Project Management Essentials

**Project Management Plan**  
Template

August 31, 2021

# Template Description

**Purpose**

The Project Management Plan defines “how” the project is executed, monitored and controlled, and closed.

**How to Use**

Complete the empty fields provided in this template. Engage the project team and subject matter experts as necessary to develop the plan.

**Best Practice**

Use the Project Management Plan to set project team expectations, define project quality indicators, and define other subsidiary plans such as communication management, risk management, requirements management, schedule management, and change management.

Note: The PM Essentials Project Management Plan Template is customizable as you see fit, on a per project basis, meeting specific needs of the project and/or your organization’s policies. The below sections are suggestions but can be tailored as applicable.

\*\*NOTE: Please remove this page and contents with brackets [ ] when creating your Project Management Plan.\*\*

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Project Management Plan for

[name of project]

# Plan Version

|  |  |  |
| --- | --- | --- |
| **Project name** | **Division** | **Author** |
|  |  |  |

*Submit the Project Management Plan to the project team for review.*

| Reviewer Name | Title | Date Reviewed |
| --- | --- | --- |
|  | Business Owner |  |
|  | CFO |  |
|  | Team Member 1 |  |
|  | Team Member 2 |  |
|  | [add rows as needed] |  |

*Identify document changes*.

| Version | Date | Description |
| --- | --- | --- |
| 1.0 |  | First draft |
|  |  |  |
|  |  | [add rows as needed] |

Note: An IT project is classified as “major” if it meets the definition of a major information resources project as specified in Texas Government Code, Section 2054.003(10). Major information resources projects must use the Texas Project Delivery Framework.

# Project Charter Reference

The Project Charter officially authorizes the project and allocates resources. The chartering process forms the project core team and officially kicks off the project. Provide a reference to the location of the completed Project Charter.

|  |  |
| --- | --- |
| **Project Charter** | [Location] |

# Project Priority

Enter values 1 through 4 in the Priority Order column to indicate the priority emphasis in which the project will be planned, executed, and monitored. 1 represents the highest priority; values should not repeat.

|  |  |
| --- | --- |
| **Item** | **Priority Order** |
| Schedule |  |
| Scope |  |
| Cost |  |
| Quality |  |

# Scope

## Project / Product Scope

Describe the scope of the project or the scope of the product that the project will develop. If a separate Requirements document will be used, indicate where it is located. Indicate if the Work Breakdown Structure is included in the Schedule. Also, describe what will not be included in the project.

|  |  |
| --- | --- |
| **In scope** |  |
| **Requirements** | [Location] |
| **Work Breakdown Structure** | [Location] |
| **Out of scope** |  |

## Deliverables

List all deliverables that will be an output of the project and their planned completion dates. Indicate the Type of deliverable it is (e.g. contractual, quality, requirement, etc.)

PM Essentials available tools:

* Deliverables worksheet

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Deliverables** | **Type** | **Planned Finish Date** | **Acceptance Criteria** | **Approver** |
| 1 |  |  |  |  |  |
| 2 |  |  |  |  |  |
| 3 |  |  |  |  |  |
| 4 | [add rows as needed] |  |  |  |  |

| **Deliverables** | [Location] |
| --- | --- |
| **Deliverables Tracking Log** | [Location] |

# Assumptions

List the assumptions being held going into the project.

|  |  |
| --- | --- |
| **#** | **Assumptions** |
| 1 |  |
| 2 |  |
| 3 | [add rows as needed] |

# Constraints

List the constraints that the project must observe.

|  |  |
| --- | --- |
| **#** | **Constraints** |
| 1 |  |
| 2 |  |
| 3 | [add rows as needed] |

# Resources

List the project resources. Project resources are the individuals, equipment, facilities, and other factors needed to fulfill the project work.

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Resource** | **Purpose** | **Type** |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 | [add rows as needed] |  |  |

# Schedule

A Project Schedule contains the project's milestones, activities, and deliverables, with planned start and finish dates. The project schedule often includes estimated resource allocation, task duration, dependencies, and scheduled events. A separate PM Essentials Project Schedule Template may be used to store and track schedule information.

PM Essentials available tools:

* Project Schedule

| **Project Schedule** | [Location] |
| --- | --- |
| **Scheduling Approach**  (optional) | [Describe how this project’s schedule will be planned and developed. Define the tools that will be used to track the project schedule. Define the methods that will be used to develop schedule estimates, and how these steps will be completed.] |

# Budget

A project budget includes all of the funds authorized to execute the project. Define how the budget was established, defining any tools or estimation methods used. Monitoring and controlling the budget throughout the project is vital to the project’s success. Provide a location for where the budget will be tracked throughout the project.

PM Essentials available tools:

* Project Toolkit Cost worksheet

|  |  |
| --- | --- |
| **Budget** | [Location] |
| **Budget Approach** (optional) | Describe how the budget will be estimated and approved, and the tools to be used for tracking. |

# Monitoring and Control

Monitoring and Controlling processes occur throughout a project and help to keep the project on track while keeping all involved parties informed. This section refers to the ways the project will be tracked, reviewed, and controlled in order to meet the performance objectives.

## Issue Management

Issues are unsettled events or factors that require a resolution before the project can proceed. Issues are often not foreseen by the project team and hence require immediate attention. All projects are subject to the occurrence of issues.

PM Essentials available tools:

* Project Toolkit Issue Log

| **Issue Log** | [Location] |
| --- | --- |
| **Issue Management Approach** (optional) | [Describe how project issues will be tracked, managed, and controlled through the entire life cycle of the project. Identify the methods and tools to be used.] |

## Communication Plan

A project’s Communication Plan describes how information will be distributed to all stakeholders, team members, and executives, with relevant and timely content. The plan should include overall project status. It should also include the project metric or KPI that will be reported (e.g. % complete, schedule variance, etc.).

PM Essentials available tools:

* Project Toolkit Communication Plan
* Project Status Report

|  |  |
| --- | --- |
| **Communication Plan** | [Location] |
| **Project Status Report** | [Location] |
| **Communication Plan Approach** (optional) | [Define the methods and tools used for communication planning. What goals, assessments, and analyses will be used to identify communication actions.] |

## Risk Management

The objectives of Risk Management are to decrease the probability and impact of negative events and increase the probability and impact of positive events.

PM Essentials available tools:

* Project Toolkit Risk Log

| **Risk Register** | [Location] |
| --- | --- |
| **Risk Management Approach** (optional) | [Describe the overall approach to risk management for the project. Summarize how risk management activities will be accomplished collectively. Define any methods and tools used for assessing project/product risk. Define how risks will be communicated. Define escalation process and escalation path for high-risk items.] |

## Change Management

Change Management is involved in identifying, documenting, approving or rejecting, and controlling changes to the project such as changes to scope, schedule, and costs. Changes to projects or products must be recognized by the project team and project sponsor especially if it impacts scope, cost, schedule, or quality. The Change Log in the PM Essentials 2.0 Project Register Template is a helpful tool in tracking changes. The Project Change Request (PCR) template is also a useful tool to initiate and document specific change requests.

PM Essentials available tools:

* Project Change Request (PCR)
* Project Toolkit Change Log

| **Project Change Request (PCR)** | [Location] |
| --- | --- |
| **Project Change Request Log** | [Location] |
| **Project Change Request Approach** (optional) | [Describe the process for managing all proposed changes, including how they will be monitored, controlled, and approved.] |

# Quality Management

Quality Management refers to what the quality policies and approach are and how they will be implemented, monitored, and controlled in order to manage the quality of the product and project deliverables. If formal quality management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices and state policies below.

## Product Quality

Describe how product quality will be achieved.

|  |  |
| --- | --- |
| **Test Plan** | [Location] |
| **Testing Scripts** | [Location] |
| **Other** |  |
| **Product Quality approach** (optional) | [Describe the overall approach to product quality.] |

## Project Quality

Describe what project and product quality policies, goals, and/or requirements must be met.

|  |  |
| --- | --- |
| **#** | **Quality policies, goals, or requirements** |
| 1 |  |
| 2 |  |
| 3 | [add rows as needed] |

## Project Performance

Performance Management is used to monitor the overall project status. Define what metric or key performance indicator (KPI) will be used to monitor the project and what criteria will be used to measure the project performance. An example of this may be to measure schedule variance earned value subtracted from planned value. Another is to use Red-Yellow-Green flags with a definition of what the colors mean.

|  |  |  |
| --- | --- | --- |
| **#** | **Metric / KPI** | **Thresholds / Definition** |
| 1 |  |  |
| 2 |  |  |
| 3 | [add rows as needed] |  |

## Project Reviews and Assessments

Use the table below to specify the types of project reviews that are directly related to project quality. Examples are peer reviews, Contract Advisory Team (CAT) reviews, and Independent Verification and Validation (IV&V) reviews.

| **#** | **Review Type** | **Frequency** | **Tools** | **Reviewer** | **Reports** | **Metrics Checked** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | *Example: Milestone Review* | *Completion of milestone* | *Customer Walk-through* | *Customer* | *Customer Acceptance* | *Deliverable Acceptance Criteria* |
| 2 |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |
| 4 | [add rows as needed] |  |  |  |  |  |

# Configuration Management / Asset Management

(Optional) Configuration Management and Asset Management are related but have different goals. Asset management focuses on the financial tracking of organization property while configuration management focuses on building and maintaining elements that create an available network of services. Use the following table to describe the approach to Configuration Management / Asset Management, as well as any methods or tools used.

| **#** | **Configuration / Asset** | **Items** | **Approach** | **Methods / Tools** |
| --- | --- | --- | --- | --- |
| 1 | Identification |  |  |  |
| 2 | Control |  |  |  |
| 3 | Status Accounting and Reporting |  |  |  |
| 4 | Audits and Reviews |  |  |  |
| 5 | Interface Control |  |  |  |
| 6 | Vendor Control |  |  |  |
| 7 | [add rows as needed] |  |  |  |

# Project Transition

When closing a project or phase it is important to review all activities to make sure they are ready for formal completion and transition to operational/steady state. Define the strategy for transitioning the product to a production or operational state. Consider training, governance, support, funding, communicating, etc. Include any project support required post-release. Summarize the transitioning for closing the project or phase from an administrative, financial, logistical, and support perspective.

| **#** | **Transition item** | **Plan detail** |
| --- | --- | --- |
| RELEASE AND POST-RELEASE | | |
| 1 | Technical |  |
| 2 | Training |  |
| 3 | Support |  |
| 4 | Communication |  |
| 5 | Policy |  |
| 6 | [add rows as needed] |  |
| ADMINISTRATIVE | | |
| 7 | Project |  |
| 8 | Contractual |  |
| 9 | Financial |  |
| 10 | Logistical |  |
| 11 | Support |  |
| 12 | [add rows as needed] |  |

# Glossary

Define all terms and acronyms required to interpret the Project Management Plan as well as terms that will be used throughout the project.

| # | Term/Acronym | Definition |
| --- | --- | --- |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |
| 6 |  |  |
| 7 |  |  |
| 8 |  |  |
| 9 |  |  |
| 10 |  |  |
| 11 |  |  |
| 12 |  |  |
| 13 | [add rows as needed] |  |

# Appendices

Include any relevant appendices.

# Feedback

If you have any questions on PM Essentials or on project management practices, please contact DIR’s Project and Portfolio Management Office at [ppmo@dir.texas.gov](mailto:ppmo@dir.texas.gov).