

Project Management Plan

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Abstract

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1 Introduction

[Redacted]

[Redacted]

1.2 Business Case

TABLE 1-1: BUSINESS CASE

TYPE	JUSTIFICATION	DESCRIPTION
Strategic fit	Small workforce	Starting a small business intended to employ one individual is within the means of the business owner.
Structure	Project is flexible	The project structure and goals are realistic and agile enough to function in a fluctuating market.
Rough Order of Magnitude (ROM) cost	Makes use of existing tools	The project budget is sufficient to cover start-up costs; many of the planned business tools are already acquired. Therefore, limited technology and reference materials are needed for providing services once the business is launched.
Duration	Reasonable time investment	The project duration is realistic given project constraint(s).
Constraints	Simple staffing	This is a resource-driven project, dependent on project manager availability (Section 2.5).

1.3 Market Analysis and Need

[Redacted]

[Redacted]

[Redacted]

1.4 Project Sponsorship

This project requires approval from the project sponsor. Refer to Section 7, Resource Management Plan for more information regarding the project team and Appendix A, Letter of Support from Project Sponsor.

2 Scope Management Plan

2.1 Scope

[REDACTED]

2.1.1 Mission Statement

[REDACTED]

2.1.2 Vision Statement

[REDACTED]

2.1.3 Core Values

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

2.2 Objectives

2.2.1 Project Objectives

TABLE 2-1: PROJECT OBJECTIVES

■	[Redacted]
■	[Redacted]

2.2.2 Business Objectives

TABLE 2-2: BUSINESS OBJECTIVES

■	[Redacted]
■	[Redacted]
■	[Redacted]
■	[Redacted]
■	[Redacted]
■	[Redacted]

2.3 Deliverables

Each major deliverable represents a project phase (Table 2-3). Please refer to Section 4, Schedule Management Plan for the project Work Breakdown Structure (WBS), which further defines the tasks that constitute each deliverable.

TABLE 2-3: DELIVERABLES

■	[Redacted]	[Redacted]	[Redacted]
■	[Redacted]	[Redacted]	[Redacted]
■	[Redacted]	[Redacted]	[Redacted]
■	[Redacted]	[Redacted]	[Redacted]
■	[Redacted]	[Redacted]	[Redacted]

2.4 Success Factors and Criteria

2.4.1 Critical Success Factors

- Buy-in and support from project sponsor.
- Effective stakeholder communication.

2.4.2 Success Criteria

- [REDACTED]
- [REDACTED]

2.5 Assumptions and Constraints

This is a resource-driven project, which dictates what can be accomplished within the project schedule, with an opportunity to enhance cost (Table 2-4).

TABLE 2-4: PROJECT CONSTRAINT MATRIX

#	CONSTRAINT	ENHANCE	ACCEPT
SCOPE			X
SCHEDULE	X		
COST		X	

2.6 Scope Monitoring and Control

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

This project uses Microsoft Project to monitor and progress each task. Status reports are provided to the project sponsor and select stakeholders for the duration of the project. Their timely feedback aids the project manager in identifying and mitigating tasks that may result in scope creep. See Section 7, Resource Management Plan, to learn more about the project team. See Section 8, Communications Management Plan for more information about status reports and other planned correspondences.

2.6.1 Change Management

Changes to the project are captured by Change Forms (as a query tool) and recorded in a Change Log (Appendix B). [REDACTED]

3 Requirements Management Plan

Identified project requirements are recorded and prioritized in the Requirements Traceability Matrix (Appendix C) and cross referenced with Stakeholder Acceptance Criteria (Appendix D). This approach considers each WBS element in relation to the stakeholder and defines how the project manager intends to vet deliverables per stakeholder feedback and expectations. Refer to Section 11, Stakeholder Engagement Plan for the Stakeholder Power-Interest Grid (Table 11-2).

3.1 Requirements Monitoring and Control

See Appendix D, Stakeholder Acceptance Criteria.

4 Schedule Management Plan

This is a resource-driven project (Table 2-4); therefore, the project schedule contains a large amount of float to compensate for this constraint. See Appendix E, Network Diagram and Critical Path.

4.1 Work Breakdown Structure

Each project phase is defined by a major deliverable; refer to Appendix F, WBS for project tasks.

4.2 Project Schedule

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] See Appendix G, Project Schedule.

4.3 Schedule Monitoring and Control

This project uses Microsoft Project to monitor and progress each project task; output is provided to the project team and select stakeholders per request throughout the duration of the project. Each project phase has one or more gates – “go/no-go” decisions – determined by the project sponsor. As such, each phase must receive approval before the next can begin.

5 Cost Management Plan

The project budget and planned expenditures are described in Table 5-1. [REDACTED]
[REDACTED] Rough, bottom-up estimating was used to calculate much of the project budget; analogous estimating was also used for parts of the budget regarding business tools and phases 1-4. Business tools such as technology and office supplies that may incur charges to the project budget are listed in Table 5-2. The ROM budget threshold is [REDACTED]

5.1 Budget (ROM)

TABLE 5-1: PROJECT BUDGET

[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

5.2 Business Tools

TABLE 5-2: BUSINESS TOOLS

IDENTIFICATION	DESCRIPTION
[Redacted]	[Redacted] [Redacted]
[Redacted]	[Redacted] [Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

5.3 Cost Monitoring and Control

All budget authority and decisions, to include budget changes, reside with the project manager/business owner. The project manager is also responsible for presenting the project sponsor with pertinent information regarding changes to the budget. Any budget changes are recorded in the project Change Log (Appendix B). [REDACTED]

6 Quality Management Plan

The project manager is responsible for quality management throughout the project and ensuring tasks are completed to the degree specified by the project sponsor and select stakeholders, as well as communicating project changes to the sponsor and documenting said changes in the project Change Log (Appendix B). The project sponsor is responsible for final acceptance of project deliverables.

6.1 Quality Monitoring and Control

The project manager must understand, evaluate, define, and manage requirements so that stakeholder expectations are met. Refer to Section 11, Stakeholder Engagement Plan to understand how stakeholders are identified and organized and Appendix K, Stakeholder Register for methods of contact. By capitalizing on stakeholder expertise, the project manager can continually improve quality management over the course of the project. No formal metrics for project quality are planned.

7 Resource Management Plan

The roles and responsibilities for each member of the project team are essential to project success (Table 7-1). All team members must understand their roles and responsibilities to successfully perform assigned tasks (Table 7-2). [REDACTED]

7.1 Project Team

7.1.1 Project Sponsor

[REDACTED]

The project sponsor simulates a Project Management Organization (PMO) environment to guide the project manager in business acumen.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

7.1.2 Project Manager

[REDACTED]

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The business advisors represent the project management industry and provide insight and structure for project manager success.

A series of horizontal black bars of varying lengths, representing redacted text. The bars are arranged in a list-like fashion, with some bars being significantly longer than others, suggesting a list of items where the details have been obscured.

7.2 Team Roles and Responsibilities

TABLE 7-1: PROJECT TEAM

7.3 Responsibility Assignment Matrix

TABLE 7-2: RESPONSIBLE ACCOUNTABLE CONSULT INFORM (RACI) CHART

7.4 Resource Monitoring and Control

For this project, resource monitoring and control is not required.

8 Communications Management Plan

The project manager maintains communication with identified stakeholders per their preferred methods (Appendix K). The project manager is responsible for providing the project team with monthly project status reports (“dashboards”), as well as present project status briefings to stakeholders by request, at which time they may choose to provide feedback.

Project dashboards include the project scope, progress within the reporting period, red-/yellow-/green-light status, anticipated changes and/or realized risks with corrective actions, forecast and key takeaways and/or requests for assistance. The dashboards may be accompanied by supplemental information including project schedule, Gantt chart, Change Log, etc.

8.1 Communications Monitoring and Control

Project success is in part determined by status reporting, and the strength of the materials produced –

Progress on these deliverables is communicated at regular intervals to the project team, as well as by request of any stakeholder. No other formal metrics are planned for communication, though critical success factors are discussed in Section 2.5, Success Factors and Criteria.

9 Risk Management Plan

Project risk management identifies and manages risks not addressed by other project management processes. Risks can result in project setbacks or rewards. One way to help identify and mitigate project risks is to take into consideration enterprise environmental factors (EEFs) (Tables 9-1 and 9-2).

9.1 Enterprise Environmental Factors

9.1.1 Internal EEFs

TABLE 9-1: INTERNAL EEFs

FACTOR	DESCRIPTION
Geographic distribution of facilities/resources	
Resource availability	
Employee capability	

9.1.2 External EEFs

TABLE 9-2: EXTERNAL EEFs

FACTOR	DESCRIPTION
Marketplace conditions	
Social/cultural influences	
Public health influences	
Physical environment	

9.2 Risk Monitoring and Control

Project risks are recorded in a Risk Register (Appendix H) and analyzed using the Program Evaluation and Review Technique (PERT) (Appendix I). Realized risks are captured by Risk Realization Forms and translated into Lessons Learned (Appendix J). Lessons learned are recorded as they occur rather than by project phase, so they can be immediately applied to the project to avoid recurrence. Likewise, any

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project changes are recorded in the Change Log (Appendix B), and if said changes trigger a risk realization and/or lesson learned, they are immediately recorded and applied to the remainder of the project.

Risk response implementation varies by the nature of the risk. The largest risks to this project are resource availability and productivity, which give rise to the project schedule constraint (Table 2-4). Per Section 4, Schedule Management Plan, the project schedule has ample float to account for these risks. Smaller identified risks are accounted for in Section 5, Cost Management Plan, [REDACTED]
[REDACTED]

10 Procurement Management Plan

For this project, procurement management is not required.

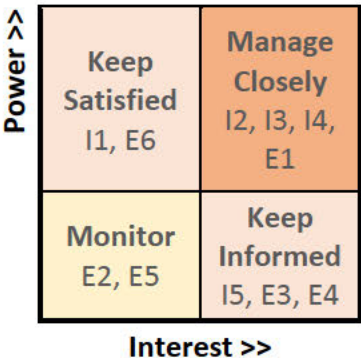
11 Stakeholder Engagement Plan

Stakeholder engagement is a continuous improvement processes, requiring understanding, support, and/or awareness from everyone involved in the project. This project takes into consideration three primary groups of stakeholders (Table 11-1). Each stakeholder’s expectations, influence, and success criteria are evaluated per the WBS in the Stakeholder Register (Appendix K) and organized into a power/interest grid (Table 11-2) to determine their level of engagement. For more information concerning acceptance criteria, refer to Section 3, Requirements Management Plan.

TABLE 11-1: STAKEHOLDER GROUPS

GROUP	STAKE
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

TABLE 11-2: POWER INTEREST GRID



11.1 Stakeholder Monitoring and Engagement

Stakeholders tend to support activities they believe will succeed. Therefore, the distribution of relevant information in a timely manner can help demonstrate effective task management to generate said support. By gaining their commitment to the project, their subject-matter expertise can be leveraged for project success. Each stakeholder's preferred method of contact and timing is recorded and followed. It is worth noting that not only does it behoove the project manager to meet the unique communication needs of each stakeholder, but it is also a good practice to follow for future business operations.