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| CSU_CFSWordmark.jpg | | Project Plan  **<Project Name>** |
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Last Revised: <MM/DD/YY>

Final <MM/DD/YY>

REVISION CONTROL

**Document Title:** <Project Name> Project Plan

**Author:** <Department Name, not Individual>

**File Reference:** <Filename>

Revision History

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| --- | --- | --- | --- | --- |
| Version | Revision Date | Revised By | Summary of Revisions | Section(s) Revised |
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Review / Approval History

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| Review Date | Reviewed By | Action (Reviewed, Recommended or Approved) |
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*[Note: Text enclosed in square brackets and displayed in blue italics is included to provide guidance to the author and should be deleted before publishing the document. A paragraph entered following this style is automatically set to normal (style=Body Text).]*

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# Executive Summary

[Introduce the project by giving an overview of the project with a brief background as to how it came about. This section may be as short as one paragraph or as long as two pages. Remember that this section may be as far as many readers will go. Be concise—get the message across.

What is the institutional need that gave rise to this project? Describe the drivers (i.e. institutional need, customer request, technological advance, legal requirement, or social need) that created the problem, opportunity or requirement. How did the project come about? Provide any other necessary background.

Provide a description of the project and what the project will deliver and any high level expectations of the project. Identify if this is part of a larger project or if it has follow on projects.

Identify the customers and anticipated consumers of the project and why they will benefit from the project.

Include a high level schedule.]

# Introduction

## Purpose

The purpose of this document is to establish the scope, objectives and approach of the <Project Name> Project. In this context, Scope refers to the work and output that will be necessary to accomplish the project’s objectives, as well as defining any areas that are determined to be outside of the project’s purview. The purpose of having a clearly defined, detailed scope document at the outset of a project is to provide a reference point for the activities that are expected to be performed and to identify deliverables that will be produced over the duration of the project. When a change is introduced to the project it will be evaluated for impacts and escalated as appropriate. Decisions to change the scope of the project once it has been finalized and approved will follow a formal change request and approval process.

## References

This subsection provides a list of the documents referenced elsewhere within the Project Plan. Identify each document by title, version (or report number if applicable), date, and publishing organization or original author. Avoid listing documents that are influential but not directly referenced. Specify the sources from which the "official versions" of the references can be obtained. This information may be provided by reference to an appendix or to another document. Examples of References are: Vendor contracts, CMS Central scope documents, Vendor deployment plans, etc.]

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| **Title** | **Dated** | **Author** |
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# Scope

A clear project scope definition is one of the most important aspects of managing the project as it clearly identifies boundaries of what is to be implemented and key deliverables to be produced.

[A good scope definition should be easy to understand, and clearly define what application modules, business processes, interfaces, enhancements, conversions and technical architecture needs to be implemented. Scope should also include the geographical boundaries and location. The scope definition should also clearly define those things that are out of scope.]

## Scope of Project

The scope of this project includes a number of areas. For each area, there should be a corresponding strategy for incorporating these areas into the overall project.

Applications In order to meet the target production date, only these applications will be implemented:

Sites These sites are considered part of the implementation: ...

Process Re-engineering Re-engineering will ...

Customization Customizations will be limited to ...

Interfaces The interfaces included are:

Architecture Application and Technical Architecture will ..

Conversion Only the following data and volume will be considered for conversion: ...

Testing Testing will include only ...

Training Training will be

Education Education will include ...

Organizational Change Management Organizational Change Management will include

The following items are out of scope:

1. <Item One name and reason why out of scope>.

## Scope Change Management

Change is expected to occur during the life of any project, but that change must be managed if the project is to succeed. A change is anything that affects the schedule or scope of the project.

The following HSU scope change management procedures will be used when a change occurs:

* Register the Scope Change Request in the Issues and Scope Change Request Log
* Determine the impact
* Review the Change Request with the appropriate people for authorization

The project manager reports on the status of the Scope Change Requests in the Project Status Report.

[The above scope change management process covers managing scope changes that are internal to Humboldt. If the project you are managing will involve changes to Purchase Orders or Contracts with outside Vendors, then please follow standard University Policy (refer to HSU and CSU policies and procedures on the HSU Contracts and Procurement website http://www.humboldt.edu/procurement); contracts with outside Vendors may also require adherence to the vendor’s change management process. ]

## Constraints and Assumptions

### Assumptions

[Assumptions are circumstances, conditions, or actions that that the project team believes to be in place and true and are the basis for the project schedule, risks planning, and objectives.]

1. <Item One>

### Constraints

[Constraints are any element that may restrict, limit, or place control over a project, project team, or project action. Constraints impact projects by dictating the limits or approaches that the project team may pursue.]

1. <Item One>.

## Risks

There are always risks associated with a project. The purpose of risk management is to ensure levels of risk and uncertainty are properly managed so that the project is successfully completed. The Risk Factor is used to prioritize the handling of the risks. A separate Risk Log will be kept that lists these and any risks identified after the Project Plan is approved.

| **Risk** | **Prob.**  **(P)** | **Impact**  **(I)** | **Risk Factor**  **(P x I)** | **Mitigation** |
| --- | --- | --- | --- | --- |
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| **Probability**   * 1.0 = certain * 0.8 = highly likely * 0.6 = likely * 0.4 = low likelihood * 0.2 = very unlikely * 0.0 = no chance | **Impact**   * 10 = Schedule variance of milestones and/or Functionality is a Major Issue, Quality is a Major Issue * 6 = Functionality is a Minor Issue, Quality is a Minor Issue * 0 = No Issues. |

The Project Status Report will list any critical risks that are impacting the scope, time, cost, or quality of the project.

## Relationships to Other Systems/Projects

[Identify other projects or systems that may impact this project.]

# Goals and Objectives

## Goals and Objectives

Goals and objectives are statements that describe what the project will accomplish, or the institutional value the project will achieve. Goals are high level statements that provide overall context for what the project is trying to achieve, and should align to institution goals. Objectives are lower level statements that describe the specific, tangible products and deliverables that the project will deliver. The definition of goals and objectives is more of an art than a science, and it can be difficult to define them and align them correctly.

Goals - The goal should reference the institution benefit in terms of cost, speed and / or quality. Even if the project is not directly in support of the institution, there should be an indirect tie. If there is no institutional value to the project, the project should not be started. Generally, goals are non-measurable: If you can measure the achievement of your goal, it is probably at too low a level and is probably more of an objective.

Objectives - Objectives are concrete statements describing what the project is trying to achieve. The objective should be written at a lower level, so that it can be evaluated at the conclusion of a project to see whether it was achieved or not. Goal statements are designed to be vague. Objectives should not be vague. A well-worded objective will be Specific, Measurable, Attainable/Achievable, Realistic and Time-bound (SMART). We must assume that the objective is achievable and realistic. Objectives should refer to the deliverables of the project.]

1. Goal: <description>. Objective: <description>.

# Approach

[Provide an overall statement on mode of accomplishment. How will this project be accomplished? Will it be totally done by Humboldt resources, or will outside partners be involved? Who is the Customer and how will their participation be needed? How will the project be organized? Are all the Stakeholders and their responsibilities clear or are some yet to be defined? Will the project team need any training to develop individual or group skills to enhance project performance? How many end users will be impacted by this project? Will it require a Campus Readiness activity? Will a transition team be required? Is training a significant part of the project? How will you ensure the project will satisfy the needs for which it was undertaken? Are their quality standards that need to be met? How will the quality of the project be assured?].

## Project Management

The Project Management Approach defines the processes, procedures and tools used to successfully execute and control the Project. Project plan realization is the act of carrying out the project plan by completing the project plan activities. Project control is the act of measuring project performance, identifying variances, and taking corrective actions where necessary. It will follow the HSU ITS Project Methodology (described in a separate document downloadable from www.humboldt.edu/its/po-methodology).

[Depending on the approach to be taken, you may want to insert language about use of an Adaptive Project Management methodology on this project. This means that there will be initial planning to provide a framework for what will be accomplished and when, but the details will be defined in each iteration’s planning phase. Include information on the length and intent of each iteration, i.e. four to six weeks in length and each iteration completes the development, testing and documentation for the items identified for that iteration with the most critical / complex tasks to be completed in the first few iterations.

Include details of what the Project Manager will be responsible for: will they maintain a high-level or detailed project task list? Will they Project Manager maintain only the high-level task list and the individual project leads taking responsibility for the detailed task lists? Identify the tools to be used, i.e. Microsoft Project, SharePoint, etc.]

## Technical Environment

[Describe the technical environment. What are the workstation requirements (hardware and software), the development test and production environments, technical, security and architectural requirements?]

# Roles and Responsibilities

## Project Organization

The following defines the roles and responsibilities that make up the resources for this project.  It is expected that all team members will:

* Understand the work to be completed
* Plan out the assigned activities in more detail if needed
* Complete assigned work within the budget, timeline and quality expectations
* Inform the project manager (team lead) of issues, scope changes, risk and quality concerns
* Proactively communicate status and managing expectations

| **Role** | **Responsibilities** | **Team Member** | **Executive Sponsor** | **Steering Committee** | **Project Sponsor** | **Project Manager** | **Team Lead** | **Subject Matter Expert** | **Application Developer** | **Trainer** | **User** | **External Provider** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Executive Sponsor | Receives regular project status updates. Serves as final escalation point for issues not resolved at the Project Sponsor level. | <Name, Title> | A | C | C | R | I | I | I | I | N/A | N/A |
| Steering Committee | Receives regular project status updates. Serves as escalation point for issues resolution such as changes to scope, timeline or resources that cannot be resolved at the project leads level. | <Name, Title> | I | AR | R | C | I | I | I | I | N/A | N/A |
| Project Sponsor | Has ultimate authority over the project: provides high level direction, coordinates project funding and approvals from funding sources, resolves major issues, problems and policy conflicts and scope changes (where possible), approves major deliverables and champions the project and supports the project manager. | <Name, Title> | A | C | R | C | C | C | C | C | N/A | C |
| Project Manager | Has authority and overall project management responsibilities including: lead planning and development of all project deliverables, establish project controls for Change Control, Risk and Issues Management to ensure quality of deliverables and minimal disruption to the project schedule, develop campus communications plan and communications, lead project team status meetings and monitor project on an on-going basis, convey project status and risk issues to the project and executive sponsors, manages budget, timeline, execution, and all project management procedures to successful completion. | <Name, Title> | I | I | A | R | C | I | I | C | N/A | I |
| Team Lead | In conjunction with project manager and other team leads, participate in creation of the task-by-task, day-by-day plan for each of their team members in achievement of overall project goals identifying team resources in consultation with their management; control and report team's progress, ensure the quality of the team's output. | <Name, Title> | N/A | N/A | N/A | C | AR | C | C | C | C | C |
| Subject Matter Expert | Experts in their field and responsible for participating in project requirements meetings, answer business process questions, participate in user testing and teach single department classes (as agreed upon with the Trainer) | <Name, Title> | N/A | N/A | N/A | I | AR | R | C | C | C | C |
| Application Developer | As coordinated by team lead(s), retrofit, test and document modifications. Develop against accepted institutional development standards. | <Name, Title> | N/A | N/A | N/A | C | AC | C | R | I | C | N/A |
| Trainer | Develop training strategy including identifying best training delivery method, content and tools, establish and monitor use of documentation standards, conduct awareness and training activities, evaluate training results. Teach classes, generally only those that have multi-department impact. | <Name, Title> | N/A | N/A | N/A | C | AC | C | I | R | I | N/A |
| User | The people who will actually use the deliverables of the project. They may be heavily involved the project in activities such as defining business requirements or may not get involved until the testing process. | <Name, Title> | N/A | N/A | N/A | I | AR | C | I | I | R | N/A |

* **R**(esponsible ) - Carries out the actions associated with task completion, either directly or by coordinating resources within area of responsibility..
* **A**(ccountable) - Ultimately answerable for timely completion and sign-off of project tasks and/or deliverables; escalation point for past due tasks or unresolved issues..
* **C**(onsulted) - Sought for their opinions, skills and knowledge to complete the activity.
* **I**(nformed) - Receive information & updates about the activity.

# Project Deliverables and Milestones

## Key Deliverables

| **Deliverable** | **Executive Sponsor** | **Steering Committee** | **Project Sponsor** | **Project Manager** | **Team Lead** | **Subject Matter Experts** | **Application Developer** | **Trainer** | **User** | **External Provider** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Project Plan | I | I | A | R | C | I | I | C | I | N/A |
| Task List | I | I | A | R | C | I | I | C | I | N/A |
| Project Status | I | I | A | R | C | N/A | N/A | C | N/A | N/A |
| Issues & Change Requests Log | N/A | N/A | A | R | C | C | C | C | N/A | N/A |
| Test Plan | N/A | N/A | A | R | C | C | I | I | N/A | N/A |
| Test Script | N/A | N/A | A | I | R | C | I | I | N/A | N/A |
| Fit-Gap Analysis | N/A | N/A | I | I | A,R | R | C | I | N/A | C |
| Current Modification Needs Assessment | N/A | N/A | I | C | A,R | R | C | I | N/A | N/A |
| Prioritized List of Customizations | N/A | N/A | I | C | A,R | R | C | I | N/A | N/A |
| Acceptance Plan | I | I | A | R | R | I | I | I | I | I |
| Training Plan | N/A | N/A | I | C | C | C | N/A | A, R | N/A | N/A |
| Communication Plan | N/A | N/A | A | R | C | I | N/A | C | N/A | N/A |
| Business Process Guides | N/A | N/A | N/A | I | A | R | N/A | I | I | R |
| Configuration Guides | N/A | N/A | N/A | I | A | R | N/A | I | N/A | R |
| Upgraded Software | I | I | R | R | R | R | R | I | I | AR |

* **R**(esponsible ) - Carries out the actions associated with task completion, either directly or by coordinating resources within area of responsibility..
* **A**(ccountable) - Ultimately answerable for timely completion and sign-off of project tasks and/or deliverables; escalation point for past due tasks or unresolved issues..
* **C**(onsulted) - Sought for their opinions, skills and knowledge to complete the activity.
* **I**(nformed) - Receive information & updates about the activity.

# Communication

We will use a variety of methods to keep stakeholders and outside parties informed and involved in the project. A separate Communication Plan will be developed that identifies the people, methods, and timing of the communications.

# Issues Management

Critical to the success of a project is to manage issues that surface from the very beginning of a project. It is important that all key stakeholders participate in resolution of issues that might affect the Triple Constraints (Scope, Schedule, and Budget) and resulting quality.

The following issues management procedures will be used:

1. An issue is registered in the Issues Log.
2. When the issue has been registered, the issue owner initiates a planning process to develop an action plan to resolve the issue. The action plan identifies the expected resolution date.
3. The project manager and the project team will review issues regularly to ensure that action is being taken care of. The steering committee or other key stakeholders will review open issues as needed as part of any needed escalation process.

The Project Status Report will list any critical unresolved issues that are impacting the scope, time, cost, or quality of the project.