

PROJECT MANAGEMENT PLANS

Project Management Plans

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Overview

The purpose here is to assist project managers and project planners in creating a project plan by providing examples and pointing to information that have been successfully used by others in the past.

Section 4.2 of DOE Guide 430.1-3, **DEACTIVATION IMPLEMENTATION GUIDE** discusses the content and purpose of deactivation project management plans. It is presented as a suggested outline followed by other potential subjects. For the convenience of readers, that information is repeated below.

The examples address each of the subject areas in the guide. They have been collected by first reviewing a large number of existing plans from several sites. This review resulted in a list of 40 project management plan elements that appeared in one plan or another. Typical examples of those 40 elements are correlated to the Guide's suggested outline. To find an example for a specific subject:

1. Go to the **Crosswalk Table** that correlates the suggested outline subjects with a listing of Project Planning Elements.
2. For the subject of interest, select an element in the first column of the Elements Table where there is an X to indicate relevance.
3. In the last column of the **Elements Table**, select a link to examples.

Planners are advised not to go to extremes in adapting this material . Use what is useful for your project (that is, a graded approach). A project management plan necessarily addresses the core of a project consisting of specifying the work, coordinating and progressing schedules and budgets, and delivery of the final result. Other subjects should be addressed only to the extent they are specifically important to the project, or otherwise important to the customer who is paying for the work.

Where generic or site-wide policies, standard requirements, and/or standard practices are required to be addressed, many of which may be embedded in customary site or national processes, maximum adoption by reference to existing directives, programs, and manuals is encouraged. (For example, there is no need to specifically address radiological controls unless there is some unusual aspect of the project that falls outside the radiological controls manual or that presents a special hazard. Every radiological worker on the project should already be trained to standard radiological practices.)

Project Management Plan Suggested Outline Subjects

Discussion from the DOE Guide 430.1-3, DEACTIVATION IMPLEMENTATION GUIDE is repeated here for convenience of the reader.

The project plan consists of two distinct but interrelated parts: (1) the project plan document and (2) the supporting appendices. The project plan document provides the strategies and methods for managing the project.

It includes an overview or summary of project scope, cost, and schedule. The suggested project plan outline includes the following subjects:

1. Introduction. Describes the purpose and overview of the plan. It outlines, in summary form, the strategy of the project plan versus details in the supporting appendixes that follow.
2. Project Objectives. Describes the purpose of the deactivation project and explains its driving objectives, which are covered in Section 3.1 of this Guide.
3. Project Scope. Describes the facilities (addressed in Section 4.2.1 of this Guide) that will be deactivated and the major actions which comprise the project.
4. Project Organization. Describes the project organization and all functional relationships and discusses the roles and responsibilities with respect to accomplishing the project objectives.
5. Project Management and Control. Describes the systems and processes to be used to manage and control all aspects of the project (e.g., cost, schedule, scope). This section of the project plan document also includes a process for issue resolution and technical decision making.
6. Project Baseline. Contains a roll-up summary of the work breakdown structure, schedule, proposed milestones, and cost estimate. These subjects are addressed in more detail in Section 4.2.5 of this Guide.
7. End Points. Describes the process used to develop the end points. Section 4.2.3 of this Guide addresses the development of end points for a deactivation project.
8. Quality Assurance. Describes the policies and procedures to be used to meet quality assurance objectives.
9. Regulatory. Provides an overview of the deactivation project regulatory drivers and the proposed approaches to ensuring compliance.
10. Safety and Health. Provides the safety basis and the strategy and methods to be used for evaluating the hazards associated with the project activities. The strategy includes integration of worker safety and health issues as well as protection of the public and dislocated site workers. Incorporating safety into the deactivation project is addressed in detail in Section 4.2.2 of this Guide as well as in DOE-STD-1120-98, Section 3.0, "Integrated Safety Management System."
11. Communications. Outlines a plan for public and stakeholder outreach and involvement and provides the proposed communications objectives and methods. Section 4.2.4 of this Guide discusses the need for open communications during the deactivation project.
12. Project Risk. Provides an outline of the method to be used in performing a project risk assessment.

The supporting appendixes to the deactivation project plan provide the detailed documentation for application and implementation of the project strategies. The supporting appendixes also provide the detailed cost and schedule data. These appendixes are used to provide guidance to project staff for day-to-day management of the project and are developed, maintained, and approved by the deactivation contractor. The following topics and their descriptions are suggested as supporting appendixes to be included as part of the project plan.

- Work Management
- Current Fiscal Year Execution Plan
- Schedules
- Work Breakdown Structure Dictionary and Basis of Estimate
- Cost Estimate Work Sheets
- Schedule Preparation and Change Control
- Configuration Control
- Project Metrics
- End-Point Document
- End-point Closure Methods and Practices
- S&M Plan
- Health and Safety Documentation
- Project Risk Assessment
- Radiological Controls
- Waste Management
- Closure Plan

During development of the deactivation project plan, facility conditions and/or business situations are identified that necessitate the inclusion of more than the usual plan elements. The deactivation project plan should include additional appendixes, other than those previously suggested, which address the following on an as-needed basis and as agreed upon by management:

- Separate identification of costs to operate and maintain the facility, exclusive of direct deactivation tasks
- Resource needs for the deactivation of existing facilities
- Technical integration with other projects and activities

- Project flow or logic diagrams
- Stakeholder involvement and agreements
- Environmental activities and documentation

Together, the project plan document and the supporting appendixes form the "body of knowledge" for the project and provide a useful working tool throughout the life of the project. The level of detail in addressing specific issues should be appropriate to the nature of the facility and the scope and magnitude of the deactivation project (i.e., tailoring).

Crosswalk between the Suggested PMP Outline Subjects and a Listing of Project Planning Elements

DOE G 430.1-3 Suggested Project Plan Sections

(columns in the table below)

Section 1 - Introduction	Section 7 - End Points
Section 2 - Project Objectives	Section 8 - Quality Assurance
Section 3 - Scope	Section 9 - Regulatory
Section 4 - Project Organization	Section 10 - Safety and Health
Section 5 - Project Management & Control	Section 11 - Communications
Section 6 - Project Baseline	Section 12 - Project Risk
	Supporting Appendixes

Deactivation Project Planning Elements	DOE G 430.1-3 Suggested Project Plan Sections												
	1	2	3	4	5	6	7	8	9	10	11	12	Appendices
Policy & Operational Decisions, Assumptions and Strategies	X										X	X	
Facility End State Decisions	X												
Deactivation Plan Project Scope and Objectives	X	X	X					X			X		
Project Organization				X									
Safety Integration - Integrated Safety Management					X			X		X			X
Safety Integration - Hazard Identification and Characterization									X	X			
Safety Integration - Authorization Basis Evaluation									X	X			
Safety Integration - Process Systems Evaluation													
Safety Integration - Hazardous and Radioactive Material Evaluations										X			
Safety Integration - Prioritization of Facility Hazards									X	X			
Safety Integration - Identification and Management of Standards and Requirements									X	X			
Safety Integration - Implementation of Controls					X			X		X			
Safety Integration - Approach to Meeting Requirements									X	X	X		
Development of Detailed End Points - End Point Document							X						X

