Project Management Plan

The purpose of this plan is define how the Project Manager will track and report progress based on work effort, budget, deliverables, milestones, and other effective indicators of project status. The components of this approach include:

- Risk Management
- Scope Management
- Issue Management
- Communication
- Knowledge and Skills Transfer
- Project Management

Key stakeholders will oversee project progress through regular weekly meetings, review and approval of work-planning packages, and receipt of project management metrics and status reports.

Risk Management

All projects assume some element of risk, and it is managed with tools and techniques that are applied to monitor and track those events that have the potential to impact the outcome of a project. Risk management is an ongoing process that continues through the life of the project. As part of project initiation, the Project Management Team assesses the project risks based on the assumptions, constraints, internal / external factors present as the project is initiated and risks that are inherent to the project itself. This process provokes ongoing identification and analysis throughout the project lifecycle as new risks can be identified at any time. The objective of risk management is to anticipate, plan for and decrease the probability and impact of events adverse to the project.

Risk Management Components

Risk Management Process

Risks will be identified from the following vantage points:

- From the Program Directors and the Project Management Team (Project Management Team): Risks that are broad in nature are more easily identified during the initial phase of the project, and are often related to qualitative goals, project schedule, or technology. The Project Management Team examines the interdependencies of tasks, timeline, and resources and identifies up-front risk factors for the project. Based on their assessment and experience, the Project Management Team will embed into their own tasks, reviews and project management style preventative measures to anticipate potential risks to avoid entirely or at least minimize the project impact.

- From the Team Leads: Other risks will emerge during the course of the project that tend to be more difficult to identify in advance of the realization that they are having a negative impact on achieving one or more of the project's goals. Usually the Team Leads will have a more detailed pulse on how tasks and timelines are progressing. They will be able to identify risks in the nearer-term and can alert the Project Management Team of their concerns and needs.

- From the Stakeholders: The Stakeholders' risks tend to be more long-term in nature. The consequences will impact a college or department's ability to realize the desired level of agility, efficiency and overall benefits to their organization.

Key characteristics of effective risk management include:

- A risk management process is communicated to all Managers and Team Leads.

- Risks are addressed in a timely manner. They are clearly documented; their impact is assessed; and appropriate mitigation steps are defined, documented, approved, and executed.

- Risk is considered in project decisions, tradeoffs, planning, and day-to-day activities.

- Progress against plan is regularly assessed; significant deviations from expected results are analyzed to determine level of risk and addressed aggressively.

It is important to recognize that risk management is an iterative process. Risks will be monitored and re-evaluated as part of the routine project management process as well as reported as part of the monthly status reporting process. When necessary, risk mitigation plans will be adjusted and refined.

Risk Assessment

Risk identification and management is a very important aspect of project management. Risk management is by nature an ongoing responsibility initiated by project management and supported by the efforts of all team members. The strength of the initial risk assessment and the subsequent risk mitigation plan relies heavily upon a strong risk assessment. The steps to preparation of a risk assessment should include the following:

1. Define Context – The risk needs to be understood and assessed within the context of the area impacted, such as impact to critical path tasks, level of complexity, probability of impacting or effecting other areas (ripple-effect), the elasticity of the team to respond, etc.

2. Identify Risks – Consider the effects on people (teams, agencies, other stakeholders), information, project schedule and deliverables.

3. Analyze Risks – Determine consequences, likelihood, and probability of the risk.

4. Identify and Evaluate Existing Risk Controls – Identify what is already in place to manage the risks and consider how well these strategies are working (good, adequate, variable). How does this affect the level of risk? Recommend additional risk controls specific to the nature of the risk.

These steps for risk assessment will assist the Project Management Team or Team Leads in determining if the risk should be escalated. In most cases, discussion of concerns in the bi-weekly Team Leads Meetings will assist in the final assessment of the area of concern.

Risk Prioritization

Project Risk will be prioritized as follows:

- **High** – A risk event that, if it occurs, will have a server impact on achieving desired results, to the extent that one or more critical outcome objectives will not be achieved.

- **Medium** - A risk event that, if it occurs, will have a moderate impact on achieving desired results, to the extent that one or more stated outcome objectives will fall below goals but above minimum acceptable levels.

- **Low** - A risk event that, if it occurs, will have a minor impact on achieving desired results, to the extent that one or more stated outcome objectives will fall below goals but above minimum acceptable levels.

Risk Control

The Risk Mitigation steps identified and directed by the Project Management Team will provide the Team and the Team Member direction and leadership regarding management of risk and implementation of a plan for the control of the assigned risks. This can include many actions such as eliminating a particular activity or the addition of tasks, milestones, and / or reporting measures. It may include new project or team policies and procedures to improve the current arrangements. The Project has inherent risks associated with the assigned work. All team members are expected to manage to the project plan, schedule and approach to provide risk control in their day-to-day activities and responsibilities.

Control strategies include one or more of the following:

- **Management**: the management systems/structures required to control risk

- **Policies and procedures**: policies and procedures in place to control the risk

- **Contingencies**: emergency plans/alternative arrangements that intervene should the risk become apparent

- **Active controls**: implementation of immediate actions required

- **Passive controls**: assigned activity and milestones outside direct control, which may have an effect of reducing the risk

The risk mitigation steps include the following steps:

- Assigning a team and team member owner, the person ultimately accountable for the risk
- Assigning a Project Management sponsor, the person actually responsible for managing the risk
- Communicating the risk mitigation steps and the status reporting expectations

Risk Reviews

Is is recommended that the Project risk review and monitoring occurs on the following time scales:

- Monthly Executive Sponsors meeting assessment of all high priority risks.
- Bi-Weekly Status Meeting assessment of all high and medium priority risks.
- Weekly Leads Meeting assessment of all risks in a high priority risks (concerns exist and risk monitoring increases)
- Weekly Functional Area status meetings assess project progress and discuss any concerns the Team Leads have regarding project progress, schedule and/or deliverables; any concern that is discovered will be added and tracked in Planview.
- Ad hoc risk mitigation meetings

Risk Escalation Process

Implementing a clearly defined risk management and risk escalation process supports timely decision making and resolution, keeping the project on schedule to meet its objectives. The following criteria are used to determine risks to be escalated to the next level:

- A "high" or "medium" priority risk that is not anticipated to be resolved by the due date
- A risk that is beyond the authority of an individual program and requires the appropriate governance decision
- A risk for which ownership is not clear or cannot be established
- A risk that is not being properly addressed and may impede the progress of the project (such risks generally affect the project scope, costs, resources, and/ or schedule)

Escalation is necessary when the current and unfolding project status shifts the risk to one needing active management attention and leadership to mitigate the risks potential impact on the project's objectives. Escalation is accomplished by "pushing" emergent risks through the proper chain, up to Project Management Team, Program Directors, and the Executive Sponsors. When unresolved risks are escalated to this level, meetings are held to develop a change-of-status communication strategy. The Project Management Team will be expected to prepare a course of action for resolution. Resolution may range from actions to be taken to address the risk and the associated project activities, to assigning staff to work the risk, to authorization to commit additional funds and/or resources to the resolution.

Risks can be raised from any level in the project team. Ideally risks are resolved at the lowest level possible, as follows:

- **Level 1: Individual Team Members** – Individuals or teams identify a risk. The management of the risk is ideally conducted at the lowest possible level. If there is no impact of the risk beyond the team, it is resolved, if possible, at the team level. If necessary, it is promoted to the Team Lead.

- **Level 2: Team Lead** – The Team Lead is responsible for resolving the risk, if possible. If necessary, the Team Lead uses the procedures outlined in this section to promote it to the Project Management level.

- **Level 3: Project Management and Program Director** – The Project Management Team is responsible for ensuring that risks at the project level are resolved.

The risk escalation process follows the path of project governance and decision making should be outlined in the Project Charter.

Scope Management

Scope change control is the process followed to assure all changes to baselined scope is identified, controlled, consistently handled, and traced throughout the system development lifecycle. The mechanism for submitting a change to business and system scope is a scope change request. This process enables the program to manage baselined scope so that the agreed upon functionality is delivered according to the planned budget and schedule.

The following concepts apply to the Change Control process:

- Scope- The sum total of a program's activities, resources, deliverables, quality standards, and performance.

- Baseline- Summary description of the fixed set of work, including business and system requirements, milestones & schedule, total work effort/cost and deliverables. The baseline is updated through the incorporation of approved scope change requests.

- Scope Change Requests- Scope change requests are proposed modifications to the baselined scope. They can be a result of further clarification of the baselined requirements and/or new modifications to the deliverables, activities, or quality standards. Scope change requests include additions, deletions, and changes to the baselined elements. For example, new business requirements would be additions; deciding not to implement components already built would be a deletion; and a reversal of a prior design decision during build and test would be a change (rework).
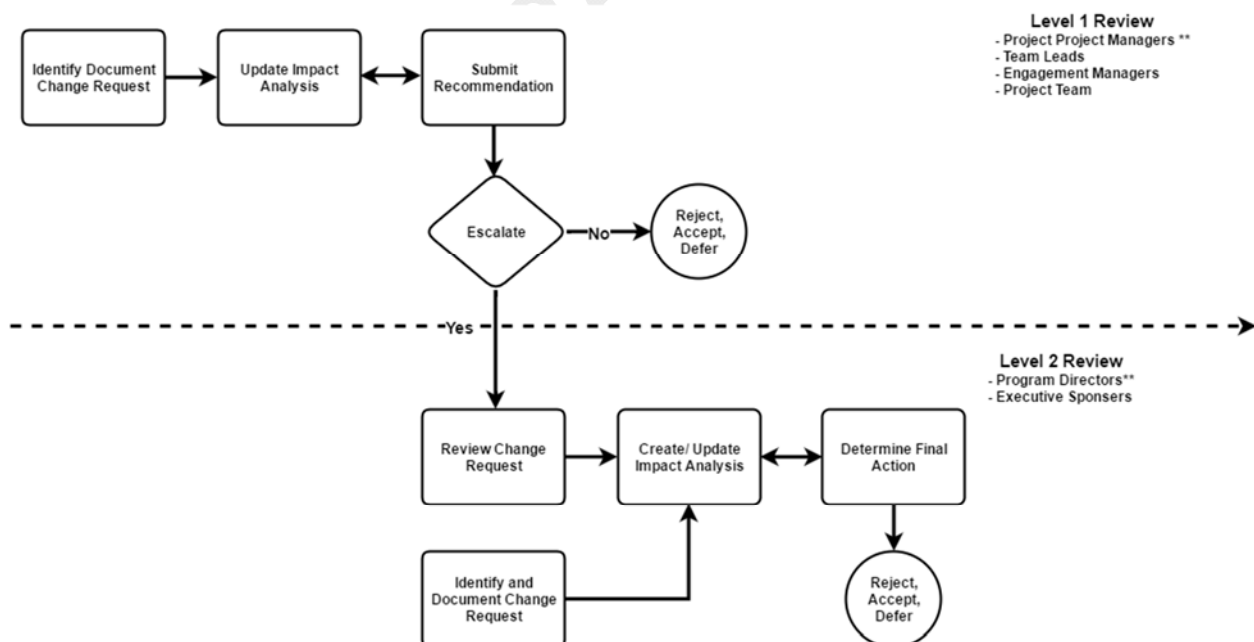
An effective scope management process is critical to the successful completion of the Project. Unmanaged changes to requirements are one of the main reasons projects are not successful. The purpose of the Change Control process is to:

- Provide a defined process for managing change in scope

- Provide guidelines for approving and escalating changes in scope

- Provide an audit trail of scope changes

Several components of the project are iterative in nature. The scope of enabled functionality, integrations, reporting, conversion, and enterprise readiness will be impacted by discovery sessions, prototyping, or general progress.   The project plan accounts for these uncertainties as manages to milestones.   However, once a course of action has been agreed upon or accepted and impactful change in scope will be taken through the Scope Management Process.

Process Flow

Change control is the process by which proposed requests to alter the baselined requirements are managed in a consistent manner that includes performing impact analysis and providing formal recommendations. The process begins after the program has formally baselined the requirements. The program must handle any changes to the baselined requirements through the Change Control process. The overall process flow is outlined below.

** Indicates Process Owner

Each of the levels of review indicates an increase in the level of significance or impact of the scope change request. Scope change requests can originate at any level of review and do not have to progress through all of the levels. The severity levels for each of the reviews are listed below:

- **Level 1 Review** is performed for scope change requests that are not business, schedule, or budget impacting. At this level, if the scope change request is accepted, the Team Lead could still meet the overall schedule and budget. The Team Leads have the authority to approve scope change requests at this level.

- **Level 2 Review** is performed for scope change requests that are schedule, budget, and/or cross-project impacting. The owner of this level of review is the Program Directors. Only Program Directors have the authority to approve scope change requests at this level. If necessary, the request will be taken to the Executive Sponsors. Issue Management

Issue Management

Successful management of programs always requires informed, proactive and timely management of issues including the reporting of metric(s) on a consistent basis. Based on the outcome of each metric deliverable, multiple issues can arise. It is important to understand if these issues are resolvable with action items, span projects or programs, can be escalated and if they can be proactively discovered during the course of deployment. Each metric deliverable as well as the issues associated with each should be discussed bi-weekly during the Project status meetings. During the status meetings, the The Program Managers, Engagement Manager, and Team team will need to analyze a myriad of concerns and issues identified.

Identifying Issues

Management of issues should be facilitated by a rigorous issue management process. This process will facilitate focused issue resolution, monitor progress and highlight risks driven by the establishment of an issue management database. The issue management process begins when a concern is entered into Planview, and ends when an issue is resolved, published and closed. The issue management process includes monitoring the status of each of the concerns/issues.

Implementing a clearly defined risk management and risk escalation process supports timely decision making and resolution, keeping the project on schedule to meet its objectives. The following criteria are used to determine risks to be escalated to the next level:

- A "high" or "medium" priority risk that is not anticipated to be resolved by the due date
- A risk that is beyond the authority of an individual program and requires the appropriate governance decision
- A risk for which ownership is not clear or cannot be established
- A risk that is not being properly addressed and may impede the progress of the project (such risks generally affect the project scope, costs, resources, and/ or schedule)

Issue Escalation Process

Escalation is necessary when the issue needs active management attention and leadership to mitigate impact on the project's objectives. Escalation is accomplished by "pushing" emergent issues through the proper chain, up to Project Management Team, Program Directors, and the Executive Sponsors. The Project Management Team will be expected to prepare a course of action for resolution. Resolution may range from actions to be taken to address the issue and the associated project activities, to assigning staff to work the issue, to authorization to commit additional funds and/or resources to the resolution.

Issues can be raised from any level in the project team. Ideally issues are resolved at the lowest level possible, as follows:

- **Level 1: Individual Team Members** – Individuals or teams identify an issue. The management of the issue is ideally conducted at the lowest possible level. If there is no impact of the issue beyond the team, it is resolved, if possible, at the team level. If necessary, it is promoted to the Team Lead.

- **Level 2: Team Lead** – The Team Lead is responsible for resolving the issue, if possible. If necessary, the Team Lead uses the procedures outlined in this section to promote it to the Project Management level.

- **Level 3: Project Management and Program Director** – The Project Management Team is responsible for ensuring that issues at the project level are resolved.

The issue escalation process follows the path of project governance and decision making outlined in the Project Charter.

Communication Management

Effective communication is critical in successful programs. The objective of a Communication Plan is to assure the conveyance of the right message, by appropriate sender(s), to necessary audience(s), through appropriate channels and vehicles. Comprehensive communication planning will positively affect the work environment and relationships with sponsoring organizations, employees and other stakeholders. The Communication Plan includes communication owners, responsibility definitions, and detailed strategies for execution.

Communication Management will be presented in more detail in the Communication Strategy and Plan deliverable.

Knowledge and Skills Transfer

The Knowledge and Skill Transfer (KAST) process is an important element of the project to verify that all resources involved with the project understand their role and knowledge areas and transition the important knowledge, skills and detailed information that the sustainment team will need in the future. This formal documentation and signoff process enables all personnel to agree that sufficient knowledge transfer has occurred. This approach supports the ongoing project team once the implementation transition period is over and helps build greater internal capabilities. It will help the core support team have self-reliance regarding maintenance and updates to the system after the implementation period is over.

The KAST plan consists of the following sections:

- Knowledge Area
- Skills Area
- Description
- Transferee
- Transfer Method
- Priority (H/M/L)
- Transfer Target Date
- Status
- Sign Off

Project Management

The management processes described in this section detail the activities and processes that will be used to manage project activity, communicate team assignments, and maintain project status.
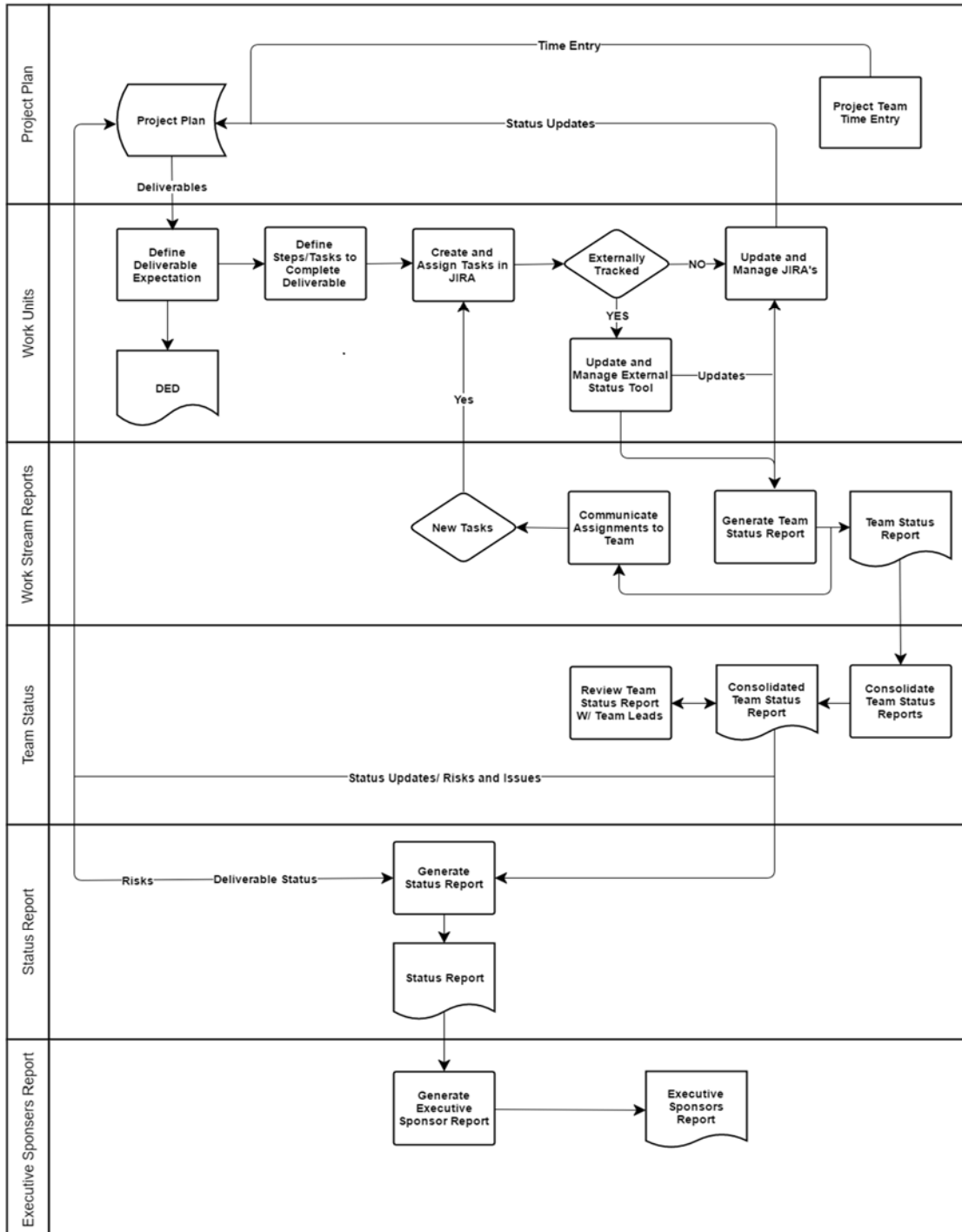
Project Management Tools

The following are the main project management tools that will be used on the Project.

- <u>Planview</u> – Maintains the overall project plan, risks and issues, and time entry for team members
- <u>JIRA</u> – Manages project plan work units, bugs, and gaps
- <u>Confluence</u> – Knowledge Repository for project including but not limited; meeting minutes, status reports, key decisions, business process, and work products
- <u>Dropbox</u> – File repository for all non-classified or secured documentation generated by project

Project Management Process

The diagram below describes the processes in place that will be used to manage the project.

Project Plan

The project plan is maintained in Planview. The project plan is represented in Project Phases, Deliverables, and Milestones. It is used by the Project Manager to maintain the project timeline, overall project status, Project Team time entry, and to capture and manage project risks. The owner and administrator of the Project Plan is the Project Manager.

Works Units

Works Units are a breakdown of the tasks necessary to complete a project deliverable. The primary components for work units are:

- Delivery Expectation Documents (DED) - For each identified project deliverable a DED will be generated. The DED defines the expectation of the deliverable, its scope, how progress will be managed, primary tasks, and acceptance criteria. The DED is generated in cooperation between the Engagement Manager, Team Leads, Project Managers, and Team Members.
- JIRA's – JIRA's will be used to manage and assign the necessary tasks needed to complete the deliverable. All team members have the responsibility to create and maintain JIRA's. Project Management will use JIRA dashboard(s) to monitor, escalate issues, and report team progress.
- External Tracking Tools - At times the team may determine that the status of a deliverable is best managed outside of JIRA (excel, database, Confluence, etc.). In this situation, a JIRA ticket is still developed for the project deliverable but the detail activity is and status is managed outside JIRA.
- Kanban Board – Within JIRA, the team will use a Kanban manage JIRA workflow and provide a graphical presentation of the deliverables being worked on by the team.

Work Stream Reports

The most granular level of the project team falls below the Team Lead Level. The activity at this level will be guided by WD Consultants or assigned leads under the guidance on of the Engagement Manager, Team Leads, and Project Managers in order to insure the prioritization of deliverables. On a weekly basis the WD Consultants or assigned leads will generate a status report detailing activity completed and planned/assigned activity for the subsequent week.   Work Stream Reports are reviewed with team members and submitted to the Engagement Manager and Project Managers for review and consolidation.

FMS Team Reports

On a weekly basis the Engagement Manager and Project Managers will consolidate the Work Stream reports and review them with the Team Leads to ensure the Team Leads are kept abreast of the status and activity occurring below them.

FMS Status Report

On a Bi-Weekly basis a Status Report will be generated by the Project managers. The Project Status Report is a dashboard of all the Work Streams and will include a status report of identified risks. The FMS Status report is reviewed by the Project Team Leads during which any issues, risks, and inter-team dependencies will be discussed.

Executive Status Report

On a monthly basis the Program Manager will generate the Executive Status report that will be presented to the Executive Sponsors during their monthly meeting.

Project Management Meetings

Meeting	Frequency	Organizer	Attendees	Report
Work Stream Meetings	1 to 3 meetings per week	WD Consultants Assigned Leads	Team Members Team Leads(optional)	Work Stream Reports
Weekly Team Meeting	Every Tuesday	Engagement Manager	Team Lead(s) Project Manager(s) Program Manager (optional)	Consolidated Work Stream Report
Project Status Meeting	Every Other Wednesday	Project Managers	Team Leads Project Managers Program Manager	Project Status Report
Executive Sponsor Meeting	Once a Month	Program Managers	Executive Sponsors Program Managers Engagement Manager	Executive Sponsor Report

** Meeting Organizer is responsible for generating the status report.