Project Management Plan for

**State of Michigan**

**Department of (insert department name here)**

**(insert department logo here)**

**(insert project name here)**



State of Michigan

(Insert Project Name Here)

Project Management Plan

# A. General Information

|  |  |  |  |
| --- | --- | --- | --- |
| Project ID/Acronym: |  | Creation Date: |  |
| Controlling Agency: |  | Modification Date: |  |
| Prepared by: |  | Authorized by: |  |
| Prime Contractor: |  | Date Awarded: |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Budget for project by fiscal year and is project funded? If so, for what amount(s) and Period(s) | | | | | | | | |
| Budget Amount: |  | Fiscal Year: |  | Funded? |  | Yes |  | No |
| Budget Amount: |  | Fiscal Year: |  | Funded? |  | Yes |  | No |
| Budget Amount: |  | Fiscal Year: |  | Funded? |  | Yes |  | No |

## 1. Privacy Information

This document may contain information of a sensitive nature. This information should not be shared with persons other than those who are involved with this system/project or who will become involved during its lifecycle.

## 2. Revision History

The Project Manager will maintain this plan and provide updates as required. All updates to the Project Management Plan and component plans should be documented in this section.

| Revision Date | Author | Section(s) | Summary |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

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# B. Purpose

The purpose of the Project Management Plan is to document how the project will be planned, executed, monitored, controlled and closed. The Project Management Plan documents the actions necessary to define, prepare, integrate and coordinate all component plans.

# C. Project Summary

## 1. Statement of Work

## 2. Project Deliverables

## 3. Project Approach

## 4. Project Results/Completion Criteria

## 5. Critical Success Factors

# D. Project Schedule

## 1. Purpose

The project schedule is the roadmap for how the project will be executed. Schedules are an important part of any project as they provide the project team, sponsor and stakeholders a picture of the project’s status at any given time.

## 2. High Level Milestones

|  |  |
| --- | --- |
| **Milestone** | **Due Date** |
|  |  |
|  |  |
|  |  |

## 3. Detailed Schedule

A detailed schedule will be developed, maintained and tracked in the enterprise Project Portfolio Management (PPM) tool. Note that this electronic schedule constitutes the project work breakdown structure (WBS).

# E. Human Resource Management Plan

## 1. Purpose

The purpose of the human resource management plan is to promote project success by ensuring the appropriate resources with the necessary skills are acquired and that resources are properly trained if any gaps in skills are identified. Team building strategies are clearly defined in this plan and team activities are effectively managed.

## 2. Project Team Functional Roles

The following table shows key roles throughout the project lifecycle.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Function (Role)** | **Initiation & Planning** | **Requirements Definition** | **Functional Design** | **System Design** | **Construction** | **Testing** | **Implementation** |
| Sponsor |  |  |  |  |  |  |  |
| Project Manager |  |  |  |  |  |  |  |
| Business Analyst |  |  |  |  |  |  |  |
| Technical Lead |  |  |  |  |  |  |  |
| Security Liaison |  |  |  |  |  |  |  |
| Enterprise Arch. |  |  |  |  |  |  |  |
| Data Architect |  |  |  |  |  |  |  |
| DTMB – CSS – Enterprise Data Management Lead |  |  |  |  |  |  |  |
| SADLC - Static Scan Lead |  |  |  |  |  |  |  |
| SADLC - Dynamic Scan Lead |  |  |  |  |  |  |  |

Key:

R = Responsible for completing the work (There must be an “R” for each column)

A = Accountable for ensuring task completion/sign off

C = Consulted before any decisions are made

I = Informed of when an action/decision has been made

## 3. Project Team and Cost Estimates

All project team human resources (including licensed and unlicensed users, as well as virtual resources) are entered in the enterprise PPM tool. This information is required for analyzing demand and capacity, running various “what if” scenarios and developing the budget estimate.

# F. Project Budget Estimate

## 1. Purpose

Budget estimating is an iterative process. This is the initial budget estimate and it will be revised when requirements are approved. In an effort to provide a reliable estimate, the project manager searched the project repository for similar projects upon which to base this initial estimate. The following tables are consistent with budget data entered in the enterprise PPM tool.

## 2. High Level Budget

|  |  |  |  |
| --- | --- | --- | --- |
|  | **FYXX** | **FYXX** | **FYXX** |
| Costs (HW, SW, Contractor Deliverables, Client Agency Staff, other) |  |  |  |
| Services (DTMB Staff & Contractor Staff Augmentation) |  |  |  |
| Total |  |  |  |

*Review PMM-0105: Readiness Checklist, Data Assessment tab and include estimates for Data Modeling, Data Glossary Usage, Data Quality, Data Migration, or SME Involvement from EIM.*

*Determine SADLC Classification Type for your project to determine the required SADLC Checkpoints that need to be completed for your project, include cost estimates for Michigan Security Accreditation Plan (MiSAP) and SADLC costs and resource considerations for the Governance, Risk and Compliance (GRC) Tool Process, SADLC Assessment and Remediation in budget.*

* *From a MiSAP perspective. This includes the resources/costs associated with the MiSAP process.*
* *From A SADLC perspective, this includes the costs for scan, scan assessment and remediation of HIGH and MEDIUM vulnerabilities.* 
  + *Note: Legacy web applications cost to assess and remediate will be higher than new web applications, because there could be numerous vulnerabilities identified that need to be remediated.*

## 3. Detailed Budget

Detailed baseline and actual budget information is entered, updated, monitored and reported through the enterprise PPM tool.

# G. Communication Management Plan

## Purpose

The purpose of the communication management plan is to set the communications framework for this project. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of persons involved in this project. It also includes a communications matrix, which maps the communication requirements of this project.

Note: The project manager maintains a separate project contact list.

## Communication Matrix

| Type | Description / Purpose | Responsibility | Audience | Method | Frequency |
| --- | --- | --- | --- | --- | --- |
| Sponsor Status Meeting or  Steering Committee | To discuss issues, change requests, issues, risks and overall status for the project that need to be known by Sponsors | Project Manager | Leadership Team | Group Meeting  Email  Project Storyboard Report | TBD |
| Project Management  Status Report  (Project Storyboard) | To relay ongoing project status, list open issues, risks, milestones and accomplishments since last status | Project Manager | Project Sponsors  Business Owner  Stakeholders | PPM Tool Status Report is accessed online or is distributed by the PM via email | TBD |
| Stage Exit Meeting | To discuss successful completion of the SUITE SEM Stages and to receive approval to proceed to the next stage | Project Manager | See Role and Responsibility List  Project Manager  Project Sponsors  PMO Representative  DTMB Sponsor(s) | Group Meeting | End of each SUITE SEM Stage |
| Project Team Status Meeting | To discuss issues, change requests, issues, risks and overall project status | Project Manager | Project Team Members | Group Meeting  Email | Weekly |
| Project Technical Team Meeting | To discuss technical issues and activities for the project. | Technical Lead | Developers  Project Manager (as needed)  Other Resources (as needed) | Group Meeting  Email | As needed |
| Project Change Control Board (CCB) | To discuss/approve  /reject  requests for change to project baselined artifacts (Configuration level of full control) | CCB Members (see Change Management Plan for membership) | Agency  Stakeholders  Project Team | Meeting & e-mail meeting minutes | Scheduled as needed |
| Agile Scrum – Stand-up | To Discuss:   * What I did completed yesterday * What I am plan on completing today * What are my roadblocks | Scrum Master | Project Team Members (technical and sponsors) | Brief stand-up meeting | Daily |

# H. Change Management Plan

## 1. Purpose

The purpose of the change management plan is to describe the process involved with identifying, escalating and managing project changes. A project change is defined as something that is outside the documented and approved project scope or is a change to project requirements, project schedule or project cost (including resource effort). A project change requires approval for additional resources, funding or modifications to the project schedule. The change management process defines how to handle project changes that present either a negative or positive impact on deliverables, schedule, budget and/or resources. The enterprise PPM tool is the repository for all project changes.

## 2. Change Management Roles and Responsibilities

Project Sponsor:

The project sponsor does not directly participate in change management activities but serves as a point of escalation as required. The project sponsor is the final approval for all changes to the total project budget recommended by the project Change Control Board authority.

Project Manager:

The project manager is responsible for bringing change requests to the Change Control Board (CCB) for its review and decision making. Upon approval of a change request, the project manager is responsible for overseeing the change and making appropriate modifications to appropriate project documents.

Business Owner (aka Product Owner)

The Business Owner is the person representing the agency that is the day to day contact during the life of the project. They represent the agency on the Change Control Board and serve as an authorized approver of all changes to requirements, timelines and requests for deploying Software or Infrastructure changes to production.

Change Control Board:

The CCB meets on a regular basis to review, approve or reject proposed project changes. The project manager may convene a special session for the purpose of reviewing/approving/

rejecting project specific change request(s) and requests for deploying Software or Infrastructure changes to production. The makeup and formality of the CCB will depend on the size and complexity of the project.

Project Team Members:

Project team members are empowered to initiate change requests. Members serve as subject matter experts and are responsible for analyzing, documenting and estimating impacts of change requests on schedule, budget, resources, scope and quality.

## 3. Change Management Governance

Change Control Board Members

|  |  |
| --- | --- |
| Change Control Board Role | Name |
| Project Manager |  |
| Business Owner (aka Product Owner) |  |
| Project Sponsor (budget changes to the overall project) |  |
| <Others as needed> |  |

Objectives of the Change Management Process

* Accurately document and track all project issues, risks and change requests. Change requests often originate as unresolved issues or unmitigated risks
* Ensure review and action on change requests by the CCB
* Communicate decisions/resolutions to the appropriate stakeholders

Criteria for Review at CCB meetings

If any of the following events occur, then the item should be brought forward for discussion at the next regularly scheduled or special CCB meeting:

1. Requests to implement Software or Infrastructure changes to production
2. Changes to the approved project charter or project plan
3. Changes or additions to milestones in the project schedule
4. Changes to contract deliverables
5. Changes to approved requirements or functional designs
6. Increases to costs, including resource effort hours

**Process Description**

Project changes are proposed in the form of a change request that has been entered in the enterprise PPM tool. Change requests are started by a Change Request Initiator who provides as much information as possible to document and initiate the request. The change request contains information such as brief description, impact, alternatives, detailed description, final recommendation and other pertinent information. The project manager assigns a ***Change Request Person Responsible*** as the “owner” of the change request, who is responsible for gathering project impacts with regard to project costs and the project schedule.

The ***Change Request Person Responsible*** researches the requirements and impact of the change. This information is reviewed by the project manager and subject matter experts to assess the change request feasibility and to identify potential issues. This information is communicated and discussed at the CCB meeting in which a decision is made to approve or reject the change. Upon CCB approval, the project manager incorporates the change(s) into the existing schedule for tracking and management. The project manager documents the status of the change request and maintains a log of all decisions. Note that the Enterprise PPM tool supports the change request process.

**Steps and Actions**

|  |  |  |
| --- | --- | --- |
| **Step** | **Action** | **Responsibility / Agent** |
|  | Identify and document change requests | Change Request Initiator |
|  | Assign ***Change Request Person Responsible*** | Project Manager |
|  | Collect and document project impacts, including changes to costs and schedule | ***Change Request Person Responsible*** |
|  | Validate change requests in the Enterprise PPM tool | Project Manager |
|  | Review change request details for feasibility | Project Manager |
|  | Facilitate CCB review / make decision | Project Manager/CCB Members |
|  | Communicate decision and closure | Project Manager |
|  | Update appropriate schedules and documents | Project Manager |
|  | Update status and close change request | Project Manager |

## 4. Capturing and Monitoring Project Changes

The project manager and CCB members will strive to limit project changes, always keeping in mind that quality and relevance of deliverables are key elements of success. As indicated above, the enterprise PPM tool is the repository for all project changes.

Note that the DTMB Enterprise Change Control Process must be followed for all changes to the any application production environment. Details of this process are outside the scope of this document. Please refer to DTMB Technical Standard 1370.00.01.

## 5. Communicating Project Changes

CCB meeting minutes, including decisions related to change requests, are circulated to project sponsors and State executives. Project team members will be notified by e-mail regarding the disposition of change requests.

# I. Quality Management Plan

## 1. Purpose

The purpose of the Quality Management Plan is to describe how quality of the project will be managed throughout the lifecycle of the project. It also includes the processes and procedures for ensuring quality planning, assurance and control processes are all conducted. For enhancement projects, the Quality Management Plan also ensures that existing application documentation is updated as needed. All stakeholders should be familiar with how project quality will be planned, assured, and controlled.

The Quality Management Plan will establish the activities, processes and procedures for ensuring a quality product is delivered upon the conclusion of the project.

The purpose of this plan is to:

* Ensure quality is planned
* Define how quality will be managed
* Define quality assurance activities
* Define quality control activities
* Define acceptable quality standards

## 2. Acceptance Criteria

The SUITE Systems Engineering Methodology (SEM) provides “stage exits” or points in time during the project when the customer and stakeholders (as documented in the Roles and Responsibilities List) will review the deliverables in detail and accept or reject the work (or accept with noted revisions). Every effort will be made to identify all stakeholders and plan for their participation in the acceptance process. Each stage of the SEM is planned, documented and reviewed by all applicable stakeholders. Each deliverable will be reviewed and approved, if required, before proceeding to the next stage. Stage exits will be conducted at the end of each SEM stage.

## 3. Quality Assurance Activities

SEM processes will be used to monitor and control quality on this project. The SEM provides for seven stages, each with required documentation, reviews and approvals. The stages will be executed and monitored during the project.

The quality of the project outcome depends upon the quality of these plans, documents and knowledge transfer phases. Their quality is ensured by walkthrough reviews done by knowledgeable and invested stakeholders. A formal change control process will be followed for modifications required to documents that have been reviewed and approved. PMM and SEM documents will be stored in the Enterprise Solution Tool (i.e., SharePoint).

The project will use verification, validation and structured walkthrough techniques to promote quality in deliverables.

**Verification**

The objective of verification is to make sure that a deliverable is correctly derived from the inputs to the stage that creates it, is internally consistent, and conforms to standards. The verification of a specification deliverable identifies errors in that deliverable before they are passed on to the next stage of development. The resulting benefit is that errors are caught early in the development process where they can be addressed with a minimum of effort, rather than during testing where correcting errors becomes costlier. Verification is the process of checking that a deliverable is correctly derived from the inputs and is in the correct format, while testing makes sure that the specification was properly implemented.

The purpose of these activities is to:

* Evaluate a deliverable against appropriate project standards
* Identify and correct defects as early in the process as possible
* Reduce the number of Remedy Tickets and Change Controls (CCs) as the work effort progresses
* Reduce time and costs that result from rework

Validation

Validation uses techniques similar to verification (e.g., testing, analysis, simulation) and covers hardware and software. Validation can be done by analyzing a model of the implementation, by creating and testing a prototype (performing a usability test to validate if user interface requirements are met) or by conducting a peer or expert review (as in validating the design for maintainability).

**Structured Walkthroughs**

Deliverables are also monitored and controlled for quality through a process known as a Structured Walkthrough. The Structured Walkthrough process is used to identify and correct errors early in the development process by evaluating a deliverable according to SUITE guidelines and project standards. A Structured Walkthrough can be formal (meeting with a facilitator to guide the process) or informal (document reviewers email their comments to a scribe who will compile the results). This process is intended to reduce the number of problems and warranty issues, as well as reduce the time and costs resulting from rework. The purpose of the Structured Walkthrough feedback form is to document peer review findings which include the following:

* Action Items
* Errors
* Issues/Risks
* Suggestions/Omissions

Deliverables are reviewed for quality in terms of the following criteria (as applicable):

* Clarity
* Contractual concerns
* Functional content and accuracy
* Performance impact
* Project standards/format
* Scope
* Technical content
* Value/benefit to the client

The following table illustrates the criteria used in determining the type of Structured Walkthrough and the intended audience:

**Structured Walkthrough Guidelines**

|  |  |  |  |
| --- | --- | --- | --- |
| **Work Product** | **Review Type** | **Suggested Reviewers** | **Relevant Documents** |
| Business Requirements | Always formal  regardless of size/hours | Assigned Developer  Business Lead  Lead Developer  Project Manager | Business Requirement Document Relevant Supporting Documentation |
| Technical Requirements | Always Formal  regardless of size/hours | Assigned Developer  Business Lead  Lead Developer  Project Manager | Business Requirement Document Relevant Supporting Documentation |
| Functional Design (FDSN) | Always Formal  regardless of size/hours | Assigned Developer  Business Lead  Lead Developer  Project Manager | FDSN Relevant Supporting Documentation |
| Technical Design (TDSN) | Formal if Construction/Unit Test tasks total > 40 hours, otherwise Informal | Architect  Assigned Developer  DBA  Lead Developer  Project Manager | TDSN Relevant Supporting Documentation |
| Source Code, Unit Test Plan, Unit Test Scenarios and Test Results | Formal if Construction/Unit Test tasks total > 40 hours, otherwise Informal | Architect  Assigned Developer  DBA  Lead Developer  Project Manager  SADLC - Static Scan Lead  SADLC - Dynamic Scan Lead | Source Code and Unit Test Plan, Unit Test Scenarios and Unit Test Results |
| System Test Plan and Test Results | Formal if Test Condition/Script Writing tasks total > 60 hours, otherwise Informal | Architect  Assigned Developer  DBA  Lead Developer  Project Manager | System Test Plan, System Test Scenarios and System Test Results |

If a document or deliverable is not listed here, then the project manager will make a determination on how to conduct the review. All listed work products must be reviewed.

It should be noted that structured walkthroughs occur more frequently when agile methods are used, and that multiple work products may be in active development at the same time (e.g., Functional Design and Technical Design). Refer to the DTMB Agile Process Guide for more details.

## 4. Project Monitoring and Control

Monitoring and controlling project quality will be done via:

* + The structured walkthrough review and approval process performed for every deliverable of the project as documented in the project schedule
  + Weekly review of tasks, risks, schedule and issues with the project team
  + Escalation process will be followed (documented in the Project Roles and Responsibility Document) when project milestones will be missed
  + Escalation of risks where needed using the project governance model

## 5. Project Team Quality Responsibilities

Quality is a shared responsibility of all project stakeholders. Quality is not just a review at the completion of a deliverable. Quality is built into the project from the beginning by support from stakeholders as each phase of the project is executed. Appropriate stakeholders will participate in the creation and/or review of all deliverables.

## 6. SUITE Processes and Product Quality Assurance (PPQA) Reviews

The DTMB PPQA team provides objective project quality reviews to ensure compliance with SUITE processes, methodologies, and CMMI best practices. The PPQA teams attempts to review at least one project per customer agency per year.

## 7. Documentation Updates for Enhancement Projects

For enhancement projects, describe the plan to update current application documentation (including Functional, System Designs, Test Scenarios, Test Cases, Database Schema, Data Architecture, Data Model, Data Dictionary, Data Standards. In addition, all Enhancement Projects should be evaluated on a case by case basis to determine what SADLC Checkpoints will be applicable for the scope of the enhancement. Work with the BRM/SDM and DTMB Application Owner to determine needs for updated documentation.

# J. Risk Management Plan

## 1. Purpose

The purpose of this Risk Management Plan is to specify the processes used to identify and manage risk. The Risk Management Plan addresses both internal and external project risks associated with the project is drafted prior to completion of the project planning phase. Both the Risk Management Plan and the risk log will be regularly reviewed throughout the project to monitor existing risks and to identify new ones.

The project manager is responsible for facilitating sessions with project stakeholders to identify risks. A risk owner is assigned to each risk, with the responsibility of developing, documenting and executing risk action plans. The project manager is responsible for monitoring the status of all project risks and escalating as appropriate.

The enterprise PPM tool supports the risk management process, including the risk log.

## 2. Risk Identification Techniques

Project risks can be identified by using one or more of the following techniques:

| Technique | Description | |
| --- | --- | --- |
| Interviews | | Interview relevant project stakeholders to identify their concerns, which may provide insight into real project risks. |
| Risk brainstorming workshops | | Conduct risk brainstorming workshops with relevant project stakeholders to identify risks, including key risk influencers, risk levels, and possible impacts. |
| SWOT analysis | | Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis to gain a holistic view of the project with respect to risk.   * Threats are project risks * Opportunities represent lost potential benefits if not pursued * Weaknesses, if not properly mitigated, can negatively impact a project * Strengths should be leveraged to help the project mitigate the identified project threats |
| Process reviews | | Identify process-related risks by reviewing the various project management processes, tools, and techniques described in the Quality Management Plan. |
| Previous project reviews | | Identify risks from previous projects of similar size and complexity, using available project data and lessons learned. |

## 3. Risk Assumptions

Risks are events or conditions that may occur, and whose occurrence, if it does take place, has a positive or negative effect on the project. Exposure to the consequences of uncertainty constitutes a risk. Although by definition risk management may include risks that will have a positive impact on the project, the focus is typically on risks that may negatively impact the project.

Difference between risks and issues: If something is definitely going to happen or has happened, then it is an issue. If it is something that might happen, whether that is very likely or very unlikely, then it is a risk.

The table below lists and describes the standard risk types that are used to categorize project risks.

| Risk Type | Risk Type Description |
| --- | --- |
| External | Any risk related to environmental factors largely outside the control of the project (such as cultural, legal or regulatory). |
| Financial | Any risk related to the budget or cost structure of the project (such as increase or decrease in the project-related budget). |
| Functional | Any risk related to the overall function of the product (such as requirements or design) being developed by the project. |
| Quality | Any risk related to the quality requirements of the project. |
| Organization | Any risk related to internal, client, organizational or business changes (such as executive leadership role changes). |
| Performance | Any risk associated with the performance of the application (such as response time, stress testing and development environments). |
| Project management | Any risk related to the management of the project (such as communications, status reporting and issues management). |
| Resource | Any risk related to project resources (such as the addition or removal of resources). |
| Schedule | Any risk related to the Project Work Plan and related tasks (such as extensions or reductions of the project timeline). |
| Scope | Any risk related to project scope (such as process, module and development objects). |
| Technical | Any risk related to software or hardware, including infrastructure related to the project. |
| General | Any risk that cannot be categorized into one of the above categories. |

## 4. Timeframes

The Risk Management Plan will be followed throughout the course of the project. Risks will be reviewed in project meetings (refer to Communication Plan in section G) as needed.

## 5. Risk Ranking / Scoring Techniques

The following tables represent the risk impact/probability matrix used to internally score the risks for the purpose of prioritization. The resulting product from multiplying risk probability and impact determines the severity rating (score) of the risk. The higher the risk score the more important it is that the risk is managed.

Risk Ranking Scoring example

The risk response matrix below should be used to consider the appropriate action required for a risk in relation to its impact / likelihood. Guidance on the review periods for each level of risk are the minimum level of review required, but certain risks might warrant more regular reviews.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **High** | **3** | Implement Further Actions to Reduce Risk; Continue Existing Controls; Generate Contingency Plan; Review at least every 2 weeks | Urgently Take Further Remedial Action to Reduce Risk; Contingency plan on standby; Review at least every week | Take Immediate Further Remedial Action to Reduce Risk; Contingency plan on standby; Review Continuously |
| **Impact** | **2** | Tolerate; Continue existing Control Measures; Possible Contingency Plan; Review at least 2 weeks | Implement Further Actions to Reduce Risk; Continue Existing Controls; Generate Contingency Plan; Review at least every 2 weeks | Urgently Take Further Remedial Action to Reduce Risk; Contingency plan on standby; Review at least every week |
| **Low** | **1** | Tolerate; No action: Continue Control if Required; Review at least monthly | Tolerate; Continue existing Control Measures; Possible Contingency Plan; Review at least 2 weeks | Implement Further Actions to Reduce Risk; Continue Existing Controls; Generate Contingency Plan; Review at least every 2 weeks |
|  |  | **1** | **2** | **3** |
|  |  | **Low** | **Probability** | **High** |

| Severity Rating | Assessment of Severity/Risk Rating Description | Ranking |
| --- | --- | --- |
| High | Significant impact on project baselines | 3 |
| Medium | Controllable impact on cost, schedule and performance | 2 |
| Low | Minor impact on cost, schedule and performance | 1 |

## 6. Risk Thresholds

A risk response plan must be developed for all risks that are scored as “high.” Key stakeholders and the project manager will determine which, if any, risks that scored as “medium” require a risk response plan.

## 7. Risk Response Approach and Risk Action Plan

A risk response approach is identified for each risk. A risk action plan is developed as appropriate to support the risk response approach.

**Risk Response Approach**

**Risk Transference**

Transferring a risk does not eliminate the risk. Transferring gives another party responsibility for the risk management.

**Risk Mitigation**

Action should be taken as early as possible to reduce the probability of a risk’s occurrence and its impact to the project. For risk mitigation to occur, the project assesses mitigation costs, which must be appropriate given the probability of the risk and its consequences. Mitigation alternatives may include implementing procedures that will reduce the problem, such as utilizing fewer complex processes, conducting more specific or regressive testing or ensuring appropriate parties review work (such as using peer reviews). Mitigation may also involve adding resources or time to the project plan.

**Risk Acceptance**

Acceptance indicates that the project team has decided not to change any plans to mitigate the risk. When accepting risk, the project team will develop a risk action plan in order to reduce the consequences should the risk event occur.

**Risk Action Plan**

The risk action plan includes the agreed-upon specific actions that will be taken to implement the chosen response strategy, budget and times for responses, contingency or fallback plans, and the level of residual risk expected to remain after the strategy is implemented.

A decision must be made at the time of a risk triggering event to determine the appropriate response. The decision will be on a case-by-case basis, based on the nature and timing of the event.

## 8. Risk Tracking Process

Once risks and their associated response plans have been vetted (i.e., identified, assessed and reviewed) by key stakeholders and managers, they are entered into the risk log so that they can be effectively managed, responded to and reported on.

The project manager will monitor for new risks and changes to identified risks, in an effort to proactively mitigate risks. Existing project risks may be closed for the following reasons: the event that could have triggered the risk no longer exists; the mitigation plan to address the risk has been completed successfully; or the risk event has already been triggered, therefore the risk has now become an issue.

## 9. Risk Mitigation Strategies

Governance, Risk and Compliance (GRC), formerly known as KeyLight.

The State of Michigan has implemented a GRC tool to assist in identification, management and mitigation of Risk. The GRC Tool, Keylight Risk Manager Module and Michigan Security Accreditation Plan (MiSAP) & Risk Assessment (RA) is a web-based system to collect application system security information and the application’s security compliance with requirements such as Payment Card Industry (PCI), National Institute of Standards and Technology (NIST), Criminal Justice Information Services (CJIS), Health Insurance Portability and Accountability Act (HIPAA), Internal Revenue Service (IRS), and Federal Risk and Authorization Management Program (Fed RAMP) security standards.  Much of the information gathering is accomplished using on-line questionnaires.

The Keylight Risk Manager and Audit Manager Module generates the equivalent of the System Security Plan and Risk Assessment document using the responses gathered.  The system also reports all of the security controls where the SOM application/system fails to comply with state and/or federal standards.  Michigan Cyber Security will provide recommendations for mitigating security control gaps, while creating a response plan to the identified security gaps becomes the responsibility of the system owner working in cooperation with the application support team, technical resources and others. ​​

# K. Issue Management Plan

## I. Purpose

The purpose of this Issue Management Plan is to specify the processes used to identify and manage project issues. The Issue Management Plan addresses both internal and external issues on the project. The enterprise PPM tool is used to enter, track and report issue activity. Both the Issue Management Plan and the issue log will be reviewed regularly throughout the project to monitor existing issues and to identify new ones.

## 2. Issue Log

The issue log is used throughout a project’s lifecycle to capture any issues brought forward, communicate the issues to the project team and stakeholders, establish categories and priorities of all issues, assign responsibility to each issue, and to ensure that each issue is resolved with minimal impact to the project’s performance. Like most other project documentation, the issue log will be reviewed by the project team regularly to ensure that issues are being resolved. The document should be updated and communicated to all appropriate project stakeholders as updates are made.

## 3. Relationships among Issues, Risks and Change Requests

Issues are events that are occurring ***now*** or have already occurred. An issue is not an event or item that ***may*** occur at a time in the future. If something is definitely going to happen or it has already happened, then it is an issue. If it is something that might happen - whether it is very likely or very unlikely - then it is a risk. An issue can turn into a risk and a risk may result from an issue. An issue can be associated to a risk. Prompt issue resolution can minimize project changes.

# L. Approval Information

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SEM-0187:  Structured Walkthrough Approval / Acceptance**  The signees agree that a structured walkthrough of the PMM-0102:  Project Management Plan has been completed and has the following notes, decisions, results and action items:   | Walkthrough Notes, Decisions, Results and Action Items (as needed) | | | | | | | --- | --- | --- | --- | --- | --- | | **1. Decision** | | | | | | |  | Accept Product(s) as presented |  | Acceptable with Revisions – No further walkthrough needed |  | Revise and schedule another walkthrough | | **2. Comments** | | | | | | |  | | | | | | |
| **PMM-0102: Project Management Plan Approval / Acceptance**  The signee agrees that by signing this document, you agree to this as the formal Project Management Plan. |
| **SEM-0189:  Initiation & Planning Stage Exit**  The signee agrees that the project should (business benefits can still be realized) /should not continue (business benefits can’t be realized).  Optionally approval can be given to continue once issues identified are resolved.   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  | Project is Approved to proceed to the next phase |  | Project is Approved to proceed to the next phase once issues are resolved: |  | Project is not approved to proceed to the next phase for the following reasons | | Comments: | | | | | | |  | | | | | | |

By signing this document, you agree to this as the formal Project Management Plan.

**Approval Signatures**

| Role | Name/Title | Signature | Date |
| --- | --- | --- | --- |
| DTMB Project Sponsor |  |  |  |
| Agency Project Sponsor |  |  |  |
| Project Manager |  |  |  |
| Enterprise Architecture Rep. |  |  |  |
| Business Owner (aka Product Owner) |  |  |  |
| Agency Chief Data Steward, for data intensive projects |  |  |  |

**IMPORTANT!  IN ORDER FOR THE REMAINING PAGES OF THIS DOCUMENT TO FUNCTION PROPERLY, PLEASE DO NOT INSERT/REMOVE ANYTHING PAST THIS POINT!  NOTE:  THIS STATEMENT WILL NOT PRINT, UNLESS PROMPTED.  PLEASE DO NOT REMOVE THIS STATEMENT FROM THE DOCUMENT.**

State of Michigan

Project Management Plan

Instructions

**NOTE:** There is embedded custom XML in the cautionary note above. As long as it remains in the document with a section break continuous the hidden text will not print. If you wish to send an electronic copy the go to “File” “Info” and select “Check for issues”. Remove all items found that you do not want in the electronic copy. Then save the document again.

**Template Revision History**

| Revision Date | Author | Section(s) | Summary |
| --- | --- | --- | --- |
| 01/2017 | SEPG | All | Added Change Control Board in the communications section.  Clarified Agile Stand-up meeting  Clarified the role & responsibilities and make-up of the change control board in the change management section |

The project manager and sponsors may opt to customize a cover sheet for all project documents. A sample customized cover sheet is provided on this document. Customized cover sheets are available on the EPMO SharePoint site, or you may create your own. Customized cover sheets are optional.

# A. General Information

Complete the table.

Occasionally, though not often, the project management plan is completed and approved prior to securing funding for the project. This situation should be noted in the budget section and entered on the risk log in the enterprise PPM tool.

DTMB identifies and tracks projects that receive funding through the IT Investment Fund (ITIF). Project managers should insert a note in the budget section if the project is funded in whole or in part by the IT Investment Fund.

## 1. Privacy Information

Standard language has been provided. The project manager may modify if desired.

## 2. Revision History

This information is used to control and track changes made to this project document throughout its lifecycle.

# B. Purpose

Standard language is provided in the body of this form. Additional content is not required.

# C. Project Summary

## 1. Statement of Work

The Statement of Work (SOW) is a narrative description of products or services, including high level project tasks and deliverables. It describe the tasks and deliverables in concise and measurable terms. It also includes project timeline, quality requirements and any other noteworthy considerations.

## 2. Project Deliverables

A deliverable is a measurable, tangible, verifiable outcome, result or item that must be produced to complete a project or part of a project. Note that the deliverables in this section provide more detail than the high level deliverables described in the SOW. Also note that deliverables are related to products or services and are not restricted to SUITE documents. Key deliverables must be approved by the project sponsor.

## 3. Project Approach

SUITE provides standard processes and forms for project management and system development. If this project requires modifications to the standard SUITE processes and forms, describe the approach in this section. For example, describe the project development methodology (e.g., Agile, COTS, and prototype) or automated tools that will be used instead of SUITE standard forms (e.g., automated testing tools, automated requirements traceability). Additionally, describe other distinctive features such as whether the project is a phase of a larger effort or is integrated with other projects. Basically this section is used to describe any tailoring to the standard SUITE processes and forms.

## 4. Project Results/Completion Criteria

Project results are completed and accepted deliverables. Project results may include outcomes (e.g., integrated systems, revised process, restructured organization, tests, trained staff, etc.) and documents (e.g., policies, plans, studies, procedures, specifications, reports).

Completion criteria are explicit goals that must be attained to call an element of a project, or the entire project, "complete." Completion criteria may include formal acceptance of the product or service by the customer, signed approval of a deliverable by the project sponsor, completion of structured walkthroughs and stage exits, or customer acceptance of a system prototype.

## 5. Critical Success Factors

Critical success factors include qualitative and quantitative factors that are key to the successful achievement of this project’s objectives. Examples may include:

* Proper mix of expert resources
* Strong collaboration with key stakeholders
* Effective communications
* Strong alignment of project objectives with SOM strategic plan
* Executive support

# D. Project Schedule

## 1. Purpose

Standard language is provided in the body of this form. Additional content is not required.

## 2. High Level Milestones

A milestone is an event with zero duration and requires no resources. A milestone is an event that receives special attention. It is used to measure the progress of a project and to signify the completion or start of a major deliverable or other significant metric.

Fill in the table. Note that milestones should map to project deliverables identified in the project summary section of this document.

## 3. Detailed Schedule

Standard language is provided in the body of this form. Additional content is not required.

# E. Human Resource Management Plan

## 1. Purpose

Standard language is provided in the body of this form. Additional content is not required.

## 2. Project Team Functional Roles

Note that the functional roles table shows representative roles throughout the project lifecycle. Project managers may add key roles to the table as needed. In order to complete the table, review the DTMB Project Roles and Responsibilities Reference Guide, version 1.0 published in May 2013, to identify functional roles required for this project.

The project sponsor is an individual authorized to approve and fund the project, such as a General Manager. The Technical Lead is often an Application Architect. The Security Liaison and Enterprise Architecture roles are critical SUITE touchpoints. Note the RACI acronym is explained in the body of this document. Also note that the project manager may create a project roles and responsibilities document specific to this project, as well as a project contact list.

## 3. Project Team and Cost Estimates

Standard language is provided in the body of this form. Additional content is not required.

# F. Project Budget Estimate

## 1. Purpose

Standard language is provided in the body of this form. Additional content is not required.

## 2. High Level Budget

The data entered in the table should be the same as that in the enterprise PPM tool.

## 3. Detailed Budget

Standard language is provided in the body of this form. Additional content is not required.

# G. Communication Management Plan

## 1. Purpose

Standard language is provided in the body of this form. Additional content is not required.

## 2. Communication Matrix

A sample communication matrix is provided in the body of this document. Review and modify as needed for this project. Note that tactical implementation of the communication matrix may require significant effort and is a critical success factor for the overall project.

# H. Change Management Plan

Standard language is provided in the body of this form for this entire section. Additional content is not required. The Project Manager must complete the Change Control Board members table with roles and name of the person filling each role. However, the project manager may modify the language as needed for this project.

## 1. Purpose

## 2. Change Management Roles and Responsibilities

## 3. Change Management Governance

## 4. Capturing and Monitoring Project Changes

## 5. Communicating Project Changes

# I. Quality Management Plan

Standard language is provided in the body of this form for this entire section. Additional content is not required. However, the project manager may modify the language as needed for this project.

## 1. Purpose

## 2. Acceptance Criteria

## 3. Quality Assurance Activities

## 4. Project Monitoring and Control

## 5. Project Team Quality Responsibilities

## 6. SUITE Process and Product Quality Assurance Reviews

# J. Risk Management Plan

Standard language is provided in the body of this form for this entire section. Additional content is not required. However, the project manager may modify as needed for this project.

## 1. Purpose

## 2. Risk Identification Techniques

## 3. Risk Assumptions

## 4. Timeframes

## 5. Risk Ranking / Scoring Techniques

## 6. Risk Thresholds

## 7. Risk Response Approach and Risk Action Plan

## 8. Risk Tracking Process

# K. Issue Management Plan

Standard language is provided in the body of this form for this entire section. Additional content is not required. However, the project manager may modify the language as needed for this project.

## I. Purpose

## 2. Issue Log

## 3. Relationships among Issues, Risks and Change Requests

# L. Approval Information

At a minimum, the DTMB project sponsor, agency project sponsor, project manager and Enterprise Architecture representative must sign this project management plan. The project manager should contact the Enterprise Architecture director to identify appropriate signer from that organizational unit. Add additional approvers as appropriate.