STATE OF ALABAMA

OFFICE OF INFORMATION TECHNOLOGY

OIT Procedure 420P2

Completing a Major Project Management Plan

PROCEDURE NUMBER	OIT Procedure 420P2-01
VERSION DATE	April 12, 2016
PROCEDURE TITLE	Completing a Major Project Management Plan
GOVERNING POLICY	This procedure is governed by the current OIT Policy 420: IT Project Planning, regardless of revision.
TERMS AND DEFINITIONS	Office of Information Technology (OIT) – formed through the passage of Senate Bill 117, to focus on three statutory mandates: IT Strategic Planning, IT Governance, and IT Resource Utilization.
OBJECTIVE	The objective of this procedure is to provide guidance on how to complete and submit the Major Project Management Plan to OIT.
PURPOSE	This procedure's purpose is to provide instructions and guidance for completing the Major Project Management Plan to ensure that the Project Planning Policy is adhered to.
SUPPORTING DOCUMENTS	The following documents support this Procedure: • OIT Policy 420: IT Project Planning • OIT Template 420T2: Major Project Management Plan
EFFECTIVE DATE	This Procedure shall be effective upon its approval by the Secretary of Information Technology, as evidenced by the signature of the Secretary being affixed hereto.

SUPERSEDES	This is the initial Procedure and does not supersede a previous version.
PROCEDURE	Completing a Major Project Management Plan

1 Introduction

1.1 Inputs

The Project Management Plan is a major work product from the entire planning process. It is a summarized consolidation of project planning documents that are used to manage and guide the project. The information needed to complete the Project Management Plan should/will be obtained during the project management "best practices" process.

1.2 Entry Criteria

The Project Management Plan is to be completed following OIT's Project initiation Approval. The Major Project Management Plan must be completed using the Major Project Plan Template when the Project Size is "Major".

1.3 Procedural Steps

The cover page should be completed by adding the Date of Project Request, Requesting Agency Name, and Project Name.

There are 14 sections within the Major Project Management Plan. Each section should be completed by either entering wording, completing a table, or inserting an image from another document.

The items in *blue italic* text should be removed and replaced with your input. These items in *blue italic* text are remarks designed to give guidance on what should be entered in that section.

Complete all the sections within the template.

The sections within the Major Project Management Plan are further described with examples in the attached appendices:

- Section 2.6 Project Overall Timeline (see Appendix A)
- Section 2.7 Project Organization (see Appendix B)
- Section 3.1 Project Management Structure (see Appendix C)
- Section 3.1 Change Control Process (see Appendix D and E)
- Section 6: Document Management (See Appendix F)
- Section 7.1 Project Organization Chart (See Appendix G)
- Section 8: Risk Management Plan (See Appendix H)

- Section 9: Issue Management (See Appendix I)
- Section 11: Communication Plan (See Appendix J)
- Section 14: Benefit Realization Plan (see Appendix K)

Verification/Supporting Data

1.4 Output

The completed Project Management Plan should be submitted to OIT.

1.5 Responsibility/Authority

OIT has reviewed and approved this procedure and has the authority to ensure compliance with this procedure.

1.6 Deviation/Tailoring

There should not be any deviations or tailoring permitted to this procedure. If deviations or tailoring are required, a request must be submitted to OIT.

The undersigned, as Acting Secretary of Information Technology of the State of Alabama, exercising the power vested in that Office by the laws of this State, declares this Procedure to be available for adoption as of the __12_____day of ____April_____, 20_16___.

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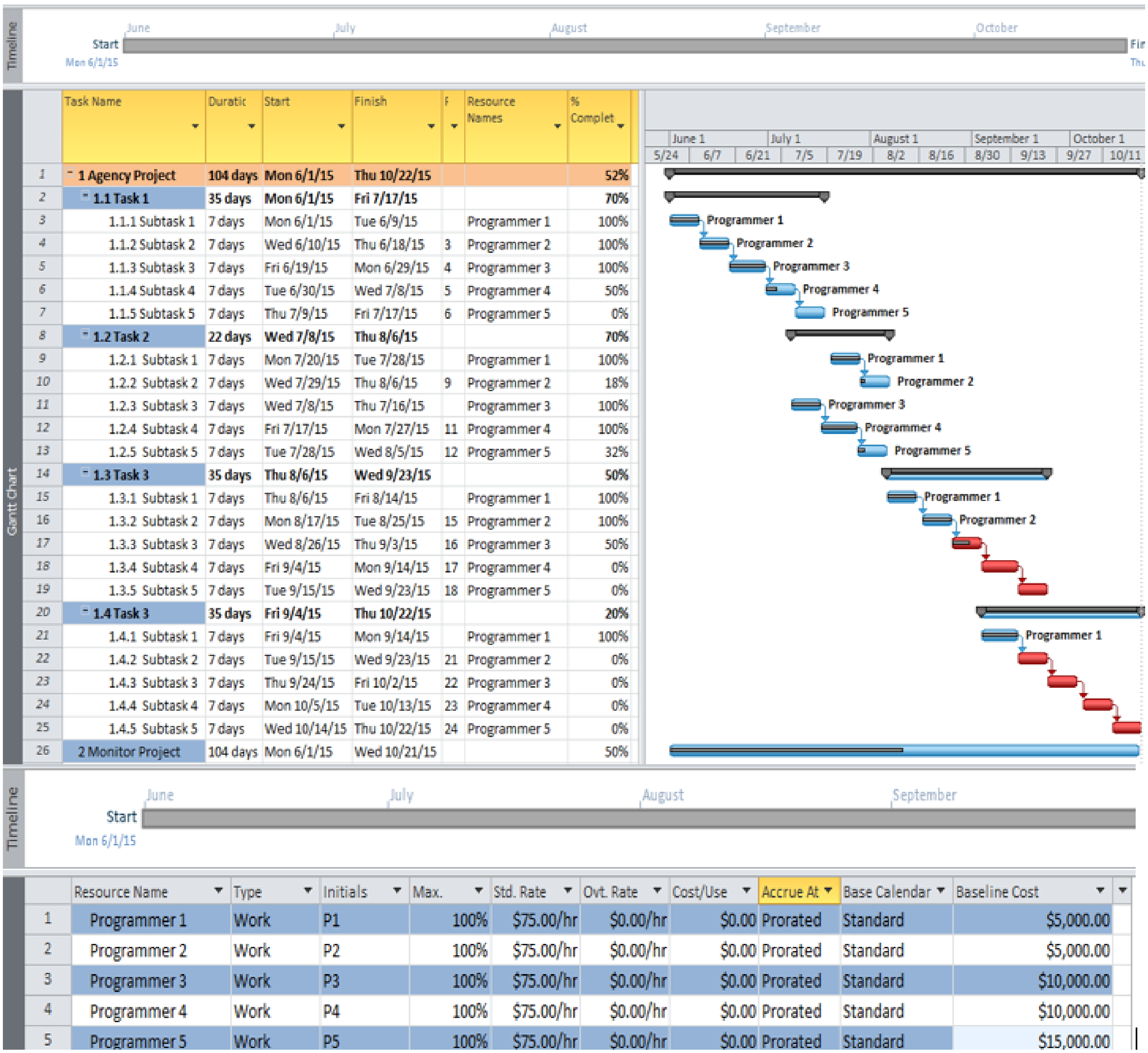
Joanne E. Hale, PhD
Acting Secretary of Information Technology

DOCUMENT CHANGE HISTORY

Version	Release Date	Comments
420P2-01	April 12, 2016	Initial version

<u>Appendix A</u>

Project Overall Timeline (section 2.6) – In this section, include a high-level timeline of the project to reflect milestones and durations.   Include a timeline of the budget as it is consumed. The below image is an example taken from Microsoft project.



	Task Name	Duratic	Start	Finish	F	Resource Names	% Complet
1	1 Agency Project	104 days	Mon 6/1/15	Thu 10/22/15			52%
2	1.1 Task 1	35 days	Mon 6/1/15	Fri 7/17/15			70%
3	1.1.1 Subtask 1	7 days	Mon 6/1/15	Tue 6/9/15		Programmer 1	100%
4	1.1.2 Subtask 2	7 days	Wed 6/10/15	Thu 6/18/15	3	Programmer 2	100%
5	1.1.3 Subtask 3	7 days	Fri 6/19/15	Mon 6/29/15	4	Programmer 3	100%
6	1.1.4 Subtask 4	7 days	Tue 6/30/15	Wed 7/8/15	5	Programmer 4	50%
7	1.1.5 Subtask 5	7 days	Thu 7/9/15	Fri 7/17/15	6	Programmer 5	0%
8	1.2 Task 2	22 days	Wed 7/8/15	Thu 8/6/15			70%
9	1.2.1 Subtask 1	7 days	Mon 7/20/15	Tue 7/28/15		Programmer 1	100%
10	1.2.2 Subtask 2	7 days	Wed 7/29/15	Thu 8/6/15	9	Programmer 2	18%
11	1.2.3 Subtask 3	7 days	Wed 7/8/15	Thu 7/16/15		Programmer 3	100%
12	1.2.4 Subtask 4	7 days	Fri 7/17/15	Mon 7/27/15	11	Programmer 4	100%
13	1.2.5 Subtask 5	7 days	Tue 7/28/15	Wed 8/5/15	12	Programmer 5	32%
14	1.3 Task 3	35 days	Thu 8/6/15	Wed 9/23/15			50%
15	1.3.1 Subtask 1	7 days	Thu 8/6/15	Fri 8/14/15		Programmer 1	100%
16	1.3.2 Subtask 2	7 days	Mon 8/17/15	Tue 8/25/15	15	Programmer 2	100%
17	1.3.3 Subtask 3	7 days	Wed 8/26/15	Thu 9/3/15	16	Programmer 3	50%
18	1.3.4 Subtask 4	7 days	Fri 9/4/15	Mon 9/14/15	17	Programmer 4	0%
19	1.3.5 Subtask 5	7 days	Tue 9/15/15	Wed 9/23/15	18	Programmer 5	0%
20	1.4 Task 3	35 days	Fri 9/4/15	Thu 10/22/15			20%
21	1.4.1 Subtask 1	7 days	Fri 9/4/15	Mon 9/14/15		Programmer 1	100%
22	1.4.2 Subtask 2	7 days	Tue 9/15/15	Wed 9/23/15	21	Programmer 2	0%
23	1.4.3 Subtask 3	7 days	Thu 9/24/15	Fri 10/2/15	22	Programmer 3	0%
24	1.4.4 Subtask 4	7 days	Mon 10/5/15	Tue 10/13/15	23	Programmer 4	0%
25	1.4.5 Subtask 5	7 days	Wed 10/14/15	Thu 10/22/15	24	Programmer 5	0%
26	2 Monitor Project	104 days	Mon 6/1/15	Wed 10/21/15			50%

	Resource Name	Type	Initials	Max.	Std. Rate	Ovt. Rate	Cost/Use	Accrue At	Base Calendar	Baseline Cost
1	Programmer 1	Work	P1	100%	$75.00/hr	$0.00/hr	$0.00	Prorated	Standard	$5,000.00
2	Programmer 2	Work	P2	100%	$75.00/hr	$0.00/hr	$0.00	Prorated	Standard	$5,000.00
3	Programmer 3	Work	P3	100%	$75.00/hr	$0.00/hr	$0.00	Prorated	Standard	$10,000.00
4	Programmer 4	Work	P4	100%	$75.00/hr	$0.00/hr	$0.00	Prorated	Standard	$10,000.00
5	Programmer 5	Work	P5	100%	$75.00/hr	$0.00/hr	$0.00	Prorated	Standard	$15,000.00

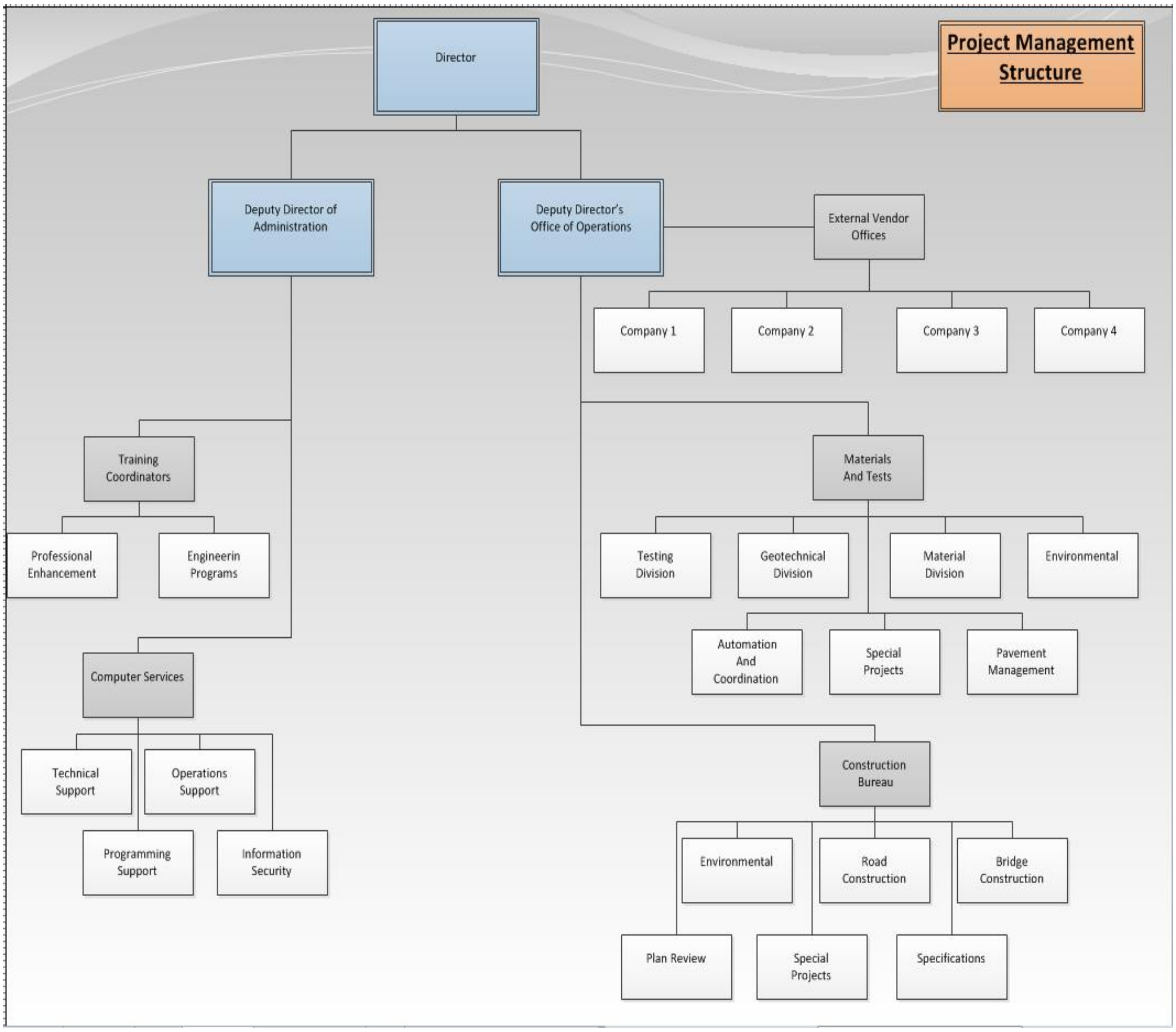
Appendix B

Project Organization (Section 2.7) – In this section, list the key members of the project team. Include the primary roles and responsibilities of each team member or group. Below is an example of a Project Organization list.

Title	Roles and Responsibilities
Project Manager	Delegate tasks; prepare team meetings and oversee the project. Schedule and plan throughout the product life cycle to ensure the success of the project; communicate with stakeholders
Project Lead Programmer	Create and execute programming work plans and revise as needed to meet changing needs and requirements. Responsible for efficient management of the development team.
Development team	Develop the proposed system using the design specification provided by the lead programmer, while maintaining proper coding standards. Communicate with the team quality assurance director to assure software value.
Project Sponsor	Commissions others to deliver the project; actively work with project manager to ensure project is successful
Project Administrator	Responsible for maintenance of the project plan; provides administrative support to the project manager.
Steering Committee	Includes management representatives that will be involved in project oversight and control; also includes stakeholders that have a special interest in the outcome of the project; committee can be involved in providing resources and securing funds.

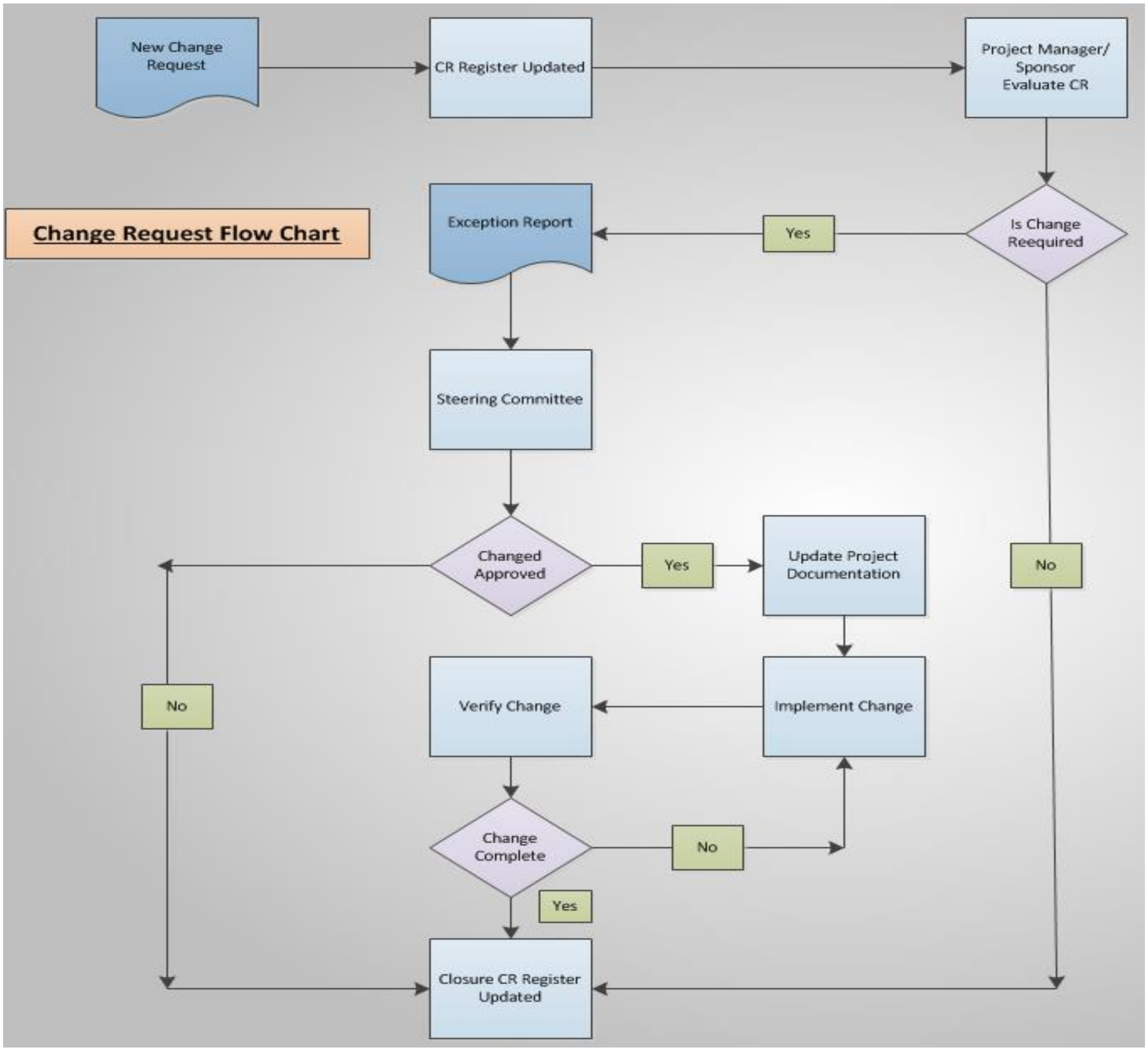
Appendix C

Project Management Structure (Section 3.1) – In this section, construct a chart that depicts the project management structure such as the executive committees, sponsors, directors, project administrator, agencies involved and the project team. The below image is an example of a project management structure.



Appendix D

Change Control Process Flow Chart (Section 4.1) – In this section, create a flow chart of the change control process from the initiation of the change thru the approval or rejection of a change request. The below image is an example.



Appendix E

Change Control Matrix (Section 4.1) – In this section, include a matrix that describes each step in the process and include what roles/individuals are responsible for that step. Below is an example of a Change Control Matrix.

Process	Procedures	Responsibilities
Initiate Request for Changes	▪ Describe change requested, as well as business rationale/justification for change, and impact to cost/schedule. ▪ Check for completeness and review Change Order Log to confirm similar requests have not been made. ▪ Add the Change Request to the Change Log ▪ Submit the Change Request to Project Review Board	Project Sponsors
Review and Analyze Change Request	▪ Evaluate business rationale/justification for change ▪ Either authorize further analysis or deny change request ▪ Define scope of change, estimate LOE and cost ▪ Assess impact to project ▪ Develop recommendations/alternatives	Review Committee
Review Results of Analysis	▪ Evaluate results and recommendations ▪ Approve or deny Change Request ▪ Authorize Project Managers to complete a Change Management form. ▪ Update Change Order Log	Review Committee
Review and Approve Change Management Form	▪ The State Project Administrator submits Change Management Form to the Executive Steering Committee (ESC) ▪ State Project Administrator, if necessary escalates the Change Management Form to Executive Oversight Committee (EOC). If change request is approved, provide appropriate approvals from ESC and EOC ▪ Contract amendments require Purchasing and Contracts Officer coordination and a Change Order	Project Managers and/or Technical Staff
Implement Change Order	▪ If Change Management Form is approved, update Detailed Project Plan to reflect authorized work and assign resource(s) to perform authorized work ▪ Otherwise, the Change Management Form is closed and its disposition recorded ▪ Perform authorized work and report status	Project Managers And/or Technical Staff
Close Change Order	▪ Verify that Change Request is completed, Close Change Request, Update Change Order Log and Update Decision Log	Project Managers

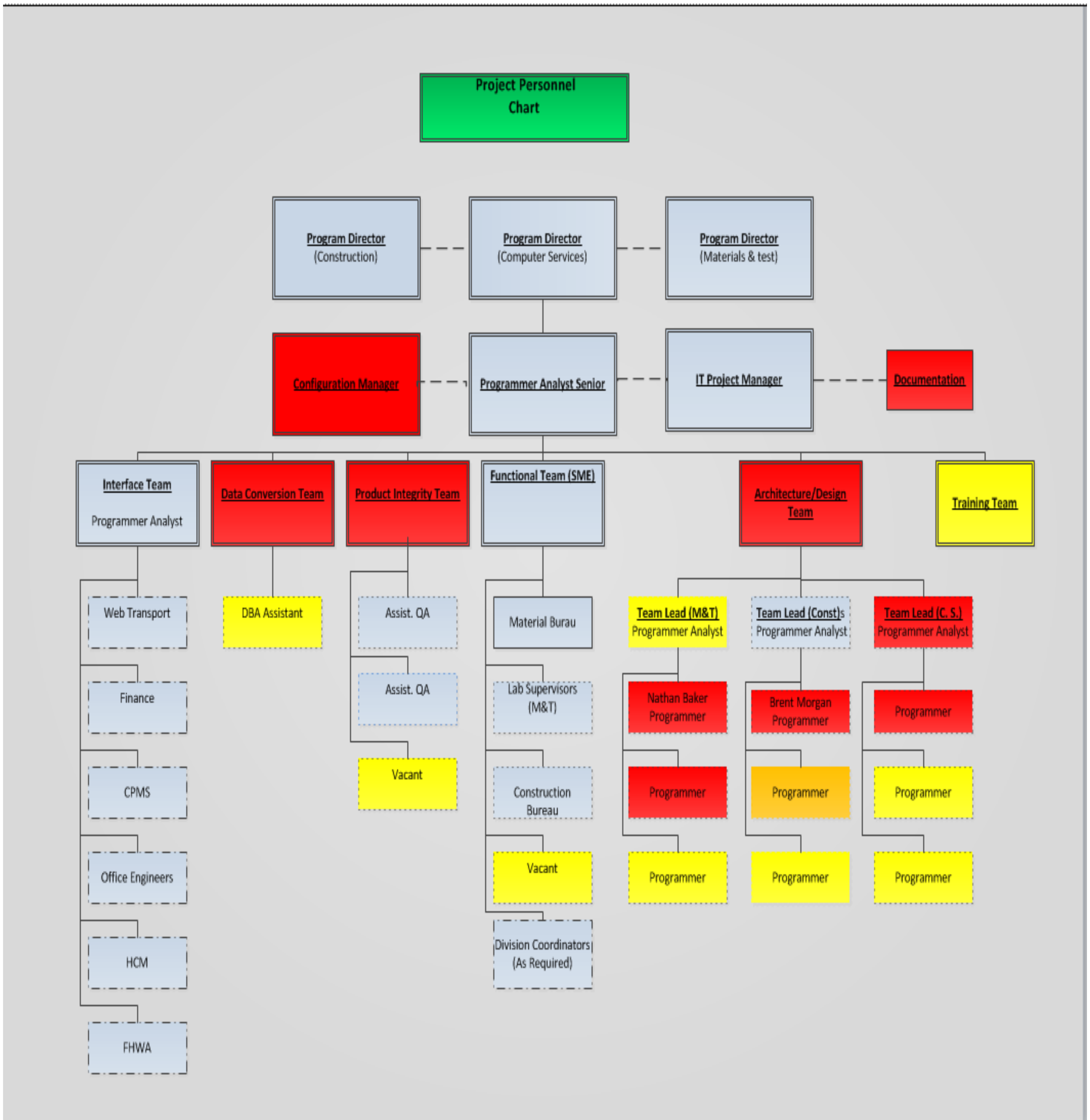
Appendix F

Document Management Matrix (Section 6) – In this section, describe how the project library will be established and what medium will be used. Below is an example of a document management matrix.

General Administration Templates	
Project Memorandum	Used for preparing project memorandums
Meeting Agenda	Used for preparing meeting agendas
Meeting Minutes	Used for documenting meeting minutes
Presentations	Used for preparing presentations
Project Control Templates	
Change Management Form	Used for documenting and tracking change requests
Weekly Status Report	Used to review project status and provide to State project manager.
Issue Log	Used to document and track project issues from inception through resolution
Risk Log	Used to document and track project risks
Decision Log	Used to document and track project decisions
Document Templates	
Deliverable Transmittal	Used as a cover sheet that is submitted with project deliverables.
Document Comment Form	Used for preparing comments on the document deliverables.

Appendix G

Project Organization Chart (Section 7.1) – In this section, include an organizational chart of the project team. This is an example of a Project Organization Chart.



Appendix H

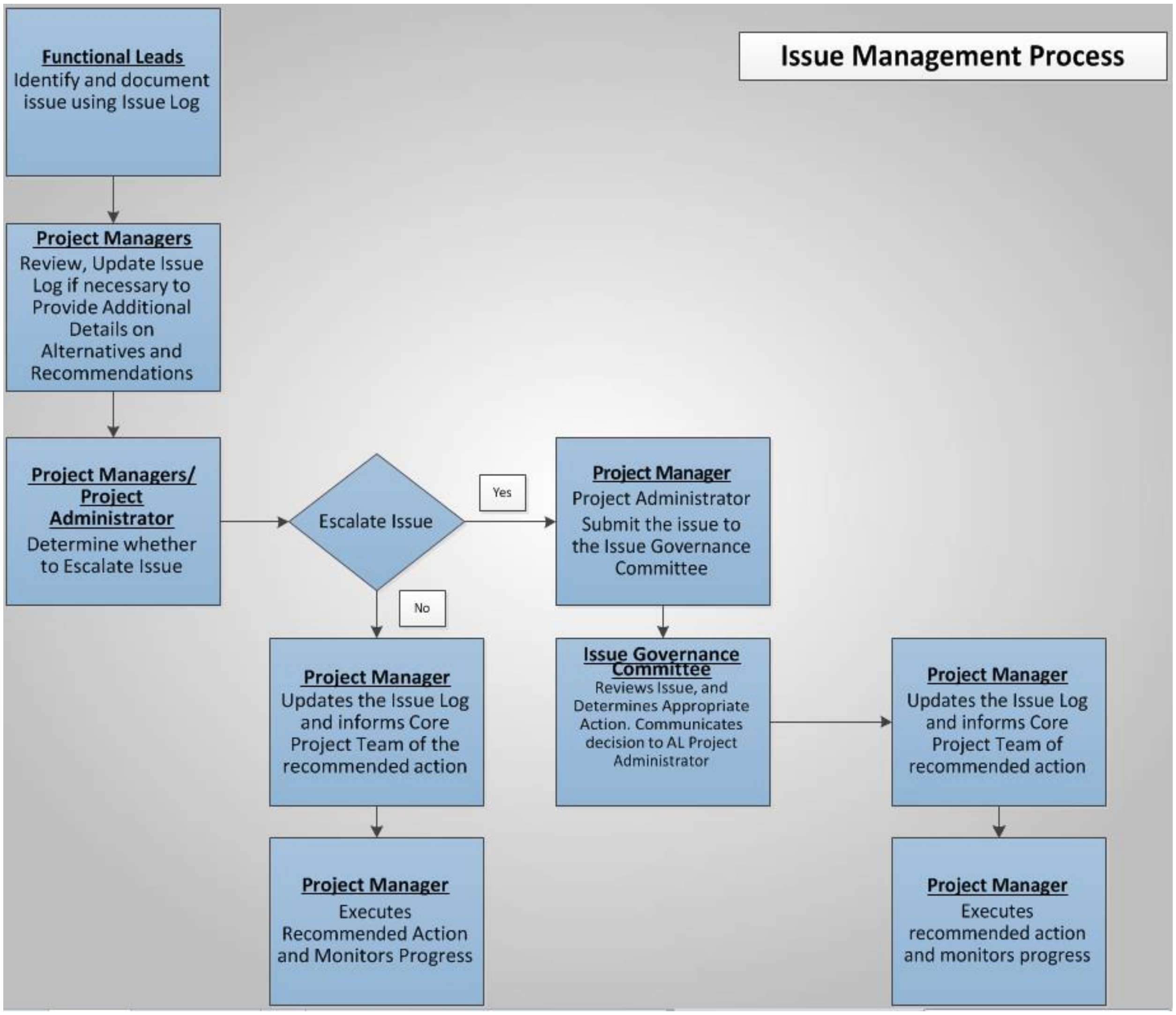
Risk Management Plan (Section 8) – In this section, document the procedures for identifying, analyzing, prioritizing, assigning, and mitigating a risk. Also identify the key roles and responsibilities for risk management. Below is an example of a Risk Management Matrix.

<table>
<tr><td colspan="3">Performing Qualitative Risk Analysis</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td>Data Quality</td><td>Each threat and opportunity will be further looked at for quality of data available and the risk ratings imparted.</td><td>• Risk Team will Perform the data Quality assessment</td></tr>
<tr><td>Assumptions Testing</td><td>Project assumptions will be revisited to ensure that identified risks are still valid.</td><td>• Risk team will perform the assumptions testing.</td></tr>
<tr><td>Risk Matrix</td><td>
<table>
<tr><th colspan="6">Project Risk (Threat and Opportunity) Matrix</th></tr>
<tr><th>Probability ↓</th><th>Negligible</th><th>Minor</th><th>Moderate</th><th>Significant</th><th>Severe</th></tr>
<tr><td>(81-100)%</td><td>Low Risk</td><td>Moderate Risk</td><td>High Risk</td><td>Extreme Risk</td><td>Extreme Risk</td></tr>
<tr><td>(61-80)%</td><td>Minimum Risk</td><td>Low Risk</td><td>Moderate Risk</td><td>High Risk</td><td>Extreme Risk</td></tr>
<tr><td>(41-60)%</td><td>Minimum Risk</td><td>Low Risk</td><td>Moderate Risk</td><td>High Risk</td><td>High Risk</td></tr>
<tr><td>(21-40)%</td><td>Minimum Risk</td><td>Low Risk</td><td>Low Risk</td><td>Moderate Risk</td><td>High Risk</td></tr>
<tr><td>(1-20)%</td><td>Minimum Risk</td><td>Minimum Risk</td><td>Low Risk</td><td>Moderate Risk</td><td>High Risk</td></tr>
</table>
</td><td>• Team will use the agreed upon definitions of Risk Matrix cells</td></tr>
<tr><td>Definition of Probability and Impact</td><td>A scale of 1%-100% will be used for Probability.
(1-20)% means <u>very low</u>
(21-40)% means <u>low</u>
(41-60)% means <u>medium</u>
(61-80)% means <u>high</u>
(81-100)% means <u>it is a fact</u>

A scale of 1-5 will be used for impact ratings
1 means <u>negligible</u>
2 means <u>minor</u>
3 means <u>moderate</u>
4 means <u>significant</u>
5 means <u>severe</u></td><td>• Team will use the agreed upon definitions of probability and impact.</td></tr>
<tr><td>Application of the Risk Threshold</td><td>Any risk will a probability of over 80% will be treated as a fact and will be addressed in the Project Management Plan and not in Risk Management. Risk threshold (which risks move forward in the process and which ones will be</td><td>• Risk Team in determine which risk move forward.</td></tr>
</table>

Appendix I

Issue Management Matrix (Section 9) – In this section, include the process for identifying, analyzing, recording, tracking, and resolving issues. Include the primary individual responsible for managing issues and identify roles and responsibilities for handling issues.
Below is an example of the issue management process summarized using a flow chart.



Appendix J

Communication Plan Matrix (section 11) – In this section, summarize and define the lines of communication and the methods of communication to be used. Identify what each role is responsible for communicating, how often, what tool to use, and any specific triggers for communication. Below is an example of the Communication Plan Matrix.

Communication Type	Objective of Communication	Medium	Frequency	Audience	Deliverable	Format
Kickoff Meeting Project Manager	Introduce the project team and the project. Review project objectives and management approach.	-Face to Face	Once	-Project Sponsor	-Agenda -Meeting Minutes	-Soft copy archived on SharePoint site and project website.
Project Team Meetings Project Manager	Review status of the project with the team.	-Face to Face -Conference Call	Weekly	-Project Team	-Agenda -Meeting Minutes -Project Schedule	-Soft copy archived on SharePoint site and project website.
Technical Design Meetings Technical Lead	Discuss and develop technical design solutions for the project.	-Face to Face	As Needed	-Project Technical Staff	-Agenda -Meeting Minutes	-Soft copy archived on SharePoint site and project website.
Monthly Project Project Manager	Report on the status of the project to management.	-Face to Face	Monthly	-PMO	-Slide Updates – Project Schedule	-Soft copy archived on SharePoint site and project website.
Project Status Reports Project Manager	Report the status of the project including activities, progress, costs and issues.	-Email	Monthly	-Project Sponsor -Project Team -Stakeholders -PMO	-Project Status Report -Project Schedule	-Soft copy archived on SharePoint site and project website.

Appendix K

Benefit Realization Plan (Section 14) – In this section, describe the plan for measuring the stated benefits vs. realized benefits over the life of the solution. The plan should include the desired benefit, the performance goal, the outcome, how it is measured, when it is measured, who measures it, and how it is reported. Benefits may be realized during the project but some benefits may not be realized until after the project portion has completed. This will be reported after the project closure on a timeframe specified by OIT. Below is an example template for the Benefit Realization Plan.

<table>
<tr><th colspan="6">Benefit Matrix Plan</th></tr>
<tr><td colspan="6">Provide basic information about the project including: Project Title – The proper name used to identify this project; Project Working Title – The working name or acronym that will be used for the project; Proponent Secretary – The Secretary to whom the proponent agency is assigned or the Secretary that is sponsoring an enterprise project. Proponent Agency - The agency that will be responsible for the management of the project. Prepared by – The person(s) preparing this document; Date/Control Number – The date the plan is finalized and the change or configuration item control number assigned.</td></tr>
<tr><td colspan="6"></td></tr>
<tr><td>Project Title</td><td colspan="2"></td><td>Project Working Title</td><td colspan="2"></td></tr>
<tr><td colspan="6"></td></tr>
<tr><td>Proponent Secretary</td><td colspan="2"></td><td>Proponent Agency</td><td colspan="2"></td></tr>
<tr><td colspan="6"></td></tr>
<tr><td>Prepared By</td><td colspan="2"></td><td>Date/Control Number</td><td colspan="2"></td></tr>
<tr><td colspan="6">Benefit Matrix Plan Table</td></tr>
<tr><td colspan="6">A. List the Solution Benefits in the first column as described in the Business Case. Include the results produced by a project that answers or resolves the business problem.
B. Identify the Performance Objective for each benefit in the second column. Define the success in relation to the Solution Benefit.
C. The methodology of measuring the benefit in the third column. Describe how the Solution Benefit is measured.
D. When the measurement is taken (Schedule)? Fourth column.
E. Who is responsible for taking the measurement? Identify who measures in the fifth column.
F. How is the benefit reported? Identify how the progress toward meeting the Solution Benefit is reported in the sixth column.</td></tr>
<tr><th>Solution Benefit</th><th>Performance Objective</th><th>Methodology</th><th>Schedule</th><th>Responsibility</th><th>Reports</th></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td></td></tr>
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