

Project Management Plan	Project Documents
• Change management plan • Communications management plan • Configuration management plan • Cost baseline • Cost management plan • Human resource management plan • Process improvement plan • Procurement management plan • Scope baseline • Project scope statement • WBS • WBS dictionary • Quality management plan • Requirements management plan • Risk management plan • Schedule baseline • Schedule management plan • Scope management plan • Stakeholder management plan	• Activity attributes • Activity cost estimates • Activity duration estimates • Activity list • Activity resource requirements • Agreements • Basis of estimates • Change log • Change requests • Forecasts • Cost forecast • Schedule forecast • Issue log • Milestone list • Procurement documents • Procurement statement of work • Project calendars • Project charter • Project funding requirements • Project schedule • Project schedule network diagrams • Project staff assignments • Project statement of work • Quality checklists • Quality control measurements • Quality metrics • Requirements documentation • Requirements traceability matrix • Resource breakdown structure • Resource calendars • Risk register • Schedule data • Seller proposals • Source selection criteria • Stakeholder register • Team performance assessments • Work performance data • Work performance information • Work performance reports

Project Charter

It documents the business needs, assumptions, constraints, the understanding of the customer's needs and high-level requirements, and the new product, service, or result that it is intended to satisfy, such as:

- Project purpose or justification,
 - Measurable project objectives and related success criteria,
 - High-level requirements,
 - Assumptions and constraints,
 - High-level project description and boundaries,
 - High-level risks,
 - Summary milestone schedule,
 - Summary budget,
 - Stakeholder list,
 - Project approval requirements (i.e., what constitutes project success, who decides the project is successful, and who signs off on the project),
 - Assigned project manager, responsibility, and authority level, and
 - Name and authority of the sponsor or other person(s) authorizing the project charter.

Project Management Plan

Among other things, the project management plan may also include the following:

- Life cycle selected for the project and the processes that will be applied to each phase
- Details of the tailoring decisions specified by the project management team as follows
 - Project management processes selected by the project management team
 - Level of implementation for each selected process
 - Descriptions of the tools and techniques to be used for accomplishing those processes, and
 - Description of how the selected processes will be used to manage the specific project, including the dependencies and interactions among those processes and the essential inputs and outputs.
- Description of how work will be executed to accomplish the project objectives
- Change management plan that documents how changes will be monitored and controlled
- Configuration management plan that documents how configuration management will be performed
- Description of how the integrity of the project baselines will be maintained
- Requirements and techniques for communication among stakeholders; and

- Key management reviews for content, the extent of, and timing to address, open issues and pending decisions.

Scope Management Plan

- Process for preparing a detailed project scope statement
- Process that enables the creation of the WBS from the detailed project scope statement
- Process that establishes how the WBS will be maintained and approved
- Process that specifies how formal acceptance of the completed project deliverables will be obtained; and
- Process to control how requests for changes to the detailed project scope statement will be processed. This process is directly linked to the Perform Integrated Change Control process

Requirements Management Plan

- How requirements activities will be planned, tracked, and reported;
- Configuration management activities such as: how changes to the product will be initiated, how impacts will be analyzed, how they will be traced, tracked, and reported, as well as the authorization levels required to approve these changes;
- Requirements prioritization process;
- Product metrics that will be used and the rationale for using them; and
- Traceability structure to reflect which requirement attributes will be captured on the traceability matrix.

Requirements Traceability Matrix

Business needs, opportunities, goals, and objectives;

- Project objectives;
- Project scope/WBS deliverables;
- Product design;
- Product development;
- Test strategy and test scenarios;
- High-level requirements to more detailed requirements.

Requirements Traceability Matrix								
Project Name:								
Cost Center:								
Project Description:								
ID	Associate ID	Requirements Description	Business Needs, Opportunities, Goals, Objectives	Project Objectives	WBS Deliverables	Product Design	Product Development	Test Cases
001	1.0							
	1.1							
	1.2							
	1.2.1							
002	2.0							
	2.1							
	2.1.1							
003	3.0							
	3.1							
	3.2							
004	4.0							
005	5.0							

Figure 5-6. Example of a Requirements Traceability Matrix

Project Scope Statement

- Product scope description
- Project scope description
- Acceptance criteria
- Deliverable (including great detail)
- Project exclusion
- Constraints
- Assumptions

WBS Dictionary

- Code of account identifier,
- Description of work,
- Assumptions and constraints,
- Responsible organization,

- Schedule milestones,
- Associated schedule activities,
- Resources required,
- Cost estimates,
- Quality requirements,
- Acceptance criteria,
- Technical references, and
- Agreement information.

Schedule Management Plan

- Project schedule model development
- Level of accuracy
- Units of measure
- Organizational procedures links
- Project schedule model maintenance
- Control thresholds
- Rules of performance measurement
- Reporting formats
- Process descriptions

Schedule Data

The schedule data includes at least the

- Schedule milestones
- Schedule activities
- Activity attributes
- All identified assumptions and constraints.

Information frequently supplied as supporting detail includes, but is not limited to:

- Resource requirements by time period, often in the form of a resource histogram;
- Alternative schedules, such as best-case or worst-case, not resource-leveled, or resource-leveled, with or without imposed dates; and
- Scheduling of contingency reserves
- Resource histograms

- Cash-flow projections
- Order and delivery schedules

Cost Management Plan

- Units of measure
- Level of precision
- Level of accuracy
- Organizational procedures links
- Control thresholds
- Rules of performance measurement
- Reporting formats
- Process descriptions
- Additional details

Process Improvement Plan

- Process boundaries
- Process configuration
- Process metrics
- Targets for improved performance

Human Resource Management Plan

- Roles and responsibilities
 - Role
 - Authority
 - Responsibility
 - Competency
- Project organization charts
- **Staffing management plan**
 - Staff acquisition
 - Resource calendars
 - Staff release plan
 - Training needs
 - Recognition and rewards

- Compliance
- Safety

Communications Management Plan

- Stakeholder communication requirements;
- Information to be communicated, including language, format, content, and level of detail;
- Reason for the distribution of that information;
- Time frame and frequency for the distribution of required information and receipt of acknowledgment or response, if applicable;
- Person responsible for communicating the information;
- Person responsible for authorizing release of confidential information;
- Person or groups who will receive the information;
- Methods or technologies used to convey the information, such as memos, e-mail, and/or press releases;
- Resources allocated for communication activities, including time and budget;
- Escalation process identifying time frames and the management chain (names) for escalation of issues that cannot be resolved at a lower staff level;
- Method for updating and refining the communications management plan as the project progresses and develops;
- Glossary of common terminology;
- Flow charts of the information flow in the project, workflows with possible sequence of authorization, list of reports, and meeting plans, etc.; and
- Communication constraints usually derived from a specific legislation or regulation, technology, and organizational policies, etc.
- The communications management plan can also include guidelines and templates for project status meetings, project team meetings, e-meetings, and e-mail messages. The use of a project website and project management software can also be included if these are to be used in the project.

Risk Management Plan

- Methodology
- Roles and responsibilities
- Budgeting
- Timing
- Risk categories

- Definitions of risk probability and impact
- Probability and impact matrix
- Revised stakeholders' tolerances
- Reporting formats
- Tracking

Risk Register

- List of identified risks
- List of potential responses

*After **Qualitative Analyzes***

- Probability and impacts of each risk
- Risk ranking or scores
- Risk urgency information
- Risk categorization
- Watch list for low probability risks or risks requiring further analysis

*After **Quantitative Analyzes***

- Probabilistic analysis of the project
- Probability of achieving cost and time objectives
- Prioritized list of quantified risks
- Trends in quantitative risk analysis results

*After **Plan Risk Responses***

- Risk owners and assigned responsibilities;
- Agreed-upon response strategies;
- Specific actions to implement the chosen response strategy;
- Trigger conditions, symptoms, and warning signs of a risk occurrence;
- Budget and schedule activities required to implement the chosen responses;
- Contingency plans and triggers that call for their execution;
- Fallback plans for use as a reaction to a risk that has occurred and the primary response proves to be inadequate;
- Residual risks that are expected to remain after planned responses have been taken, as well as those that have been deliberately accepted;
- Secondary risks that arise as a direct outcome of implementing a risk response; and
- Contingency reserves that are calculated based on the quantitative risk analysis of the project and the organization's risk thresholds.

Procurement Management Plan

The procurement management plan can include guidance for:

- Types of contracts to be used;
- Risk management issues;
- Whether independent estimates will be used and whether they are needed as evaluation criteria;
- Those actions the project management team can take unilaterally, if the performing organization has a prescribed procurement, contracting, or purchasing department;
- Standardized procurement documents, if needed;
- Managing multiple suppliers;
- Coordinating procurement with other project aspects, such as scheduling and performance reporting;
- Any constraints and assumptions that could affect planned procurements;
- Handling the long lead times to purchase certain items from sellers and coordinating the extra time needed to procure these items with the development of the project schedule;
- Handling the make-or-buy decisions and linking them into the Estimate Activity Resources and Develop Schedule processes;
- Setting the scheduled dates in each contract for the contract deliverables and coordinating with the schedule development and control processes;
- Identifying requirements for performance bonds or insurance contracts to mitigate some forms of project risk;
- Establishing the direction to be provided to the sellers on developing and maintaining a work breakdown structure (WBS);
- Establishing the form and format to be used for the procurement/contract statements of work;
- Identifying prequalified sellers, if any, to be used; and
- Procurement metrics to be used to manage contracts and evaluate sellers.

Stakeholder Register

- Identification information
- Assessment information
- Stakeholder classification (Internal/external, supporter/neutral/resistor)

Stakeholder Management Plan

In addition to the data gathered in the stakeholder register, the stakeholder management plan often provides:

- Desired and current engagement levels of key stakeholders;
- Scope and impact of change to stakeholders;
- Identified interrelationships and potential overlap between stakeholders;
- Stakeholder communication requirements for the current project phase;
- Information to be distributed to stakeholders, including language, format, content, and level of detail;
- Reason for the distribution of that information and the expected impact to stakeholder engagement;
- Time frame and frequency for the distribution of required information to stakeholders; and
- Method for updating and refining the stakeholder management plan as the project progresses and develops.