objective of this activity is to reduce the probability of occurrence of identified risks, develop risk mitigation strategies, identify contingency plans for critical risks, and if realized, reduce the impact of these risks.

Participants:
The Project Manager monitors risk. Relevant stakeholders should be aware of the risks.

Inputs:
Risk Plan

Process:
1. Project with a high-risk exposure may be subject to monitoring by senior management.
2. Plan Risk Mitigation Strategies: These strategies need to be implemented. The Project Manager needs to prioritize the risks and implement the mitigation strategies that pertain to risks with a high risk exposure. Determine the options and actions to reduce the likelihood of occurrence or consequences of impact to the project’s objectives.
3. Develop Contingency Plans: The most serious risks (high probability/high severity) may require a more detailed outline so that the contingency plan can be quickly implemented under the worst-case scenario.
4. Monitor and update the Risk Matrix at an appropriate frequency.

Outputs:
Revised Risk Matrix, Contingency Plans
Risk Management Document Completion Details

- Go to Project Site [Project Site]. This is the link to Project Documentation.
- On the main site Welcome Page, look for Risks in the left navigation pane.

<table>
<thead>
<tr>
<th>ID</th>
<th>Title</th>
<th>Assigned To</th>
<th>Status</th>
<th>Due Date</th>
<th>Impact</th>
<th>Probability</th>
<th>Approach</th>
</tr>
</thead>
</table>

There are no items to show in the view of the "Risks" list. To add a new item, click "New".

- Click “Add New Item”.
## Risks - New Item

**Title**

**Owner**

**Assigned To**

**Status**

**Category**

**Due Date**

**Probability**

**Impact**

**Cost**

**Description**

**Mitigation Plan**

**The likely causes and consequences of the risk**

**The plans to mitigate the risk**
### Contingency Plan

The fallback plans should the risk occur.

### Trigger Description

The condition that triggers the contingency plan.

### Trigger

- **Date**
- Specify your own value:

### Links

**Approach**

- Mitigate
Process:

1. **Title**: Provide a Title or Descriptor for the issue identified.
2. **Owner**: Generally, the Project Manager is primarily responsible for driving the risk management process, but the Project Manager may identify a team member for this purpose.
3. **Assigned To**: Assign the issue to whomever can resolve the issue.
4. **Status**: Is this issue Active (Current), Postponed (Delayed) or has the issue been Closed (Resolved).
5. **Category**: To Be Determined
6. **Due Date**: What is the requested date for resolution of stated issue?
7. **Probability**: Determine the likelihood in terms of a percentage that this risk will occur.
8. **Impact**: What is the magnitude of impact to the project should this risk occur? Use a scale from 1-5 with (1) being low impact and (5) being highest impact.
9. **Cost**: What is the additional cost impact to the project should this risk occur?
10. **Description**: Describe in detail what the risk is; what is the root cause(s) of the risk event; any additional details that will help the Assignee determine an action plan.
11. **Mitigation Plan**: What steps can be put into place to mitigate or minimize the occurrence and impact of the risk event?
12. **Contingency Plan**: If the risk occurs despite your Mitigation Plan, what are any additional actions you are planning?
13. **Trigger Description**: What is the key action or event you will be looking for to determine that this risk is likely to occur?
14. **Trigger**: What is the trigger that will engage you in utilizing your Contingency Plan -- Is your trigger a specific date, exposure over threshold, tasks not completed, or other?
15. **Links**: Link to any supplemental documentation which provides additional clarity on the risk or the plans to avoid, and/or mitigate the impact of stated risk.
16. **Approach**: Select the approach that will be taken to manage the risk.
   a. **Mitigate**: Lessen the affect the risk will have on the project.
   b. **Transfer**: Transfer the responsibility of the risk to another entity.
   c. **Accept**: Accept that the risk will occur.
17. Save the Risk.
Risk Management Guidelines

1. Define roles and responsibilities for resources involved with the identification, review, and mitigation of risks. Generally, the Project Manager is primarily responsible for driving the risk management process, but the Project Manager may identify a team member for this purpose.

2. Decide the frequency of revisiting the table. The frequency depends upon the length of the project. The Risk Handling Plan should not only be updated at the prescribed frequency but also on the occurrence of any event that might change the risk for the project.

3. Identify stakeholders who will be informed of risks that might be severe and that have a high probability to occur.

4. Determine the type of strategies that will be used to manage risks. Start considering various options you may have.
### 3.7 Quality Management

**Purpose:**

Quality Management Process is a method by which the quality of the deliverables and management processes is assured and controlled during the project. The process entails completing a variety of review techniques to assess the level of quality of deliverables and processes and implementing a set of actions to raise the level of quality within the project.

The objective of this activity is to ensure that the project team meets the established project deliverable requirements and that all requisite quality criteria are met.

**Participants:**

Project Manager, Project Team

**Inputs:**

Quality Plan, Work Breakdown Structure, Project Plan, Project Approach

**Process:**

1. This process includes project reviews, product reviews, code reviews, testing, and any other process that the Project Manager might think necessary.
2. All these activities need to be scheduled in the project plan by the Project Manager.
3. The Project Manager may modify the processes used to develop the product in order to achieve the appropriate product quality.
4. It is the Project Manager’s responsibility to ensure that all scheduled reviews are conducted.
5. The product must meet performance levels set by the customer and the project team. The product should also comply with applicable standards.
6. Defects should be identified and categorized. Root causes should be analyzed.
7. The Project Manager needs to ensure that the testing team is provided with detailed test cases and a test plan. The reviewers need to be provided with the Project Overview Statement and the guidelines.

**Outputs:**

Review reports, Bug reports
Quality Management Document

[Table]

<table>
<thead>
<tr>
<th>Footprints Ticket Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Name</td>
</tr>
<tr>
<td>Date</td>
</tr>
<tr>
<td>Created By</td>
</tr>
</tbody>
</table>

Acceptance Criteria:

1. Quality standards of organization, customer, or external organization:

2. Checklists to be referenced:

3. Potential problems that the project could face:

4. External QA recommended:
## Project-Related QA

1. **Frequency of Project Plan review meetings:**
   - [ ] Daily
   - [ ] Weekly
   - [ ] Bi-weekly
   - [ ] Monthly
   - [ ] Other

2. **Frequency of responding to communications:**
   - [ ] Daily
   - [ ] Weekly
   - [ ] Bi-weekly
   - [ ] Monthly
   - [ ] Other

3. **Frequency at which you would want to interview key stakeholders:**
   - [ ] Daily
   - [ ] Weekly
   - [ ] Bi-weekly
   - [ ] Monthly
   - [ ] Other

4. **Frequency at which you wish to check for process improvements:**
   - [ ] Daily
   - [ ] Weekly
   - [ ] Bi-weekly
   - [ ] Monthly
   - [ ] Other
Quality Management Guidelines

1. One of the purposes of Quality Management is to find errors and defects as early in the project as possible. The Cost of Quality includes the costs incurred to ensure quality in the product and process. This comprises external failure costs, internal failure costs, inspection costs, and prevention costs. The cost of quality may be high but it will always offset the cost spent on rework and correction if the quality assurance and control processes weren’t implemented. This is because typically, the cost to eliminate a failure in the testing phase is five times greater than it is at the development or manufacturing phase. Effective quality management decreases production costs because the sooner an error is found and corrected, the less costly it will be.

2. Evaluate the Quality Plan on a monthly basis or at the completion of major milestones. The review should focus on whether the Quality Plan is still adequate to ensure that the project deliverables are completed within the quality expectations of the customer.

3. Document the metrics. Examples of metrics could include customer satisfaction, amount of rework, errors found during testing, etc. At the end of your project, provide feedback to the organization on the results of your quality process and report the final metrics captured.

4. Analyze the metrics to determine how your project work processes can be improved. e.g. in a training program, if the amount of rework after content is integrated into the training program is high, you might decide to introduce a review after the content is developed. This might reduce the rework.

5. When quality problems are found, implement a process to determine the cause and to make improvements in the process. Implement the improvements that were identified.

6. Testing is the last Quality control activity to ensure that the product meets the customer’s needs.

7. You can track rework to determine how much of your project time is spent working on the same problems twice.

8. Ideally, the persons conducting the reviews and the acceptance testing should not be part of the project team.
3.8 Procurement Management

NOTE: Any guidelines set by the University of Akron in this regard supersede this document. Refer to The Department of Purchasing Procedure Manual available here:
http://www.uakron.edu/busfin/purchasing/docs/PURCHASINGManual.pdf

Purpose:
Procurement Management Process is undertaken to ensure that all products (i.e. goods and services) are ordered, delivered and received in accordance with the Procurement Plan and that the performance of the supplier providing the products is adequately managed.
The objective of this activity is to ensure that appropriate resources are employed, that the process of selection is fair and that the quality of work is acceptable.

Participants:
Project Manager, Purchasing Department, Legal Department

Inputs:
Work Breakdown Structure, Project Plan, Procurement Plan, The University of Akron established Procurement Process

Process:
1. A vendor is chosen according to the method identified in the Procurement Plan and according to pre-set criteria defined by the Office of Purchasing.
2. The contract with the vendor should list complete information of the arrangement between the two parties.
3. Costs and timelines need to be agreed to.
4. Include appropriate non-disclosure clauses in the contract(s) or statement(s) of work or the purchase order(s).
5. All contracts and agreements are reviewed by The Office of General Counsel. NOTHING is signed as an agent of The University of Akron without this review.
6. The contract needs to be signed by authorized signatories.

Outputs:
Signed Contract(s)/Purchase Order(s)/Statement(s) of Work
# Procurement Management Document

## Project Procurement Plan Form

Use this form to identify how project needs can best be met by procuring products and/or services outside the organization. It identifies the procurement strategies that will be used, outlines the scope of products and/or services to be procured, and identifies responsibilities for the full procurement lifecycle.

### Items to be Procured:

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Supplier</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Under what conditions are they to be procured:

<table>
<thead>
<tr>
<th>Condition</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Are items currently presented in the organization similar to the items being procured?

- [ ] Yes
- [ ] No

If yes, please explain why they won’t satisfy the project need.

- [ ]

### Team Members responsible for interacting with vendors

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Team Member responsible for signing contracts

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Item Evaluation Criteria:

Describe the criteria by which it will be determined that the items procured are appropriate, of acceptable quality, and fit the need of the project.

### Any Constraints on the Items or Evaluation?

### Procurement Method
Procurement Management Guidelines

1. The vendor evaluation criteria need to be listed clearly.
2. The process of selection should be fair and based solely on the criteria.
3. If you want periodic reporting, you need to make sure it is included in the contract.
4. If you want to validate that interim deliverables are acceptable to your company, you need to agree on completeness and correctness criteria ahead of time.
5. The scope of work needs to be clearly defined in the statement of work/contract.
6. Ensure that you document who retains ownership of the source code and the product.
7. Agree upon and document the credit terms.
3.9 Transfer Management

Purpose:
The objective of this activity is to lay down the pre-requisites of rolling out an application. This is to ensure the smooth transition from the ‘project’ to the ‘going live’ stage.

Participants:
Project Manager, Project Team, Customer

Inputs:
Project Plan, Change Management Plan, Resource Plan

Process:
1. Identify the person(s) responsible for, and involved in, all aspects of the installation process, and define their roles.
2. Document what must be completed before installation can begin. Identify what must be achieved for the installation to be deemed complete. Develop a schedule of all activities involved in the installation. Identify all manpower and resources required for each activity.
3. Prepare a list of the backups, if any, which must be taken prior to, and on completion of the installation.
4. Verify that the software product meets requirements and is fully operational.
5. Verify that the product has been tested in the target environment using test cases established in the Test Plan. Document any problems and planned corrective actions. Retest all equipment and software after a repair, replacement, or modification. At the completion of acceptance testing, conduct an Operational Readiness Review, which includes a physical configuration audit.
6. Obtain the customer’s acceptance and approval of the product.
7. Ensure that user training has been conducted.
8. If a current system exists, prepare a checklist to ensure that the system and data conversion is done after backups and other safety measures are taken.
9. The installation needs to be coordinated with the system owner, operations staff, support staff, and other affected organizations.
10. Transfer responsibility of the system from the project team to the system owner and support staff.
11. Ensure that maintenance support begins as planned.
12. For major software systems involving multiple organizations and interfaces with other systems, ensure that a formal announcement of the transition to production has been done.
13. Turn over all project file materials, operating documents, and other pertinent records to the maintenance staff.

14. If possible, involvement of the customer in testing is gives them additional confidence that the deliverables meet the acceptance criteria and that the testing methods used to determine completion are comprehensive and effective.

Output:
Completed and signed Transfer Management Form
Transfer Management Document

Project Name:
Date:
Created By:

Roles and responsibilities for installation:

<table>
<thead>
<tr>
<th>Name</th>
<th>Roles</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. Define activities that must be achieved before installation can start.
B. Define activities that must be achieved for installation to be deemed complete.

Schedule for installation activities:

<table>
<thead>
<tr>
<th>Task</th>
<th>Duration</th>
<th>Start Date</th>
<th>End Date</th>
<th>Predecessor</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Define backups to be taken prior to installation.
2. Does the product meet requirements? Is it fully operational?
3. Has the product been tested in the target environment?
4. Has the customer approved the product?
5. Has required training been conducted?
6. When does system and data conversion begin?
7. Installation to be coordinated by whom?
8. Responsibility of the system transferred to whom?
9. When does maintenance support have to be ready?
10. When will the announcement of the transition to production be done?
11. To whom do we hand over project file materials and other records?
12. Who is responsible for access to installation site?
13. Who will establish the availability of the environment for the system to be installed in?
## Transfer Management Guidelines

**Transfer Checklist**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Check if the product meets requirements.</td>
<td>Yes No</td>
</tr>
<tr>
<td>2.</td>
<td>Check if the product is fully operational.</td>
<td>Yes No</td>
</tr>
<tr>
<td>3.</td>
<td>Ensure that the customer accepted and approved the product.</td>
<td>Yes No</td>
</tr>
<tr>
<td>4.</td>
<td>Has the future system owner and support staff been identified?</td>
<td>Yes No</td>
</tr>
<tr>
<td>5.</td>
<td>Ensure that user training has been conducted.</td>
<td>Yes No</td>
</tr>
<tr>
<td>6.</td>
<td>If a current system exists, check to see if the system and data conversion has been performed.</td>
<td>Yes No</td>
</tr>
<tr>
<td>7.</td>
<td>At each installation site, has the facility been inspected to assure that the site preparation is complete and in accordance with the Installation Plan?</td>
<td>Yes No</td>
</tr>
<tr>
<td>8.</td>
<td>Check to see if people with whom the installation should be coordinated have been identified. Have they been informed of the installation schedule?</td>
<td>Yes No</td>
</tr>
<tr>
<td>9.</td>
<td>Ensure that all necessary modifications to the physical installation environment have been completed.</td>
<td>Yes No</td>
</tr>
<tr>
<td>10.</td>
<td>Has the hardware been tested?</td>
<td>Yes No</td>
</tr>
<tr>
<td>11.</td>
<td>Has the product been installed on the target environment and tested?</td>
<td>Yes No</td>
</tr>
<tr>
<td>12.</td>
<td>Ensure that all problems and corrective action have been documented.</td>
<td>Yes No</td>
</tr>
<tr>
<td>13.</td>
<td>Has all equipment and software been retested after a repair, replacement, or modification?</td>
<td>Yes No</td>
</tr>
<tr>
<td>14.</td>
<td>Has Acceptance Testing been conducted in the production environment using acceptance test data and test procedures established in the Acceptance Test Plan?</td>
<td>Yes No</td>
</tr>
<tr>
<td>15.</td>
<td>At the completion of acceptance testing, has an Operational Readiness Review, which includes a physical configuration audit, been conducted?</td>
<td>Yes No</td>
</tr>
<tr>
<td>16.</td>
<td>Ensure that stress and other operational tests have been conducted.</td>
<td>Yes No</td>
</tr>
<tr>
<td>17.</td>
<td>Will maintenance support begin as planned?</td>
<td>Yes No</td>
</tr>
<tr>
<td>18.</td>
<td>At end of transition period, will a formal transfer of all responsibilities to the support staff be conducted?</td>
<td>Yes No</td>
</tr>
<tr>
<td>19.</td>
<td>For systems involving multiple organizations and interfaces with other systems, has a formal announcement of the transition to production been done?</td>
<td>Yes No</td>
</tr>
<tr>
<td>20.</td>
<td>Ensure that all project file materials, operating documents, and other pertinent records have been turned over to the maintenance staff.</td>
<td>Yes No</td>
</tr>
<tr>
<td>21.</td>
<td>Ensure that all the person(s) responsible for, and involved in, all aspects of the installation process, have been identified.</td>
<td>Yes No</td>
</tr>
<tr>
<td>22.</td>
<td>Have arrangements for access to installation site (e.g. badges, etc.) been identified?</td>
<td>Yes No</td>
</tr>
<tr>
<td>23.</td>
<td>Has the required availability of the environment for the system to be installed been established?</td>
<td>Yes No</td>
</tr>
<tr>
<td>24.</td>
<td>Has the data to be recorded at the installation site and collected after installation been identified? e.g., hardware and software configurations.</td>
<td>Yes No</td>
</tr>
</tbody>
</table>
3.10 Communications Management

**Purpose:**
Communications Management Process is a method by which formal messages are identified, created, reviewed and communicated within a project.

The objectives of this activity are to ensure that stakeholders are kept regularly informed, to maintain control of the release of critical project information and to avoid communication issues and risks. Clear, accurate, and timely communication is critical to the success of any project, as miscommunication can result in increased project risk. Effective project communication ensures that the right stakeholders have the right information at the right time, enabling them to make well-informed decisions about the project.

**Participants:**
Communicator: The person who is the source of the information (Sender)
Audience: The people who receive the information (Receiver)

In general, the Project Manager, project team members, stakeholders, and the customer are participants and could play the role of the communicator or the audience at any point in time.

**Inputs:**
Project Plan, Project Approach, and Governance document

**Process:**
1. Determine the target groups (internal and external) and the composition of each group.
2. Determine, for each target group, what information needs to be communicated i.e. the purpose of the communication.
3. Determine the frequency of the communications.
4. Decide on the format/vehicle of communication.
5. Determine who will be responsible for the communications.
6. Identify expected results of the communication.
7. Remember to include the Project Manager as an audience for communications e.g. status reports, issues, risks, 2-way communication.

**Outputs:**
Communication Management Plan
Communications Management Document

1. Identify the message to be communicated – Message Content.
2. Identify to whom the message will be communicated – Message Audience.
3. Identify when the message will be communicated – Message Timing.
4. Identify how the message will be communicated – Message Format.
5. Create the first and final drafts of the message.
6. Seek approval for all communication messages created.

Report Project Status

Refer to Communication Plan for frequency and types of status reports. A typical status report notes work completed in the last reporting period, work to be completed in the upcoming reporting period and any active issues requiring attention or escalation.
Communication Register

Use this form to document communications to various stakeholders throughout the project.

<table>
<thead>
<tr>
<th>SUMMARY</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID</td>
<td>Status</td>
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</tbody>
</table>
Communications Management Guidelines

You can use a wide variety of communication media on a project including:

- Press releases
- Internal newsletters
- Project Status Reports
- Presentation Materials
- Website news releases
- Internal project memos

Regardless of the media selected, the steps for communication management are always the same:

1. Identify content, audience, timing, and format of the message.
2. Create the message to be sent.
3. Review and approve the message prior to distribution. If the message is being distributed campus-wide or outside of The University of Akron, the PMO and the Communication’s Officer should review and approve the message.
4. Once approved, communicate the message to recipients.
5. Obtain feedback regarding the message sent.
### 3.11 Resource Management

**Purpose:**
Projects require different types of resources – labor, equipment, and materials. These resources must be identified and planned for throughout the project.

**Participants:**
Project Manager, Project Sponsor

**Inputs:**
Project Plan, Project Approach, and Governance document

**Process:**
1. The first step taken to create a comprehensive Resource Management Plan is to document a detailed list of all the individual resources needed to complete the project. Start by listing each of the major resource groups (Labor, Equipment, and Materials). Then for each group, list the individual resources needed as follows:
   - **Labor:** Identify all the roles involved in undertaking the project. You should identify and list any role to be appointed within the project, as well as any contracting or business role required. You should list any role which is responsible for or involved with the completion of any activity specified in the Project Plan, whether the role is internal or external to the project.
   - **Equipment:** Identify all the equipment involved in undertaking the project. Equipment may include office equipment (PCs, copiers, mobile phones), telecommunications equipment (cabling, switches), and machinery. If you need to use a particular piece of equipment to complete an activity for the project, list it here.
   - **Materials:** Projects often need to use consumable materials to complete project activities, such as office materials (copy paper, stationery, ink cartridges) and materials required to build physical deliverables (wood, steel, concrete). Create a detailed list of every type of material required to undertake the project.
2. The next step in creating the schedule is to list the labor, equipment, materials and any other resources needed to undertake the project. Then identify the amount (dollars or other currency) of each resource required according to the periods it will be needed, in the Schedule table.
3. Assumptions – List any assumption made during the resource planning process. For example, it might be assumed that:
   - The project will not change in scope.
• The resources identified will all be available for the expected durations.
• Approved funding will be available.

4. Constraints – List any constraint identified during the resource planning process. For example:
• The project team must create all of the physical deliverables within the allocated budget.
• Work must be undertaken within normal working hours only.
Resource Management Document

**Project Resource Management Form**

Use this form to create a detailed list of all individual resources needed to complete the project. Resources include Labor/Personnel, Equipment, and Materials.

<table>
<thead>
<tr>
<th>Footprints Ticket Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Project Name:</td>
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<tr>
<td></td>
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<tr>
<td>Project Manager:</td>
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<tr>
<td>Project Sponsor:</td>
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<tr>
<td>Period Covered:</td>
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</table>

**Overall Status:**

Has the customer given negative feedback on any of the product components delivered for review? If so, what are the comments?

<p>| |</p>
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</table>
Are project risks being successfully mitigated? If there are risks that still exist, please list them with the probability that they will occur.

Accomplishments:

Key Dates: List milestones that have been completed to date and projected milestones.

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Date</th>
<th>Completed (Y/N)</th>
<th>Due Date</th>
<th>Comments</th>
<th>Reason for Deviation (if any)</th>
<th>Identification of critical path items</th>
</tr>
</thead>
<tbody>
<tr>
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</table>
## Overall Schedule Status

<table>
<thead>
<tr>
<th>Reason for Deviation (if any)</th>
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<tr>
<td><strong>Budget Status</strong></td>
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<td><strong>Budget</strong></td>
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<td><strong>Actual</strong></td>
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<tr>
<td><strong>Estimate at Completion</strong></td>
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</tbody>
</table>

## Unresolved Issues: The following issues are unresolved and require management attention.

<table>
<thead>
<tr>
<th>Issue</th>
<th>Assigned To</th>
<th>Due Date</th>
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The University of Akron – Information Technology Services
**Change Requests:** The following important change requests to the project scope are being tracked. Additional detail is contained in the Project Change Log.

<table>
<thead>
<tr>
<th>Change Request</th>
<th>Assigned To</th>
<th>Due Date</th>
<th>New Risks Observed</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

**Trend Information:** Is the project getting healthier or sicker?
Resource Management Form Guidelines

1. **Overall Status**: Has the customer provided the team with any negative feedback on deliverables? If so, what were the comments by deliverable, where the deliverables part of the original scope of the project or as the result of a change request? Were risks identified and associated with this deliverable?

2. **Accomplishments**: The Schedule, budget, defect counts can all be used as project measures. e.g. initial effort estimates compared to the actual effort incurred, track rate of spending compared to the planned spending, monitor schedule by tracking planned milestone dates compared to actual end dates of milestones. Identify critical path items that might have issues. A high-level Gantt Chart may be provided as part of the status report.

3. **Overall Schedule Status**: Detail any deviations to the Project Schedule and the impact to the Project Budget. Is the project still within budget? Over/Under? What is remaining cost to complete the project and is that on target?

4. **Unresolved Issues**: List open Issues and to whom they have been assigned for review and resolution.
3.12 Cost Management

Purpose:
The objective of this activity is to manage project cost aligned with budgeted cost.

Participants:
Project Manager, Stakeholders, Sponsor

Inputs:
Project Plan, Resource Plan, Procurement Plan

Process:
1. Costs are agreed upon with the Sponsor at the start of the project and reviewed on completion of the project.
2. The Project Manager is responsible for constantly monitoring the budget.
3. The variance between Budgeted cost and Project cost needs to be communicated to and approved by the Sponsor/Customer. Alternatively, for various reasons, the relevant stakeholders might decide to absorb the additional cost.
4. The variance between planned schedule and actual schedule needs to be communicated to and approved by the Sponsor/Customer.
5. The variance (positive or negative) should be reported in the Project Status Report.

Outputs:
Project Status reports
### Cost Management Document

#### Project Cost Management Form

Use this form to ensure that any Execution Phase activities that must be reviewed prior to moving any deliverables into a production environment are addressed. The Project Manager must discuss this with the PMO, relevant stakeholders, and Steering Committee before a "Go" to Production or "No-Go" decision is made.

<table>
<thead>
<tr>
<th>Footprints Ticket Number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Name:</td>
</tr>
<tr>
<td>Date:</td>
</tr>
<tr>
<td>Project Sponsor:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity ID</th>
<th>Activity Desc.</th>
<th>Task ID</th>
<th>Task Desc.</th>
<th>Expense ID</th>
<th>Type</th>
<th>Desc.</th>
<th>Amount</th>
<th>Approval Status</th>
<th>Approval Date</th>
<th>Approver</th>
<th>Payment Status</th>
<th>Payment Date</th>
<th>Payee</th>
<th>Payment Method</th>
</tr>
</thead>
</table>
Cost Management Guidelines

1. **Activity**: List the Activity/Task ID from the Project Schedule. Describe the activity/task.
2. **Expense**: What type of expense has been incurred related to the activity/task identified? Types might include training, reference materials, specific software, etc. Describe the cost and reason for expense. List amount paid.
3. **Approval**: Who approved the expenditure and on what date.
4. **Payment**: What is the payment status (Pending, Paid, Denied), to whom was the payment made and by what method (Purchase Order, Credit Card, Cash).
5. Include all costs of the project, including contract labor and support functions. Costs could include hardware, software, etc.
3.13 Perform Phase Review - Execution

Purpose:
The objective of this activity is to ensure that management approves the transition of a project across its various phases.

Participants:
Project Manager, Relevant Key Stakeholders, PMO

Inputs:
Project Status Reports, relevant customer communication

Process:
1. At the end of every phase, the Project Manager prepares a project phase review form and submits it to the PMO to get approval to move on to the next phase of the project.
2. The Project Manager also submits any important customer communication, which shows satisfaction or unhappiness with the project progress.
3. The PMO and any Relevant Key Stakeholders analyze the status report and the communication, and in conjunction with the Project Manager make a decision on whether the project should move to the next phase.
4. The project sponsor signs off the phase review form.
5. For the Execution Phase, the Project Manager must complete the Go/No-Go Decision to move to the Closure Phase.

Outputs:
Approved or denied Phase Review Form
## Phase Review Document – Execution

<table>
<thead>
<tr>
<th>Project Name</th>
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<tbody>
<tr>
<td>Project Manager</td>
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</tbody>
</table>

### Phase
- End of the Initiation phase
- End of the Planning phase
- End of the Execution phase
- End of the Closure phase

### Status

### Significant Variances

### Comments by Project Manager

### Problems to be resolved

### Comments/Recommendations by approver

### Areas to be examined in next phase gate

### Approved, Kill Project, Revise, Delay, Other changes

### Governance:
Name: ____________________________
Sign: ____________________________
Date: ______________

---
Execution Phase Review Guidelines

1. In a lot of projects, this might seem a mere formality but this process proves to be very useful in ventures where there is no clarity of objective, and effort is being wasted.

2. Where it seems that a few recommendations might put the project back on track, the established governance should document and communicate these recommendations to the Project Manager. It is the responsibility of the Project Manager to implement the suggestions or provide an explanation why the recommendation cannot be implemented.

3. In some cases, senior management may approve at the phase review while in other cases, the approval may be sought from an external body e.g. the customer may decide whether the project should move to the next phase.

4. Questions to be asked are:
   a. Is the project on time? Were all milestones met?
   b. Is the project on budget?
   c. Is the project according to specification?
   d. Is the customer satisfied with results up to this point?
   e. What are the barriers standing in the way of the success of the project?
   f. What are the problems that the project faces?
   g. Were recommendations given in the past implemented?

5. The documents that accompany the phase review form will be different for each phase of the project.

6. At the end of the Initiation phase, check if any comments have been listed by the governance in the Project Request Form. Also read through the assumptions, risks, and obstacles section in the Project Overview Statement and see if any assumption is untrue now, or if any risk is critical.

7. At the end of the Planning phase, check if all the planning activities that were needed for the project have been performed. Ensure that the Quality Strategy activities are carried out. Ensure that the Project Plan is realistic. Ensure that the communication matrix has identified all relevant stakeholders for the various communications.

8. At the end of the Execution phase, ensure that the Risk Matrix has identified all risks relevant to the project.

9. Prior to the beginning of the Closure phase, ensure that all change requests are taken into account during transition to production during project closure.
4.0 Closure Phase

The Closure Phase consists of those processes performed to finalize all activities across all Phases to formally complete the project and any contractual obligations.

Activities include:

1. Obtain acceptance by the customer or Sponsor.
2. Conduct post-project review.
3. Document Lessons Learned.
4. Archive all relevant project documents.
5. Close all procurements.
4.1 Transition to Production—Activity Definition

**Purpose:**
The Project Manager must ensure that the project is approved and accepted by the relevant stakeholders through the assessment of defined success criteria and determination if criterion were met. The Project Manager has the customer accept delivery of the product and completion of the Statement of Work in writing.

The objective of this activity is to ensure that the transition of the project to production is smooth.

**Participants:**
Customer, Project Manager, Project Team, Relevant Key Stakeholders

**Inputs:**
Communication Plan, Project Plan, Governance Document, Transfer Plan

**Process:**
1. Ensure that all planned testing such as User testing, system testing, and load testing has been completed prior to transition.
2. Ensure that all customer requirements are met and that the product is fully operational.
3. Ensure that every step in the Operational Transfer Plan is carried out.
4. The Project Manager ensures that the customer has accepted the product before the Transition to Production.
5. Follow the standard operating procedure pertaining to backups for your work-unit. A Summary Report on the project is prepared and added to the project file.

**Outputs:**
Customer Sign-off, support sign-off, Summary Report, System gone live
**Transition to Production Document**

![Project Transition to Production](image)

Use this form to ensure that all planned testing is carried out, all customer requirements are met and that the product is fully operational.

<table>
<thead>
<tr>
<th>Project Name</th>
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<tbody>
<tr>
<td>Project Manager</td>
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<tr>
<td>Project Description</td>
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</table>

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<thead>
<tr>
<th>Effort Details</th>
<th>Estimated Hours</th>
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<tbody>
<tr>
<td>Initial Estimated Effort</td>
<td></td>
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<tr>
<td>Revised Estimated Effort</td>
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<tr>
<td>Actual Effort</td>
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</table>

<table>
<thead>
<tr>
<th>Cost Details</th>
<th>Estimated Dollars</th>
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<tbody>
<tr>
<td>Initial Estimated Cost</td>
<td></td>
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<tr>
<td>Revised Estimated Cost</td>
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<tr>
<td>Actual Cost</td>
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<table>
<thead>
<tr>
<th>Deliverables</th>
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<tbody>
<tr>
<td>Initial End Date</td>
<td></td>
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<tr>
<td>Actual End Date</td>
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<tr>
<td>Variance</td>
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<table>
<thead>
<tr>
<th>Lessons Learned</th>
<th>Recommendations for future projects</th>
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</table>
Transition to Production Guidelines

1. The Project Manager ensures that all the necessary testing is carried out.
2. The Project Manager ensures that the completeness and correctness criteria of the project are met.
3. If there is no Operational Transfer Plan, the Project Manager needs to ensure the following:
   a. Identify the various roles and persons responsible for those roles in the installation process.
   b. Identify what must be achieved to assume that installation is complete.
   c. Prepare a list of backups.
   d. Ensure that user training is conducted.
   e. If a legacy system exists, ensure that system and data conversion is performed.
   f. Installation needs to be coordinated with the system owner.
   g. Transfer responsibility to the system owner.
   h. Ensure that maintenance support begins as planned.
   i. Turn over all pertinent documents to the maintenance staff and to the system owner.
4. The summary report for the project needs to be completed and filed.
4.2 Administrative Closure — Activity Definition

**Purpose:**
All documentation and records, physical or electronic, need to be systematically reviewed, organized, and archived. The Project Manager gives performance feedback to team members. The Project Manager releases resources.

The objective of this activity is to ensure that the project deliverables are approved, accepted, delivered, and closed.

**Participants:**
Project Manager, Project Team, Relevant Key Stakeholders, Customer

**Inputs:**
Project Plan, Transfer Plan, Required sign-offs

**Process:**
1. The Project Manager ensures that the project is approved and accepted by the relevant stakeholders.
2. Assess the success criteria that were identified during the Overview statement and planning stages. Determine if criteria were met.
3. All documentation and records, physical or electronic, need to be systematically reviewed, organized, and archived.
4. The Project Manager gives performance feedback to team members.
5. The Project Manager releases resources.

**Outputs:**
Project Metrics
Administrative Closure Document

**Project Administrative Closure Form**

Use this form to ensure that the Project is approved, accepted and closed.

<table>
<thead>
<tr>
<th>Footprints Ticket Number:</th>
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<table>
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<th>Project Name:</th>
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<th>Date:</th>
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<tr>
<th>Project Sponsor:</th>
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**Completion Criteria:** List the criteria stated in the Project Charter that determine whether the project is complete and ready for closure. Some examples of completion criteria include: The project vision has been achieved; All the project objectives have been met; The project has resulted in the stated benefits; All the deliverables specified have been produced and accepted.

<table>
<thead>
<tr>
<th>Completion Category</th>
<th>Completion Criteria</th>
<th>Satisfied?</th>
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<tbody>
<tr>
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<td>[ ] Yes [ ] No</td>
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<td>[ ] Yes [ ] No</td>
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</table>
### Outstanding Items

Select the outstanding item category and identify the actions required to resolve the item.

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<thead>
<tr>
<th>Outstanding Item</th>
<th>Action Required</th>
<th>Assigned To</th>
<th>Completion Date</th>
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### Deliverables

List the action items required to hand over the project deliverables to the customer along with the completion dates.

<table>
<thead>
<tr>
<th>Project Deliverable</th>
<th>Action Required</th>
<th>Completion Date</th>
<th>Sign-off Achieved?</th>
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</table>
**Documentation:** List the actions required to hand over all project documentation to the customer along with the completion dates.

<table>
<thead>
<tr>
<th>Project Documentation</th>
<th>Action Required</th>
<th>Completion Date</th>
<th>Documentation Transitioned to Customer?</th>
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<td>Yes No</td>
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**Suppliers:** List the actions required to terminate all project supplier contracts along with the completion dates.

<table>
<thead>
<tr>
<th>Supplier</th>
<th>Action Required</th>
<th>Completion Date</th>
<th>Contract Terminated?</th>
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**Resources:** List the action items required to release all project resources along with the completion dates.

<table>
<thead>
<tr>
<th>Project Resource</th>
<th>Action Required</th>
<th>Completion Date</th>
<th>Resource Released?</th>
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<tr>
<th>Stakeholder</th>
<th>Message</th>
<th>Method of Communication</th>
<th>Completion Date</th>
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Approval: By signing this document, I grant formal approval for this project to be closed.

Name: _______________________________

Role: _______________________________

Signature: ___________________________

Date: _______________________________
Closure Guidelines

In the absence of a formalized project close out procedure, some projects (or project phases) risk "never ending" and the differences between project work and ongoing operations and maintenance get blurred.

1. **Completion Criteria**: List the criteria stated in the Project Charter that determines whether the project is complete and ready for closure. Some examples of completion criteria include: The project vision has been achieved; All the project objectives have been met; The project has resulted in the stated benefits; All the deliverables specified have been produced and accepted.

2. **Outstanding Items**: List any outstanding items, action required to close them, to whom they have been assigned and the agreed to completion date.

3. **Deliverables**: List any action items required to deliver a project deliverable to the customer along a completion date.

4. **Documentation**: List any actions required to deliver final project documentation to the customer.

5. **Suppliers**: List all actions required to close Procurements.

6. **Resources**: List all resources remaining on the Project and the transition plan to release the resource.

7. **Approvals**: Evaluate the product/service's conformance and satisfaction of the requirements. This will help in obtaining project and product acceptance from the customer.

Gather data required for updating or adding to the organization's metrics. Metrics can include such information as:

a. Number of objects, classes, programs, modules and level of complexity
b. Skill-set required to complete different task types
c. Level of effort required for different task types by resource type

All the metrics and documentation needs to be reviewed by someone external to the project. This needs to be archived in the central repository.
4.3 Lessons Learned — Activity Definition

**Purpose:**

At this point in the project management lifecycle, the Project Manager documents and highlights what worked well in the project, documents mistakes made during the project, and documents patterns and trends identified.

Project Team members most likely recognize certain procedures that, when exercised, improved the production of a deliverable, streamlined a process, or suggested ways to improve standardized templates. In some cases, the outstanding “successes” might be translated into new processes to be followed by future projects.

The objective of this activity is to ensure that the Lessons Learned during the project are documented and incorporated in the knowledge base for future use.

**Participants:**

Project Manager, Project Team, Relevant Key Stakeholders

**Inputs:**

Minutes of the various meetings, Project Plan

**Process:**

1. The Project Manager completes the ‘Lessons Learned’ document with the help of the project team.
2. All stakeholders are welcomed to provide feedback.
3. Documentation needs to be deposited in the knowledge base.

**Outputs:**

Lessons Learned Form
Lessons Learned Document

Note: To conserve space, this preview is just of the front page of the document.

Project Lessons Learned Form

Use this form to identify the lessons learned from the project.

- Footprints Ticket Number: 
- Project Name: 
- Project Manager: 
- Project Sponsor: 
- Date: 

General Project Issues and Communications:

How clearly defined were the objectives for this project?
Lessons Learned Guidelines

It is important for all members of the Project Team to be honest when assessing Lesson Learned. This feedback is critical to the growth and positive management of projects at The University of Akron.

1. At this point in the project management lifecycle, the Project Manager documents and highlights what worked well in the project, documents mistakes made during the project, and documents patterns and trends identified.
2. For each Lesson Learned, identify a contact person to get more information so that this information can be shared with other Project Managers.
3. During the course of the project, the Project Manager, Customer, and Project Team members most likely recognized certain procedures that, when exercised, improved the production of a deliverable, streamlined a process, or suggested ways to improve standardized templates. In some cases, the outstanding “successes” might be translated into new processes to be followed by future projects.
4.4 Close Project —Activity Definition

**Purpose:**
The Project Manager will verify all documentation has been completed, Lessons Learned recorded and posted to the Project Site, and that the PMO has been notified that the project is now ready for closure.

The objective of this activity is to ensure that the artifacts on Project Server as well as on the Project Site are complete and closed.

**Participants:**
Project Manager, Project Team, Relevant Key Stakeholders

**Inputs:**
Project Plan, Project Documentation

**Process:**
1. Upload all final documents to Project Site.
2. Contact PMO for archival of Project Server materials and Project Site.

**Outputs:**
Project Closure
Glossary of Terms

Business Case:

Change Management:

Communications Management:

Cost Management:

**Deliverable:** Any unique and verifiable product, result, or capability to perform a service that must be produced to complete a process, phase, or project. Often used more narrowly in reference to an external deliverable, which is a deliverable that is subject to approval by the project sponsor or customer.

**Issue:** A point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements.

**Issue Management:**

**Milestone:** A significant point or event in the project.

**Procurement Management:**

**Procurement Planning:**

**Product:** An artifact that is produced, is quantifiable, and can be either an end item in itself or a component item. Additional words for products are material and goods. Contrast with result. See also Deliverable.

**Project:** A temporary endeavor undertaken to create a unique product, service, or result.

**Project Charter [Output/Input]:** A document issued by the project initiator or sponsor that formally authorizes the existence of a project, and provides the project manager with the authority to apply organizational resources to project activities.

**Project Management:** The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

**Project Phase:** A collection of logically related project activities, usually culminating in the completion of a major deliverable. Project phases are mainly completed sequentially, but can overlap in some project situations. A project phase is a component of a project life cycle. A project phase is not a Project Management Process Group.
Project Plan:

Project Schedule [Output/Input]: The planned dates for performing schedule activities and the planned dates for meeting schedule milestones.

Project Task:

Project Team:

Quality: The degree to which a set of inherent characteristics fulfills requirements.

Quality Assurance:

Quality Control:

Quality Management:

Quality Planning:

Request for Information (RFI): A type of procurement document whereby the buyer requests a potential seller to provide various pieces of information related to a product or service or seller capability.

Request for Proposal (RFP): A type of procurement document used to request proposals from prospective sellers of products or services. In some application areas, it may have a narrower or more specific meaning.

Resource: Skilled human resources (specific disciplines either individually or in crews or teams), equipment, services, supplies, commodities, material, budgets, or funds.

Resource Planning:

Risk: An uncertain event or condition that, if it occurs, has a positive or negative effect on a projects objectives.

Risk Management:

Risk Mitigation [Technique]: A risk response planning technique associated with threats that seeks to reduce the probability of occurrence or impact of a risk to below an acceptable threshold.

Risk Planning:

Sponsor: The person or group that provides the financial resources, in cash or in kind, for the project.
Statement of Work: A narrative description of products, services, or results to be supplied.

Time Management:
Supporting Documents

How to Add Resources in Project Server
Software Training Manuals

Project 2010 Essentials

Project Server 2010 for Project Managers