



PRECISION STUDIO

A LEADER IN EFFECTIVE COMMUNICATION

Project Management Methodology

**Start Project
SubPhase**



Course Purpose



- Familiarize team members with the Start Project Sub-Phase processes.
- Understand process flows, team member roles, outputs and techniques utilized.
- Employ the course concepts to participate as a team member in the preparation of critical sub-phase deliverables.



Start Project Sub-Phase

Agenda

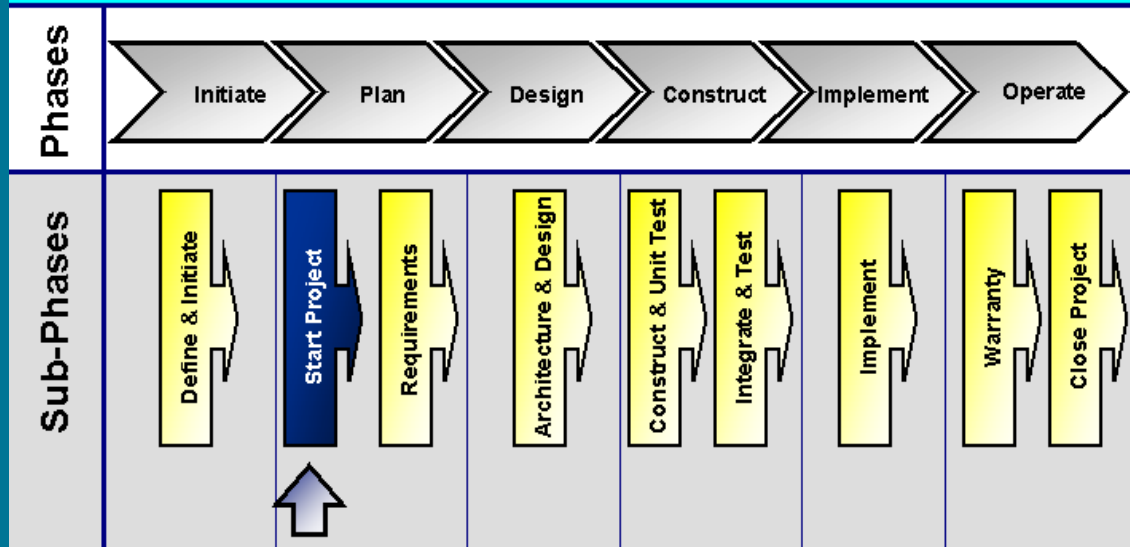
- The Project Lifecycle
- Sub-Phase Purpose
- Team Members
- Inputs/Outputs
- Overview of Sub-Phase Processes





The Project Life Cycle

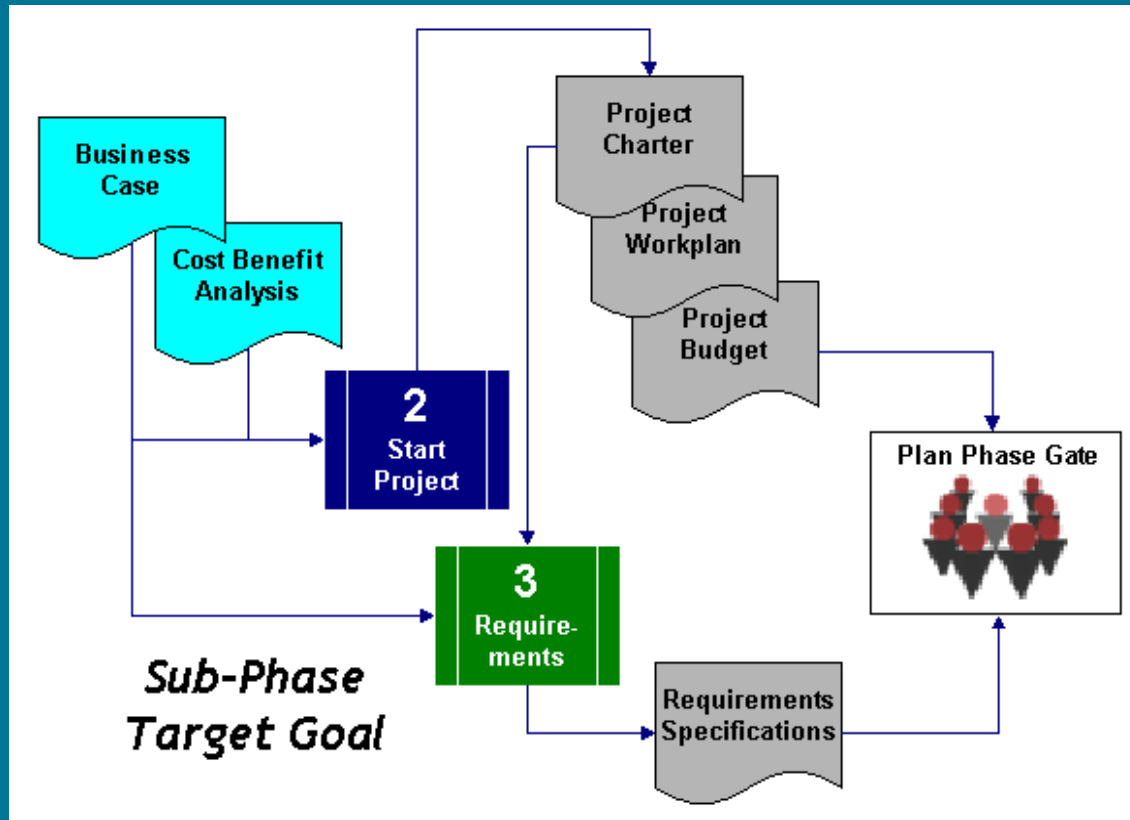
Phases and Sub-Phases of the Project Lifecycle



- A Project Solutions Methodology defines a standard project lifecycle.
- The Start Project sub-phase is executed at the inception of the Plan Phase.



Start Project – What Will You Accomplish?



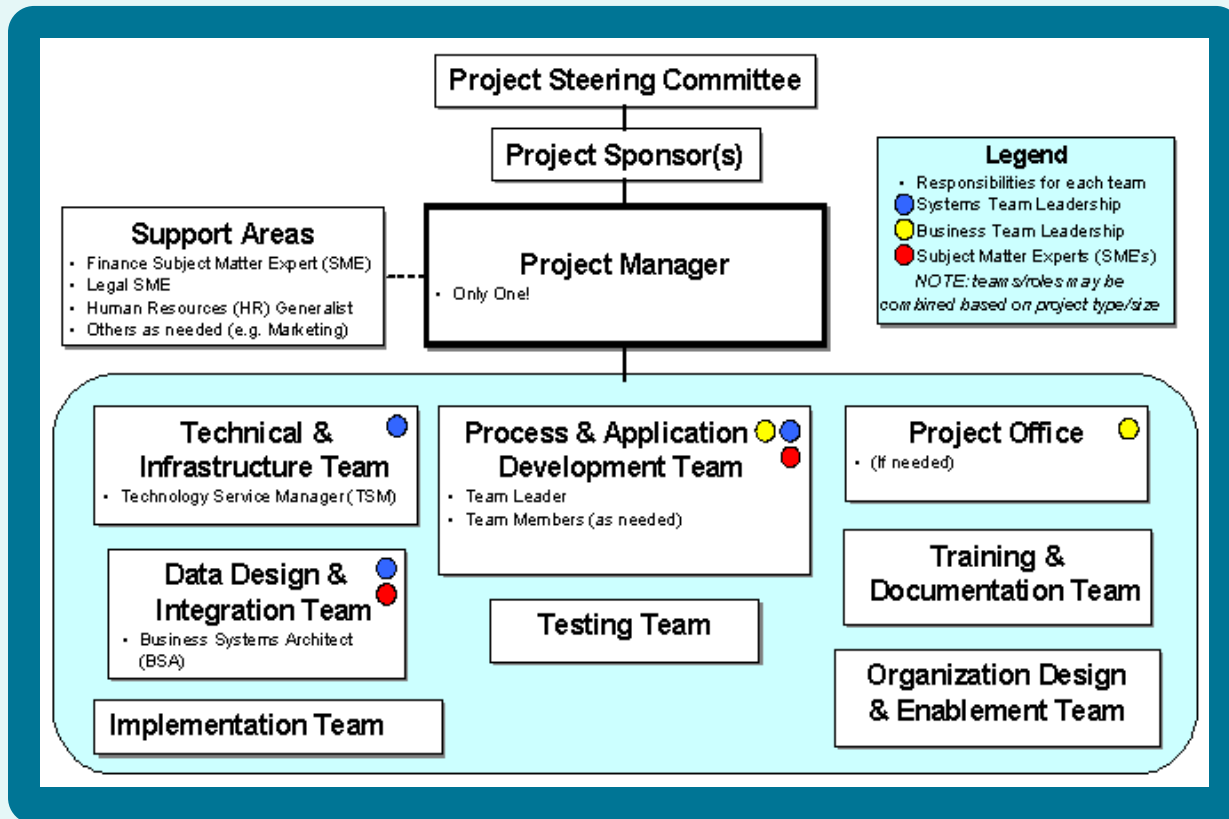
The goal is to create the Project Charter, Project Workplan and get the Project Budget approved.

The first step is to officially assign a Project Manager.

Next, the project's Steering Committee will be identified, the Project Sponsor will be confirmed, and the teams will be assigned to work on the deliverables.



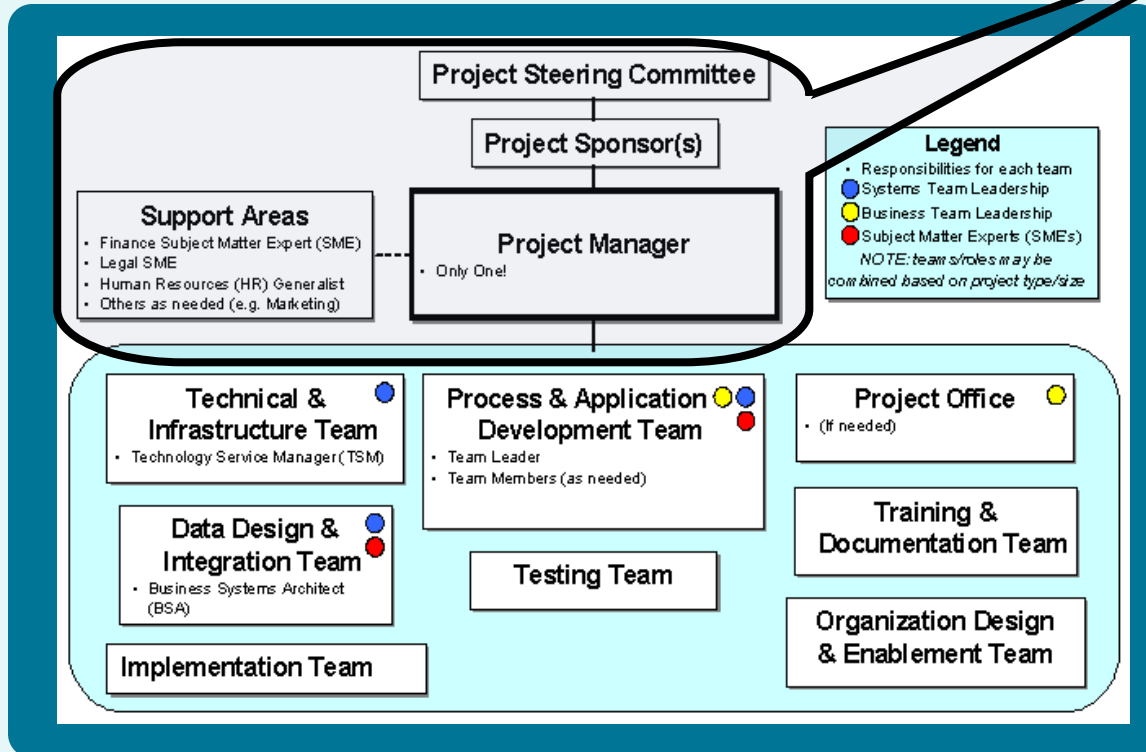
Who Are Your Team Members?



- Individuals with the appropriate skills collaborating to drive a successful project.
- Team roles are subdivided according to functional requirements.



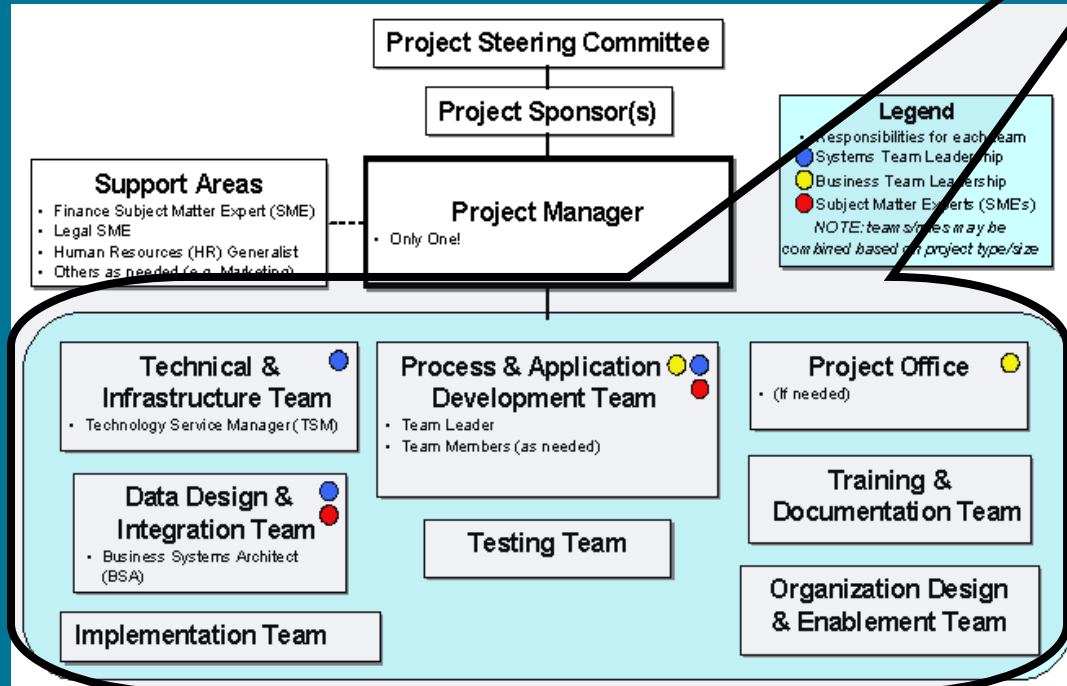
The Management Team



- The Steering Committee provides senior management oversight and direction for a project.
- The Project Sponsor/Business Partner is the “owner” of a project.
- The Project Manager’s primary responsibility is to manage and coordinate day-to-day project activities.
- Support Areas provide Subject Matter Expertise



The Support Teams



- The Technical & Infrastructure Team defines Technology Requirements.
- The Data Design & Integration Team defines Data Requirements
- The Process & Application Team define business requirements and verify that the conceptual solution is feasible.
- The Project Office provides administrative support for Common Project Management Processes.
- The Training and Documentation Team defines Organization Requirements as they relate to competencies
- The Organization Design Team defines a Conceptual Organization Architecture.
- The Testing Team employs cohesive techniques for assessing products and services.
- The Implementation Team is responsible for the feasibility of the overall release plan.



What Critical Outputs Will You Create?

Project Charter

- Formally approved by the Project Sponsor and Steering Committee
- Guides the project team during execution
- Serves as the established baseline plan against which the project's progress and change requests are managed.

Project Workplan

- Part of the Project Charter
- Represent the work required to complete the project
- Critical tool for the project manager
- Details day to day work required to complete the project
- Required for the Plan phase gate

Project Budget

- Created for management approval following the completion of the Workplan
- Contains the estimated or budgeted amounts for various categories of cost





Project Charter

Project Charter_{#21}

Document Status: **Make a Selection**

Project Information

Project ID _{#3}	<input type="text"/>	Time Tracking Code _{#41}	<input type="text"/>
Project Sponsor:	<input type="text"/>	Strategic Objective _{#5}	<input type="text"/>
Project Category _{#6}	Make a Selection	Funding Source _{#7}	<input type="text"/>
Estimated Timeline _{#8}	<input type="text"/>]	Project Type:	<input type="text"/>
Business Project Lead:	<input type="text"/>]	Project Level:	Make a Selection
Systems Project Lead:	<input type="text"/>]	Systems Relationship Manager (RM):	<input type="text"/>
Project Manager _{#9}	<input type="text"/>	Technology Service Manager (TSM):	<input type="text"/>
Other:	<input type="text"/>	Business Systems Architect (BSA):	<input type="text"/>

Change Log_{#10}

Date _{#11}	Version#	Author	Comments	Approved By
04/08/2002				

Related Documentation_{#12}

The Project Charter is created from a collection of artifacts produced by various team members and includes:

- **Project Scope Statement**
Refines the Project Description, Business Need, Stakeholders and Deliverables
- **Project Summary**
Documents the contextual environment in which the project will be executed
- **Project Organization Definition**
Includes organization chart preparation and responsibility assignment matrix
- **Project Workplan**
Defines activities and controls
- **Project Management Plans**
States direction for management of the project.



Project Workplan

Microsoft Project - PMP

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Project Workplan

Name	Duration	Sch.Start	Sch.Finish	Pred	% Done	Responsible	Artifacts/Deliverables	Notes
38 3.3 Project Workplan	21 d	Wed 2/6/02	Wed 3/6/02		0%			
39 3.3.1 Task Identification, Dependencies and Time Frame	10 d	Wed 2/6/02	Tue 2/19/02	33	0%	Project Manager	Initial project workplan	Use project template to confirm task dependencies and input timeframe
40 3.3.2 Resource Assignments and Deliverables	10 d	Wed 2/20/02	Tue 3/5/02	39	0%	Project Manager		Assign key resources and activity deliverables.
41 3.3.3 Incorporate Appropriate Systems Route Map Components	1 d	Wed 3/6/02	Wed 3/6/02	40	0%	Project Manager	Project workplan	Add sections from existing Project Execution Route Maps to complete
42 3.4 Plan Phase PM Review	2 d	Thu 3/7/02	Fri 3/8/02	32,38	0%			
43 3.4.1 Assemble Documents for Review & Distribute	1 d	Thu 3/7/02	Thu 3/7/02		0%	Project Manager		Assemble Project Charter and Work management review.
44 3.4.2 Steering Committee Review	1 d	Fri 3/8/02	Fri 3/8/02	43	0%	Steering Committee	Sign-off of Project Charter and Workplan	
45 3.4.3 Project Charter & Workplan Approved	0 d	Fri 3/8/02	Fri 3/8/02	44	0%			
46 4 DESIGN PHASE	47 d	Mon 3/11/02	Tue 5/14/02		0%			
47 4.1 Requirements Definition	15 d	Mon 3/11/02	Fri 3/29/02	45	0%			
48 4.2 Detail Tasks for Design Here	30 d	Mon 4/1/02	Fri 5/10/02	47	0%	Project Manager	Design Artifacts/Deliverables	Add tasks for phase or copy/paste appropriate project execution route
49 4.3 Construction Gate	2 d	Mon 5/13/02	Tue 5/14/02		0%			
50 4.3.1 Update Business Case	1 d	Mon 5/13/02	Mon 5/13/02	48	0%	Project Manager		
51 4.3.2 QA Check of Deliverables	1 d	Tue 5/14/02	Tue 5/14/02	50	0%	Project Manager		
52 4.4 Approval and Funding to Continue to Construction	0 d	Tue 5/14/02	Tue 5/14/02	51	0%			
53 5 CONSTRUCTION PHASE	150 d	Wed 12/19/01	Tue 7/16/02		0%			
54 5.1 Detail Tasks for Construction Here	45 d	Mon 5/13/02	Fri 7/12/02	48	0%	Project Manager	Construction Artifacts/Deliverables	Add tasks for phase or copy/paste appropriate project execution route

Ready

The Project Workplan is one of the most valuable tools for monitoring and tracking the approved project. The components of the Project Workplan are:

- High-Level Milestone Plan
- Project Workplan Template
- Incorporated Activities
- Resources and delivery dates assigned based on the resource assignment.



Project Budget

Microsoft Excel

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K2 =

PMP_Project_Budget.xls

PROJECT BUDGET SPREADSHEET

NOTE: DRAFT only.

Project Costs for <Project Name>

Produced <Date> At <Time>

Month	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget to Date	Actual to Date	Variance to Date
Business Cost											\$0.00	\$0.00	\$0.00
Systems Cost											\$0.00	\$0.00	\$0.00
Infrastructure											\$0.00	\$0.00	\$0.00
Chargeback											\$0.00	\$0.00	\$0.00
Consultants											\$0.00	\$0.00	\$0.00
Hardware											\$0.00	\$0.00	\$0.00
Software											\$0.00	\$0.00	\$0.00
Misc Equipment											\$0.00	\$0.00	\$0.00
Other Costs											\$0.00	\$0.00	\$0.00
Total Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Progress Pmnts											\$0.00	\$0.00	\$0.00

Sheet1

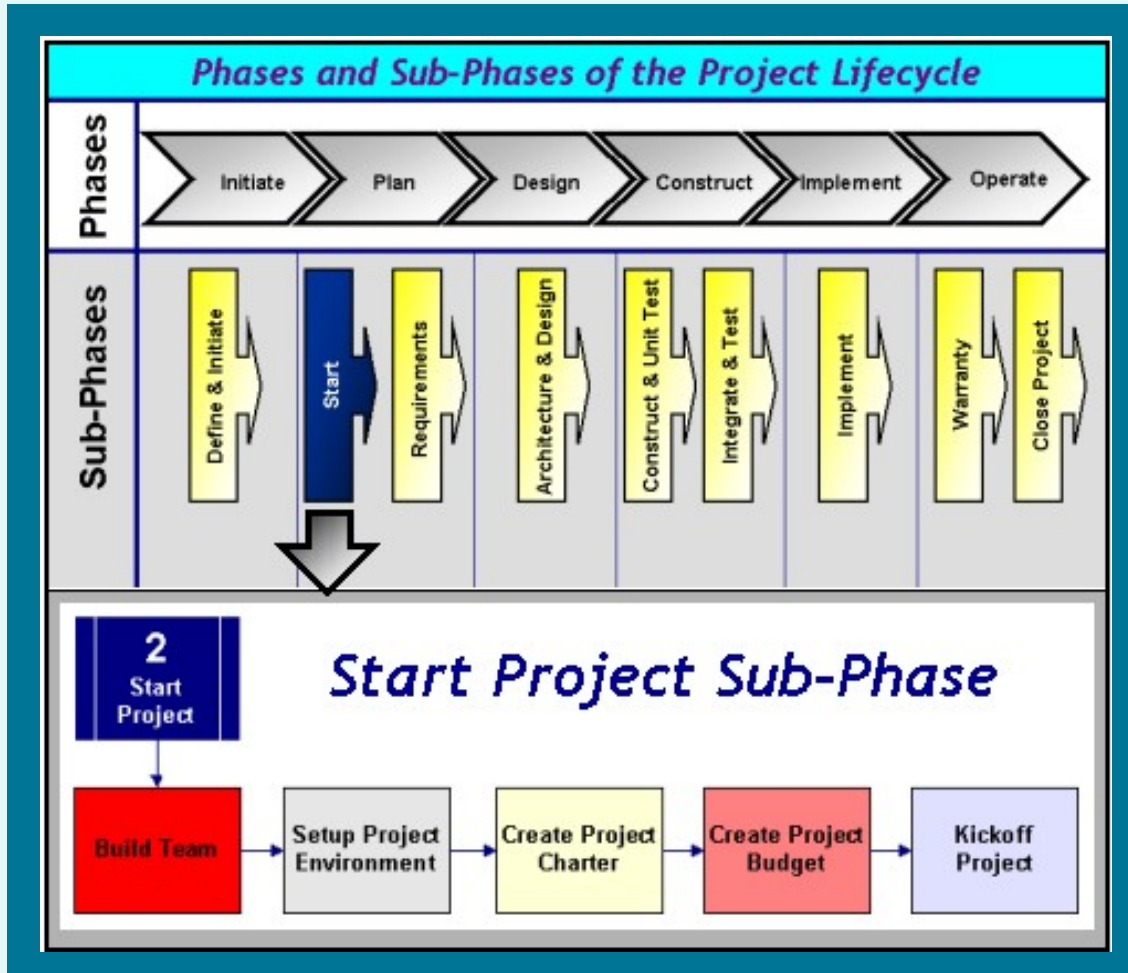
Ready

Developing a proper Project Budget is critical to the project reporting as actual expenses are incurred and metrics are reported. The inputs to the Project Budget are:

- Monthly Resource Costs related to staffing
- Other project costs such as real estate, equipment, software licenses, special needs, materials for workshops, team building activities.



How Does the Sub-Phase Breakout?

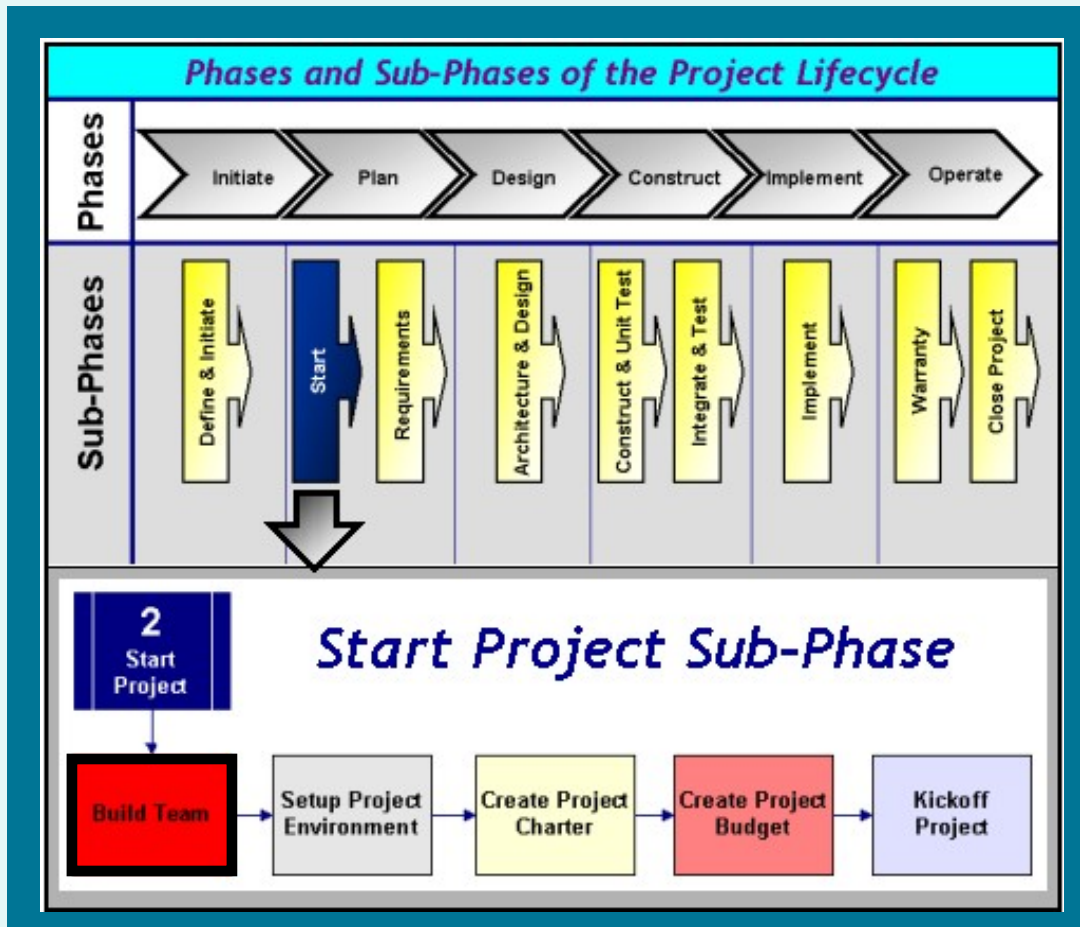


- The *Start Project* sub-phase is broken into five processes
- Depending on your role, you participate in one or more of the processes





Build Team

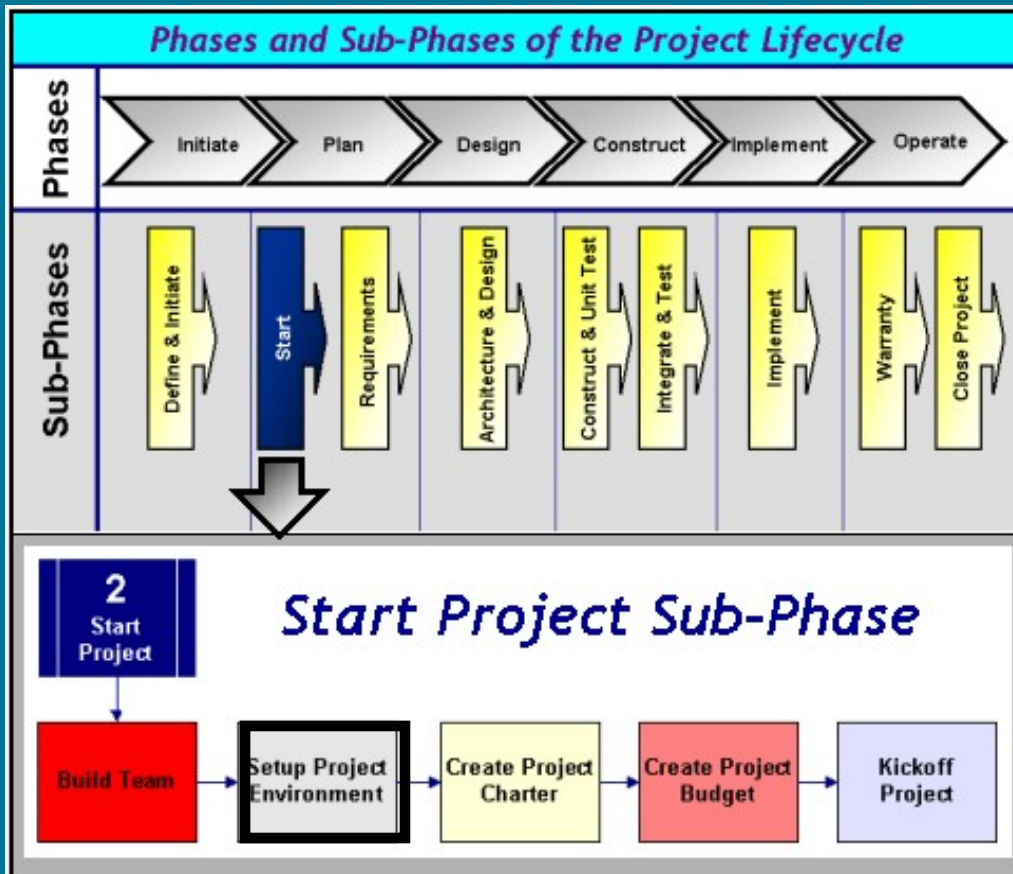


- The Project Manager and the Management Team are defined early in this sub-phase process.
- They work together to identify the key resources required to execute the project in the time stated and to the level of quality required.





Setup Project Environment



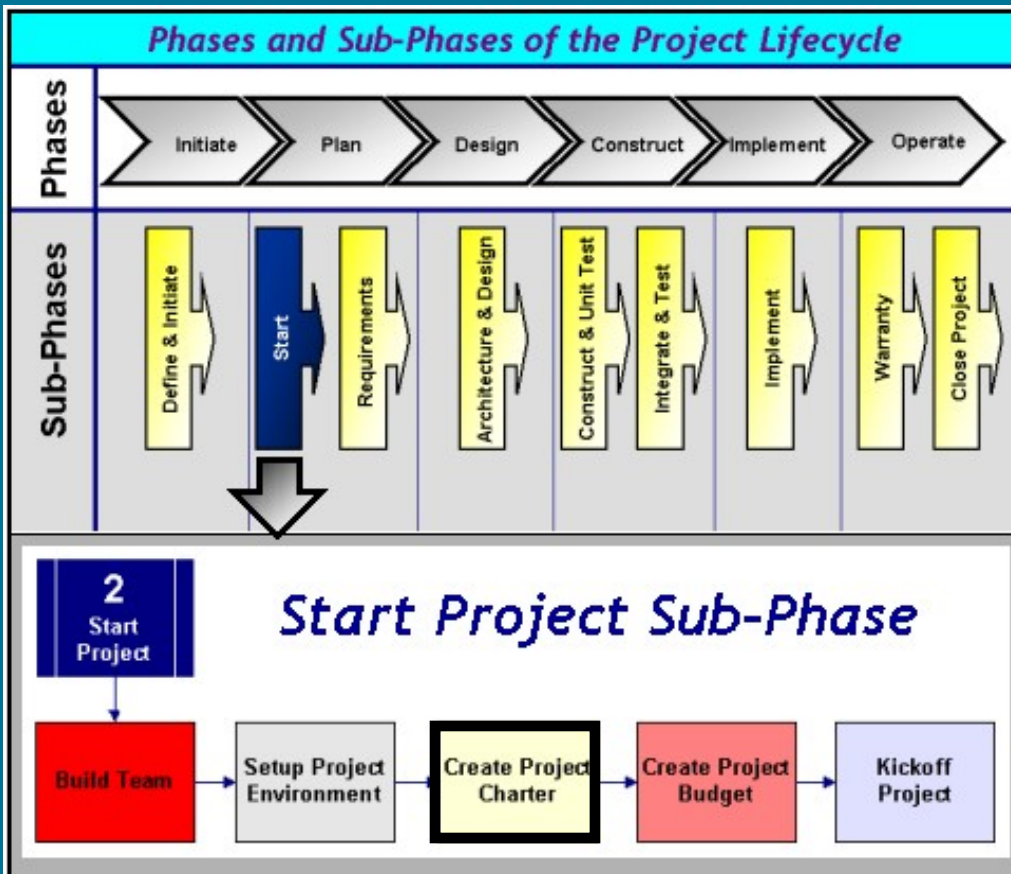
- The essentials of the work environment will need to be acquired for the Project Team.
- The Project Manager sets up tracking tools.





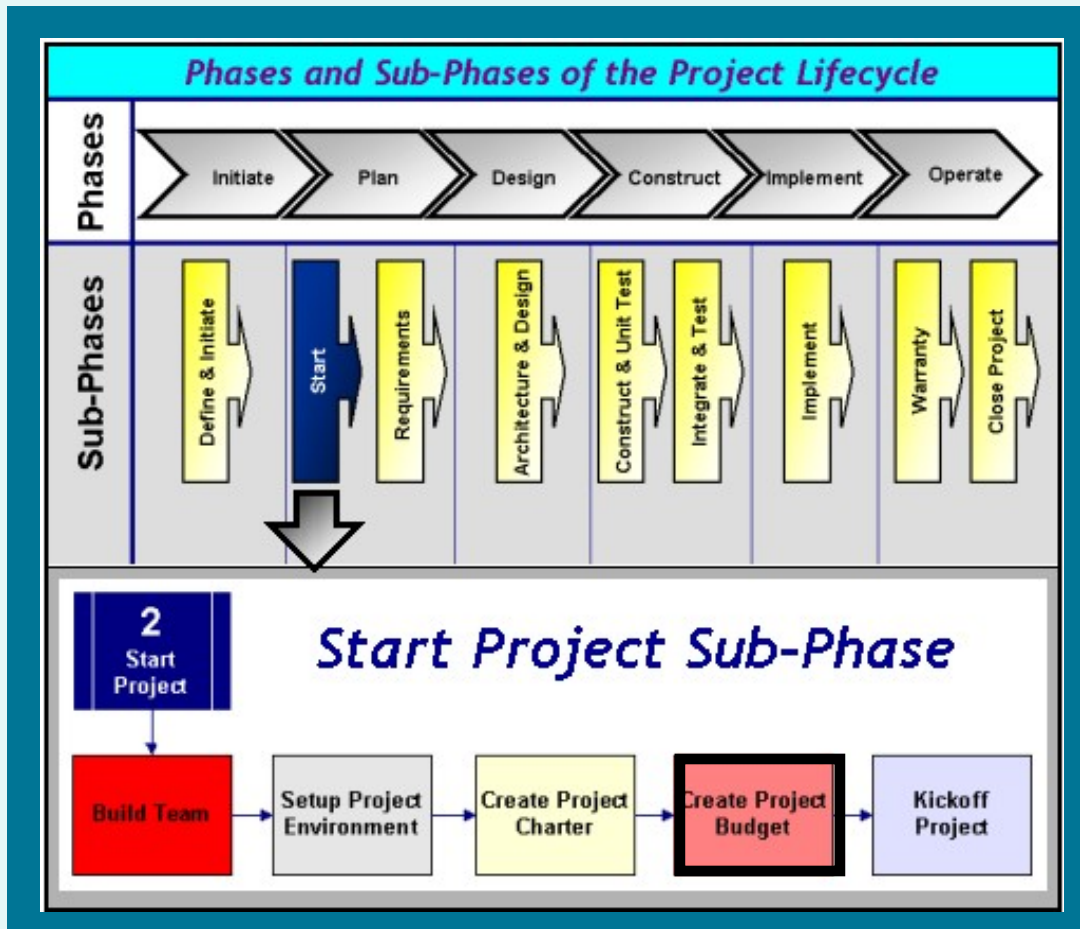
Create Project Charter

- The Project Charter functions as a contract between the Project Manager, the Project Sponsor and Steering Committee, guiding the project team during execution.
- It serves as the established baseline plan against which progress is measured and change requests are managed.





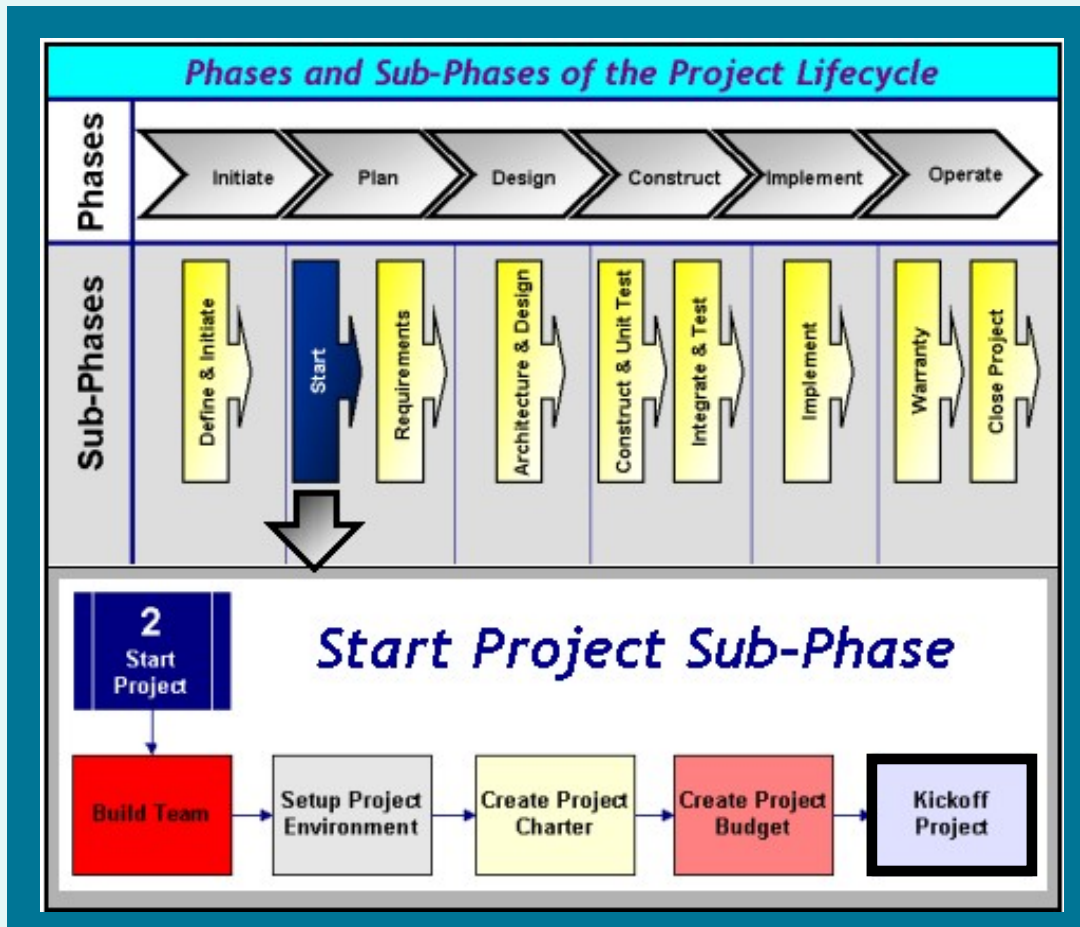
Create Project Budget



- The project budget is crucial in most projects. Developing a proper project budget is critical to the project reporting as actual expenses are incurred and metrics are reported.
- Seek assistance from the divisions Program Management Office (PMO) and Finance Subject Matter Expert (SME) to ensure proper procedures are followed.



Kickoff Project



- Project Kickoff is an event that signals the beginning of the team's work.
- It also is the first formal opportunity for the Team Members to work together, get to know each other, and relate.
- This activity is represented at a milestone after project approval and initial tasks are addressed.
- It is critical to have Project Sponsor involvement in this process.
- In addition, a number of activities can help make it a success.



Start Project Summary

Purpose

- Identify the key resources required to execute the project in the time stated and to the level of quality required.

Team Roles

- Steering Committee, Project Sponsor, Project Manager, Support Areas, Project Office, Process and Application Team, Testing Team, Technical and Infrastructure Team, Data Design and Integration Team, Organization Design and Enablement Team, Training and Documentation Team, Implementation Team.

Major Inputs

- Business Case
- Cost Benefit Analysis.

Major Outputs

- Project Charter
- Project Workplan
- Project Budget.

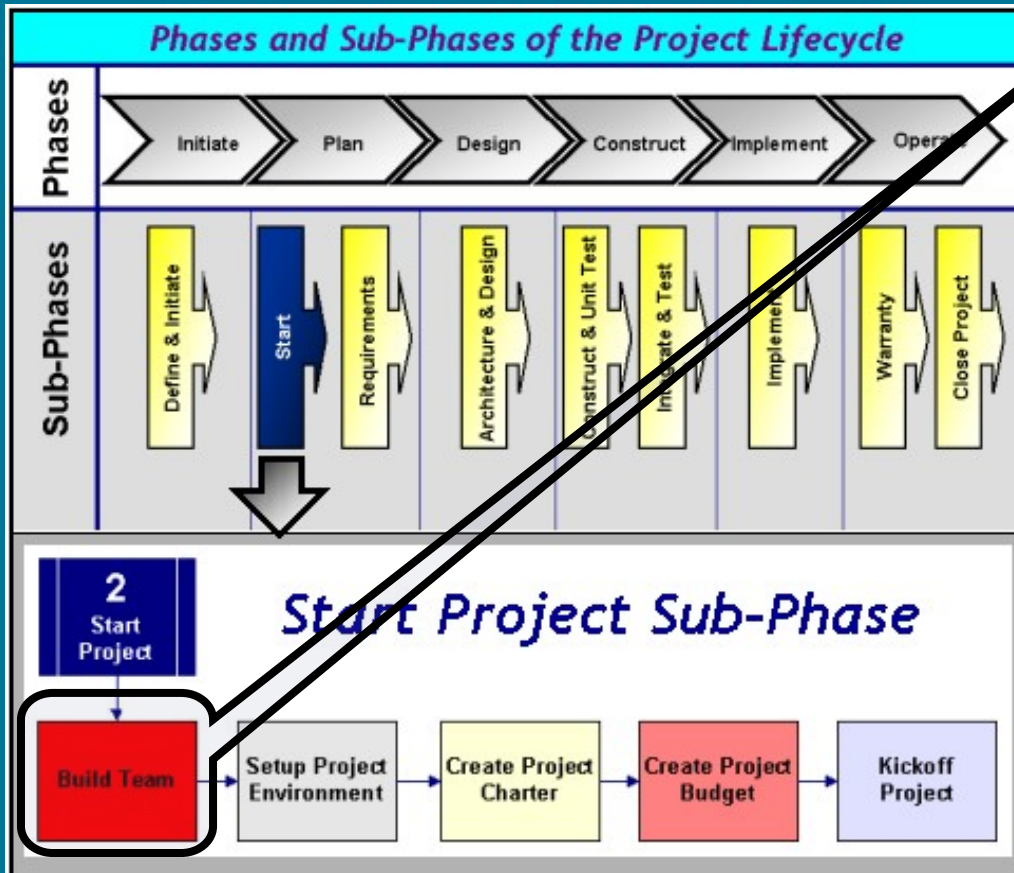
Processes

- Build Team
- Setup Project Environment
- Create Project Charter
- Create Project Budget
- Kickoff Project.





Details - Build Team



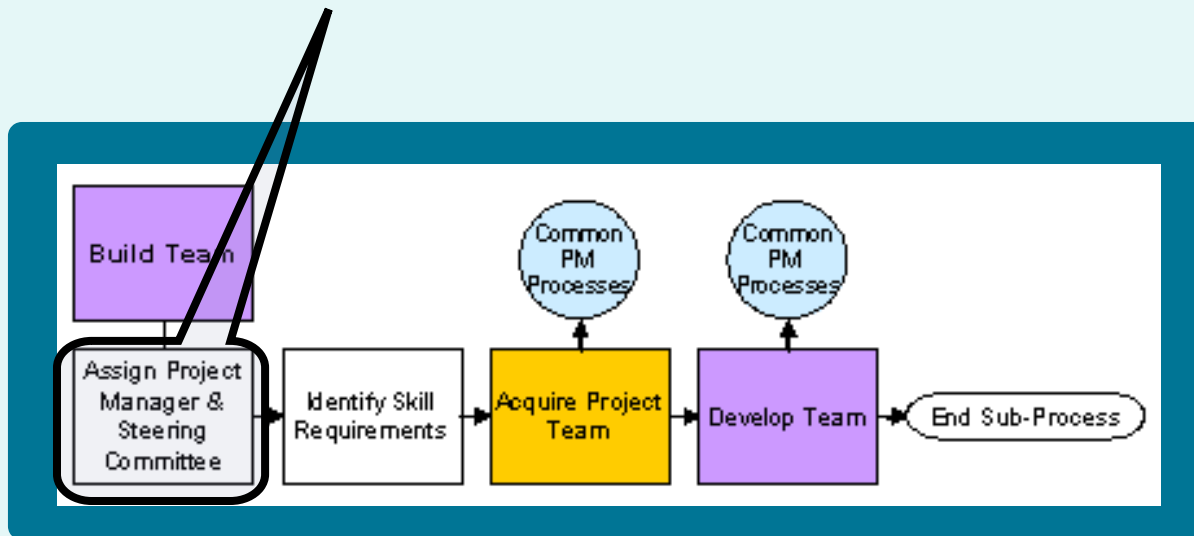
- The Project Manager and the Management Team are defined early in this sub-phase process.
- They work together to identify the key resources required to execute the project in the time stated and to the level of quality required.





Assign Project Manager & Steering Committee

The Program Management Office (and possibly the Relationship Manager) will use their knowledge of the approved project to locate and qualify the following:



- Project Manager: Accountable for the project and responsible for consolidating, challenging, and perfecting the project workplan
- Project Sponsor: The 'owner' of the project. Ultimately accountable for its success as its advocate, defender, and visible face in the organization
- Steering Committee: A collection of senior management (including the Project Sponsor) from different areas (business and technical) affected by the project.



Assign Project Manager & Steering Committee

Build Team

Inputs & Outputs

Inputs

Project Manager skill set data, Team Leads skill set data, Identified Project Sponsor(s) and list of Key Stakeholders, Business Case

Outputs

Project Manager and Steering Committee identified and assigned, Team Leads identified for Project Manager review

Roles & Responsibilities

Role

Responsibility

Program Management Office, Relationship Manager (if applicable)

To determine which Project Managers and Team Leads are available for the project with the appropriate skills set for business and or technologies related to the project.

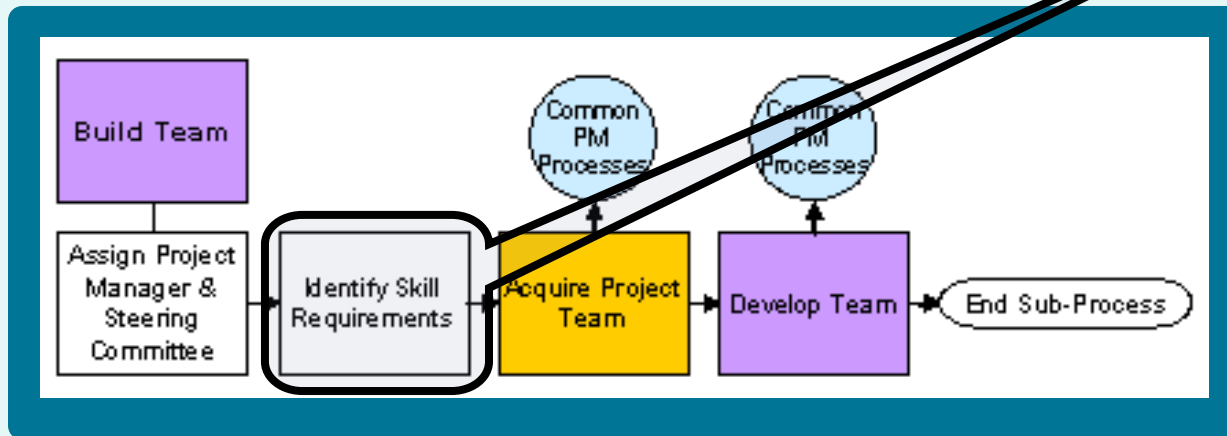
Project Manager, Steering Committee

To accept the assignments and make themselves available to begin the project.

- **Project Manager:** Accountable for the project and responsible for consolidating, challenging, and perfecting the project workplan.
- **Team Lead(s):** Following the project organization structure (detailed later in section 3.3.1), various Team Leads should be identified to assist the PM. Team Leads have specific skills in a particular business or technical area, along with management and project management skills.
- **Project Sponsor:** The 'owner' of the project. Ultimately accountable for its success as its advocate, defender, and visible face in the organization.
- **Steering Committee:** A collection of senior management (including the Project Sponsor) from different areas (business and technical) affected by the project.



Identify Skill Requirements



- The Business Case, High-level Milestone Plan, and Project Workplan are used to identify the skills and resources needed throughout the life of the project.
- Skill requirements will likely need to be re-evaluated on a regular basis.



Identify Skill Requirements

Inputs & Outputs

Inputs	Business Case, Workplan, Project Roles Glossary
Outputs	Project Resource Requirements Identified

Roles & Responsibilities

Role	Responsibility
Program Management Office	Review project resource requirements and identify suitable individuals from the known resource pool.
Project Manager, Team Lead(s)	To prepare formal job descriptions and identify resource requirements.

The Workplan and Project Roles Glossary will be helpful in determining the types and numbers of skills required. Basis for selection follows:

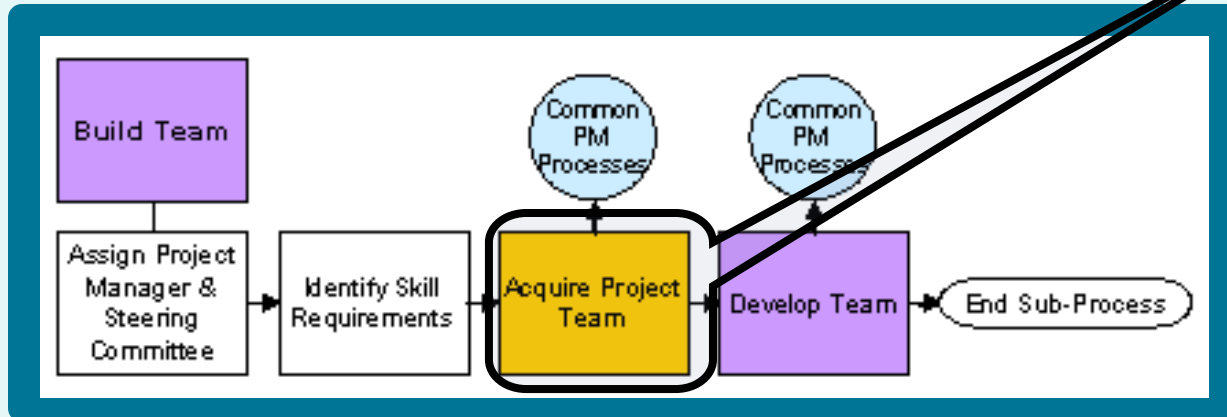
Build Team

- **Availability:** Is the individual available for the duration required?
- **Experience:** Does the individual have the requisite level of related experience for this assignment?
- **Desire:** Does the individual want to be involved with this project?
- **Feasibility:** Has this person demonstrated the skills required to achieve high performance in a project team situation?
- **Management Support:** Does the resource have support from management to work on this project (particularly if the resource is from another area or division)?
- **Accountability:** Is the individual willing to be held accountable for this project or their part in the project?
- **Incentive:** Does the individual have the incentive to make this project a success?



Acquire Project Teams

- The Project Manager works in conjunction with the Project Sponsor and the Program Management Office to review resources and engage selected staff members.





Acquire Project Teams

Build Team

Inputs & Outputs

Inputs

-

Outputs

-

Roles & Responsibilities

Role

Responsibility

Project Manager

Responsible

Program Management Office, Project Sponsor, Staffing, HR

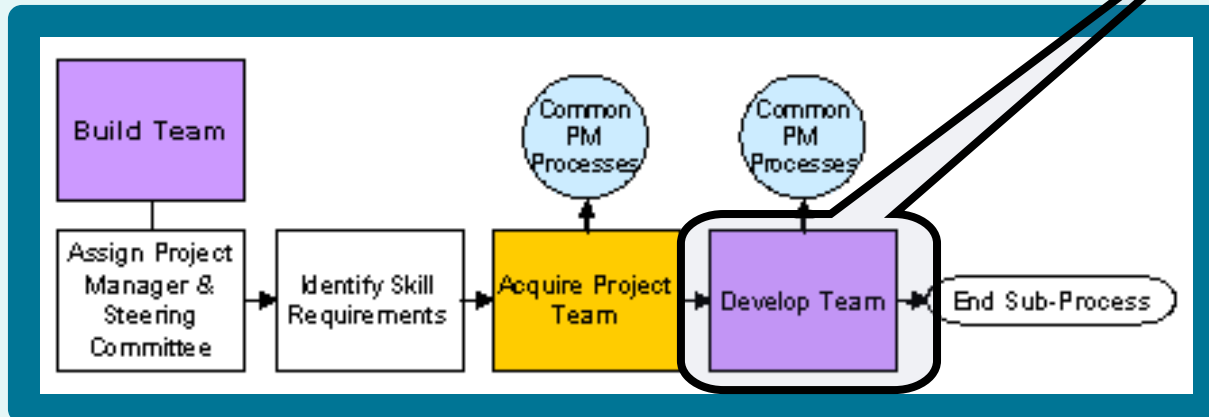
Provides support

- As the Project Charter is developed, other resource requirements may be identified and can be added as they arise.
- Any external or specialist resources (consultants, specialist vendors, etc.) should be identified and committed to the project as soon as possible since the lead time to identify and acquire them can be lengthy.
- The Project Manager must remain cognizant of the challenges of retaining resources that are dedicated to more than one project, or who report to management outside of the functional area or line of business.



Develop Team

- Goal is to build synergy and enhance the abilities of each member and the team as a whole.





Develop Team

Build Team

Inputs & Outputs

Inputs

-

Outputs

-

Roles & Responsibilities

Role

Responsibility

Project Manager

Responsible

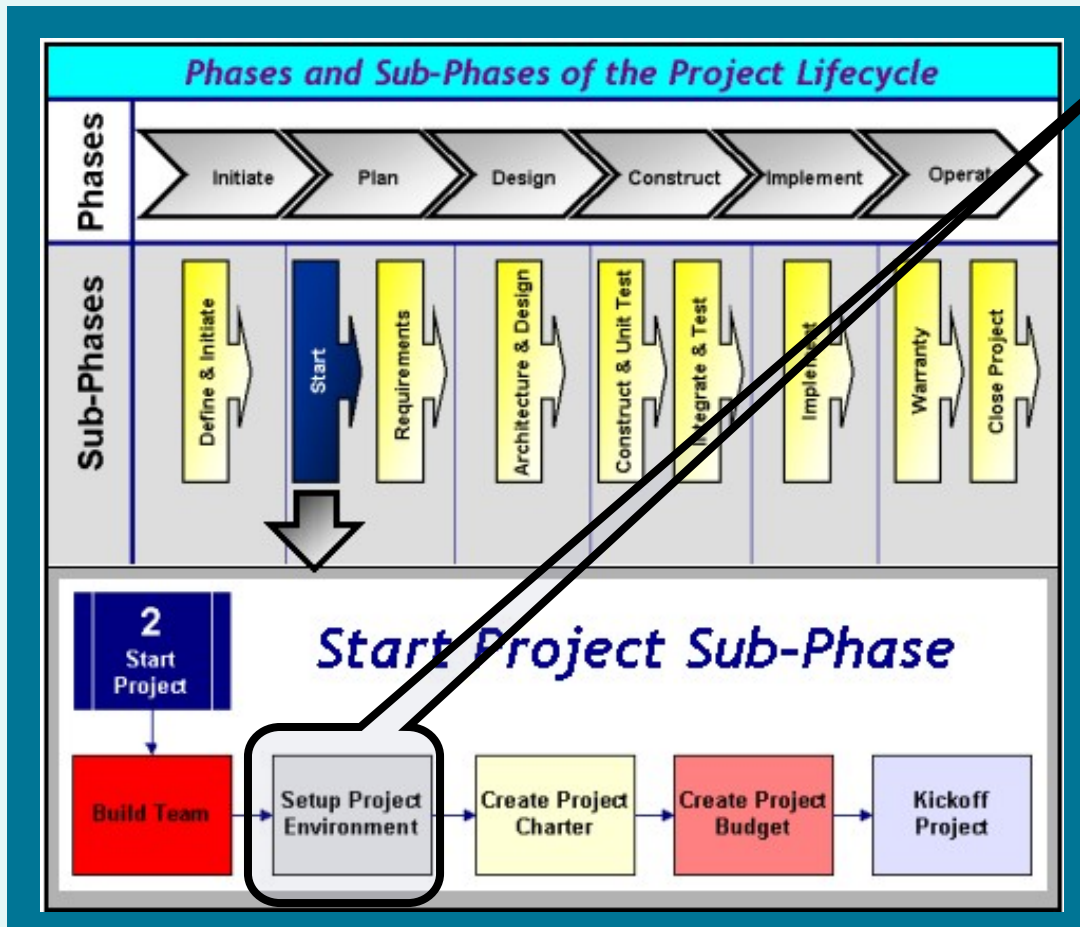
Team Leads, Project Sponsor

Provides support

- Team Development includes:
 - Team bonding
 - Personal skill development for each member.



Details - Setup Project Environment

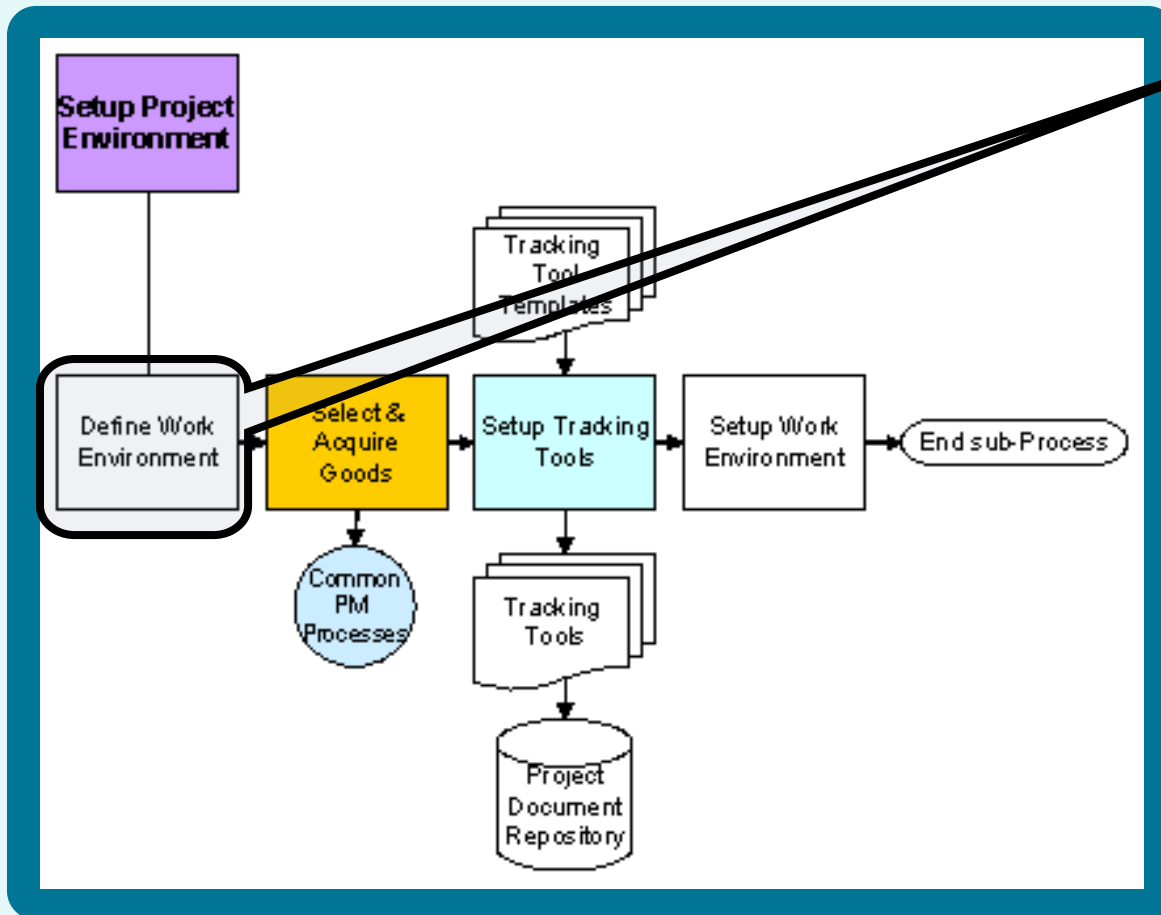


- The essentials of the work environment will need to be acquired for the Project Team.
- The Project Manager sets up tracking tools.





Define Work Environment



- Defines goods, services, workstations and documentation repository requirements for the project.



Define Work Environment

Setup Project Environment

Inputs & Outputs

Inputs	Business Case
Outputs	Work environment requirements

Roles & Responsibilities

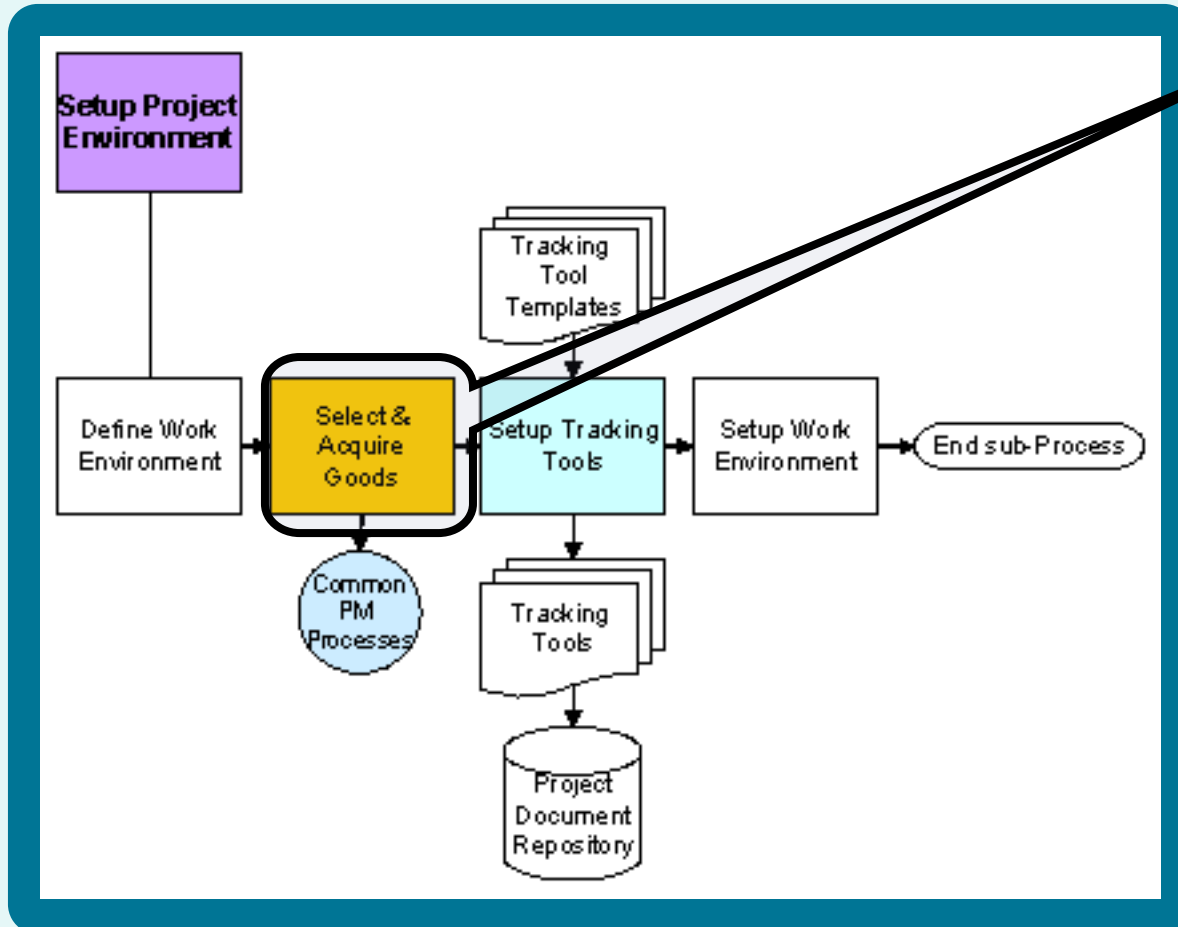
Role	Responsibility
Program Management Office	Provide input about the project and budget from the Business Case to the project team
Project Manager, Steering Committee, Business Lead, Team Lead(s)	Define an appropriate work environment for the project team.

Business Case initial requirements/assumptions to assess environmental requirements are considered, including the following:

- Business landscape
- Technical landscape
- Geographic location/distribution of team
- Specific Team Member needs
- Governing rules as appropriate. Examine the Business Case initial requirements/assumptions to assess environmental requirements.



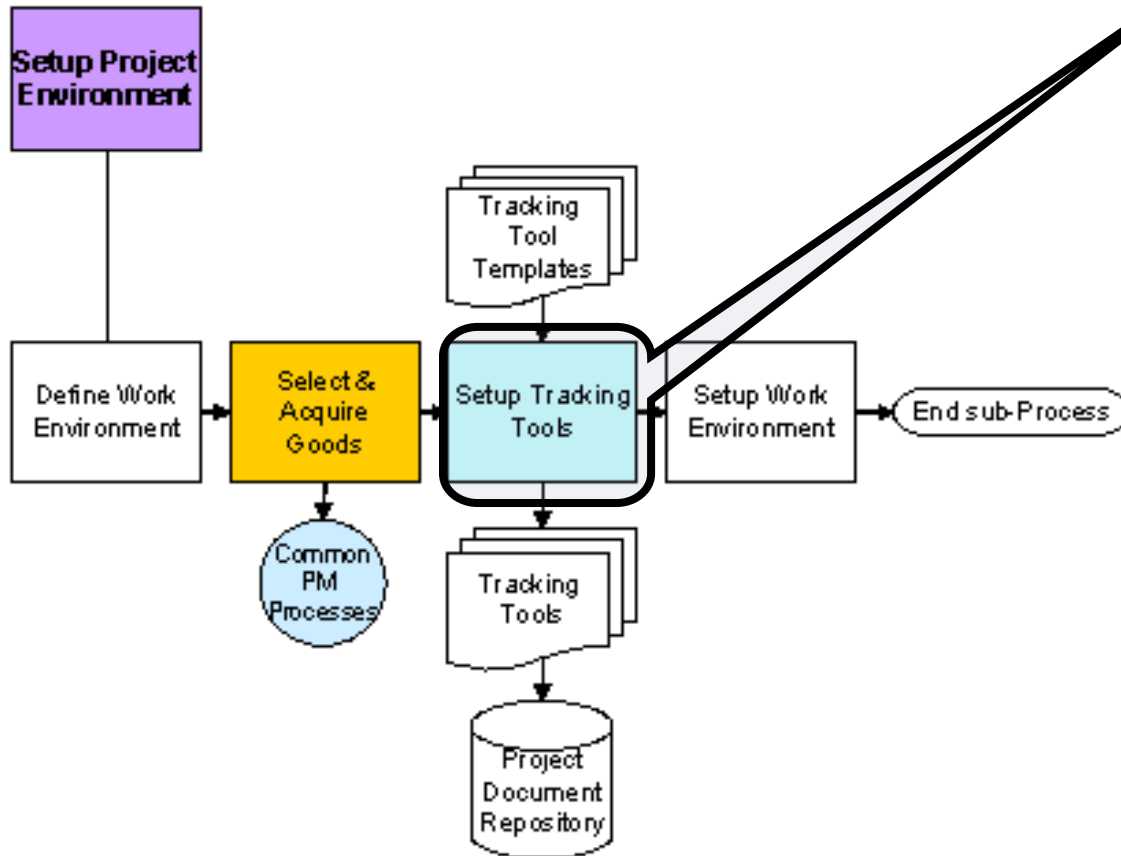
Select & Acquire Goods



- Once the work environment has been defined, tools, space, and other goods and services are acquired as early as possible
- Support acquired here is specifically for the project work environment



Setup Tracking Tools



A documentation repository is created in the approved tool or network location and populated as follows:

- Initial versions of risk, issue and change logs
- Resource time tracking documents
- Status reports
- Other project specific forms



Setup Tracking Tools

Setup Project Environment

Inputs & Outputs

Inputs

Risk, Issue, and change tracking tool templates

Outputs

Project document repository with project tracking tools and project binder sections

Roles & Responsibilities

Role

Responsibility

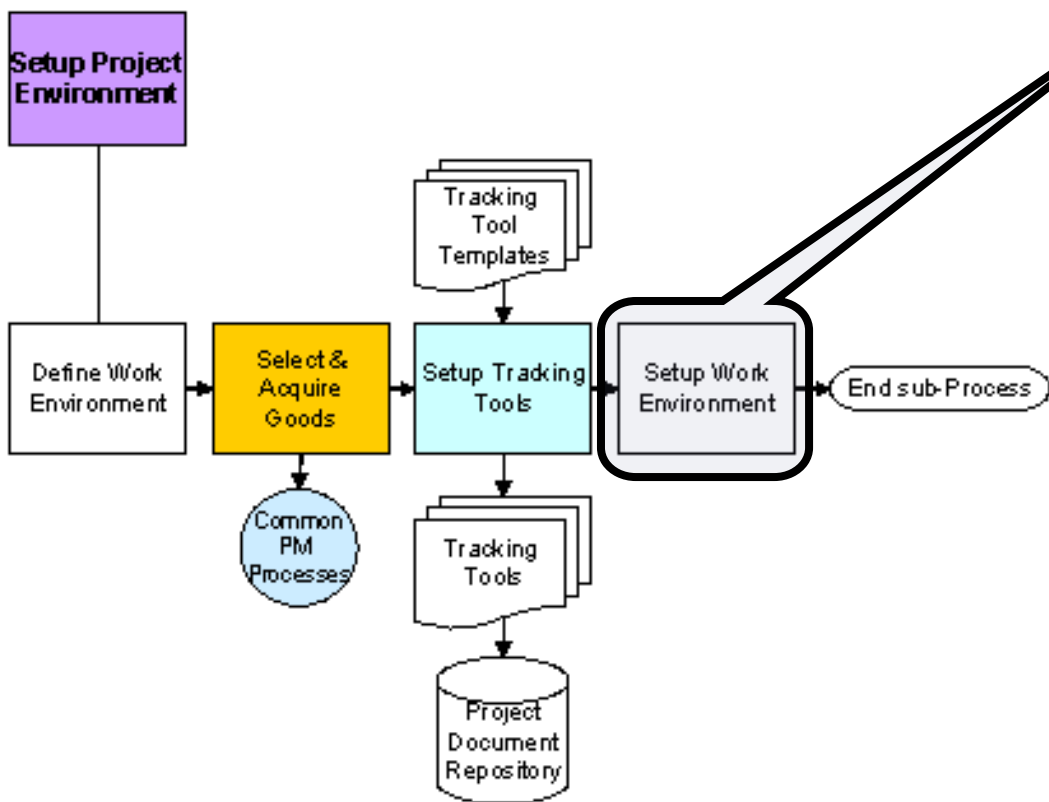
Project Manager

Set up a project document repository with the most recent copy of tracking tools and templates and create initial logs or forms specific to the project.

- Templates exist for logging Issues, Risks, and Changes. The The PMO should provide multiple formats to allow the project manager to choose the tool most appropriate to the size and complexity of the project.
- The Project Manager, along with the team, needs to keep tracking tool information up to date throughout the life of the project.
- The tools are updated with any existing issues and risks including the risks identified earlier in the Business Case.
- If a network directory structure is used as the document repository, follow a structure similar to the Project Binder outline on the PMP web site.
- A physical project binder is also a helpful tool for the Project Manager to organize key project information and have available when needed.



Setup Work Environment



Once the work environment has been defined, and goods and services acquired:

- Physically set up for the project team
- Provide Team Members with access to the Program Management Practice Intranet for obtaining process descriptions, templates, tools, and Sub-Phase Handbooks
- Ensure each Team Member has data or work storage space as needed



Setup Work Environment

Setup Project Environment

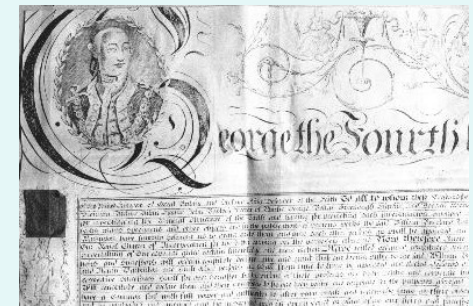
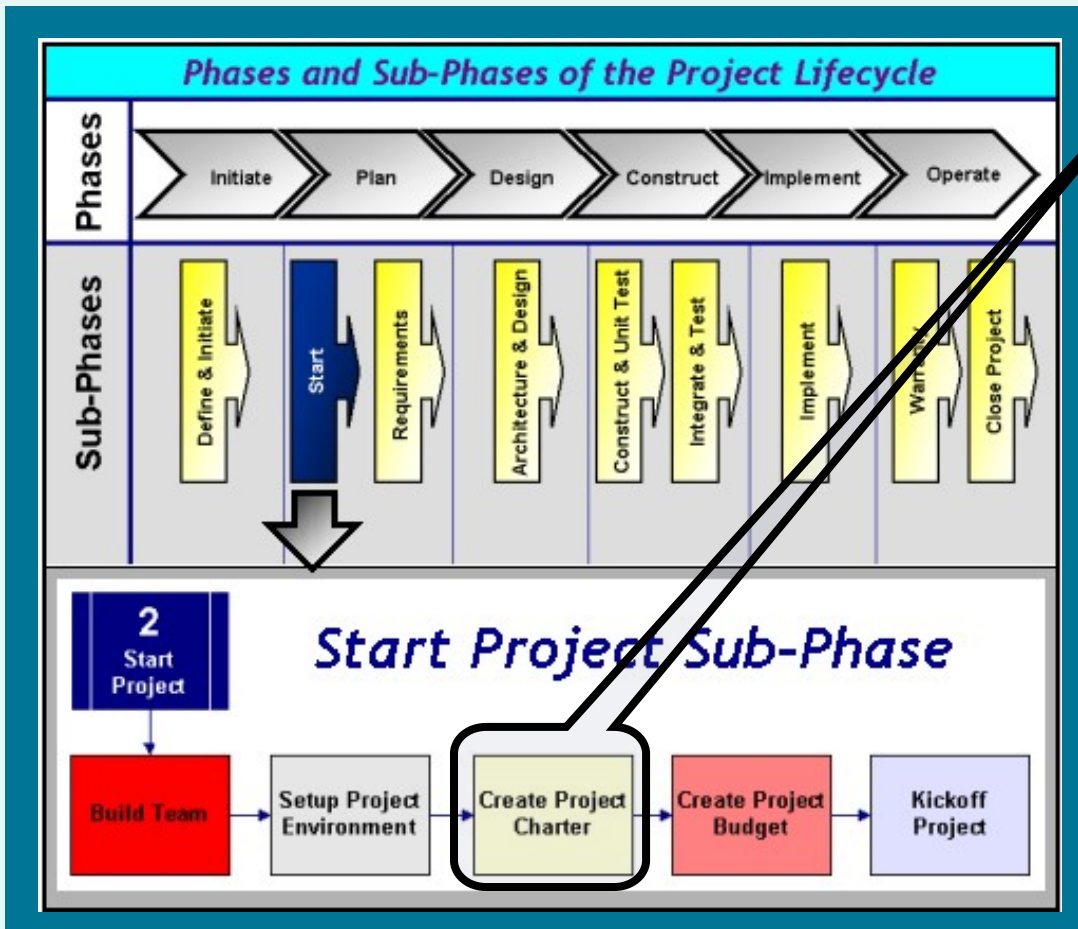
Inputs & Outputs	
Inputs	Tracking Tools, Goods & Services, Definition of project environment
Outputs	A work environment conducive to a productive project
Roles & Responsibilities	
Role	Responsibility
Project Manager	Obtain resources needed to setup the work environment for the project team.

- A work request is initiated to get building access, any new desks, computers and other office equipment, as well as any required software tools, operating systems, licenses, etc.
- Depending on the workload in the local facility, lead times can vary. The sooner the local Facilities Coordinator knows about the upcoming needs, the quicker the work request will be completed.
- Team Member special needs due to any disabilities or geographically required remote working arrangements need to be accommodated.
- All Team Member should have access to the Program Management Practice resources for obtaining process descriptions, templates, tools, white papers, as well as Common Project Management Processes and Sub-Phase Handbooks.



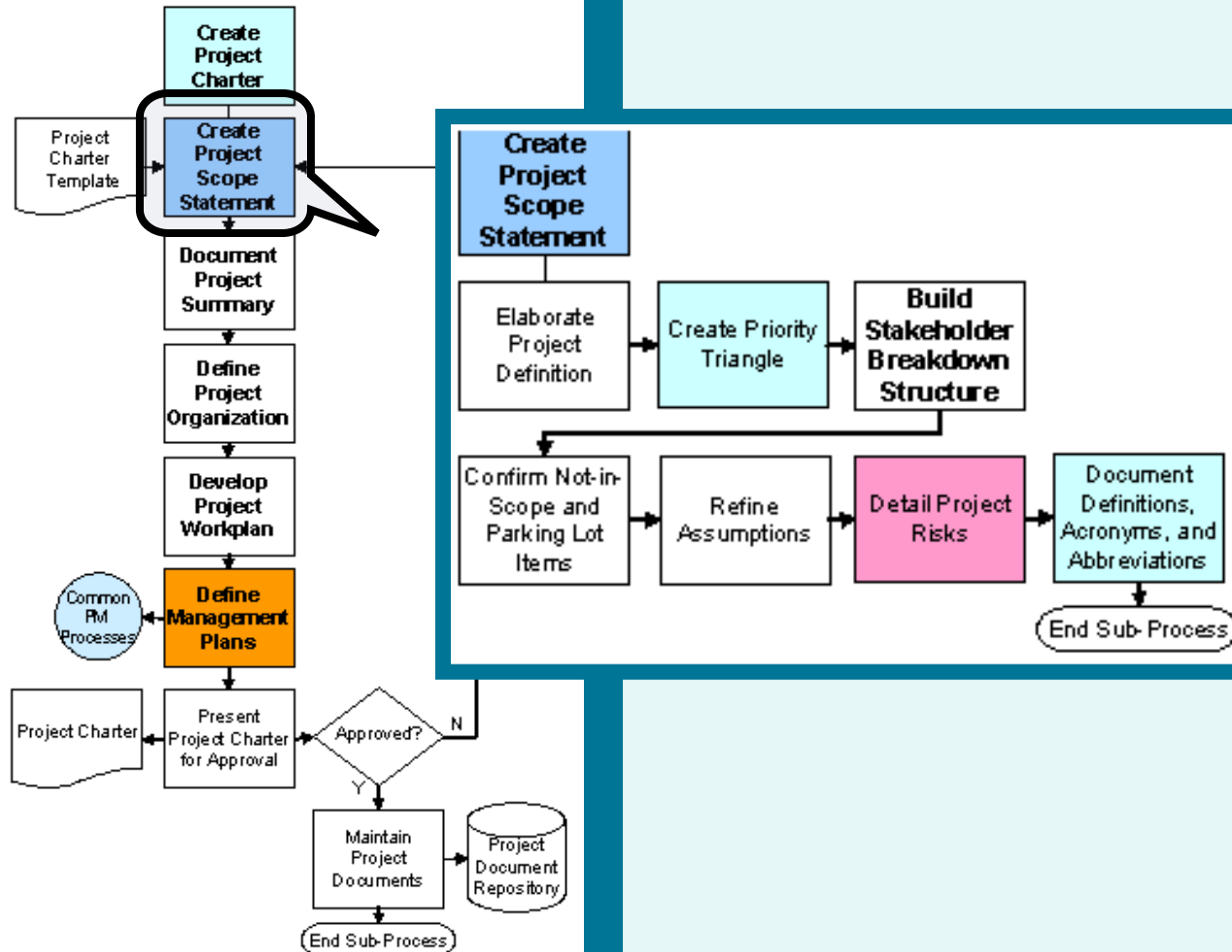
Details - Create Project Charter

- The Project Charter functions as a contract between the Project Manager, the Project Sponsor and Steering Committee, guiding the project team during execution.
- It serves as the established baseline plan against which progress is measured and change requests are managed.





Create Project Scope Statement



- This activity refines the Project Description, Business Needs, Stakeholders and Deliverables that were documented during the Define & Initiate Project Sub-Phase.



Create Project Scope Statement

Elaborate Project Definition

Inputs & Outputs	
Inputs	Project Charter Template, Business Case
Outputs	Updated Project Charter
Roles & Responsibilities	
Role	Responsibility
Project Manager	Lead team in collecting and documenting more detailed information in Project Definition.
Team Member(s) and Key Stakeholders	Provide information to more thoroughly define the project.

The following should be considered in elaborating the project definition:

Create Project Charter

1. High-level functionality included in project design
2. Timeframe from estimated start to finish
3. Location, division, department, or group within the organization that will be affected by and/or play a role in the program/project.
4. Project business objectives and how they tie to overall corporate goals and objectives.
5. Elaborate on reasons for the project and summarize anticipated benefits to:
 - The customer
 - The operation
 - The employee
6. The high-level approach to solving the problem and defining as well as implementing the solution is articulated.
7. The answers to the Three Key Questions using information from the completed Objectives and Metric section of the Business Case are updated.
8. How life will change for the departments impacted is documented.



Create Project Scope Statement

Create Priority Triangle

Inputs & Outputs

Inputs	Initial, non-prioritized, potentially vague priorities
Outputs	Clear direction for creating baseline project plans and reacting to change requests. Business priorities for project.

Roles & Responsibilities

Role	Responsibility
Project Manager	Work with Business, System Leads and Project Sponsor to document Priority Triangle.
Project Sponsor	Review, comment and approve Priority Triangle.
Business and System Leads	Participate and help construct Priority Triangle.

1. The Priority Triangle exercise facilitates and clearly communicates agreement on the relative priorities of:
 - Performance
 - Cost
 - Duration.
2. The relative ranking of these three variables on the Priority Triangle gives the team specific direction on how to effectively create the project workplan and subsequently react to project changes.
3. Through the Priority Triangle, the Project Sponsor is able to provide explicit direction to the project team in terms of the tradeoffs he/she expects the team to make as changes arise. By setting the relative priorities of the three elements, the Project Sponsor can expect the team to behave accordingly and bring potential change control solutions to the table consistent with their priorities.
4. The Priority Triangle helps the Project Manager, get a clear understanding of the behaviors that are expected of the project team in light of change. The Project Manager uses the Priority Triangle to communicate the impact of change to the Project Sponsor, stakeholders and the project team.
5. The Priority Triangle helps the project team members to understand how they should be responding to change requests (e.g., whether to change the end date, spend more money, or cut back performance) as they arise throughout the life of the project.
6. Scope changes to the priority triangle are tracked throughout the life of the project for easy recall of changing requirements.

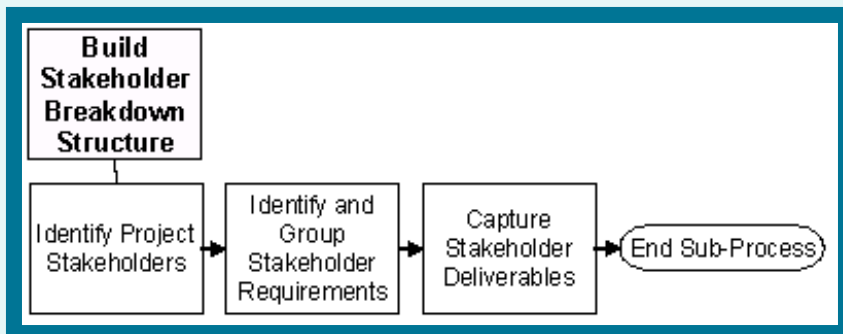
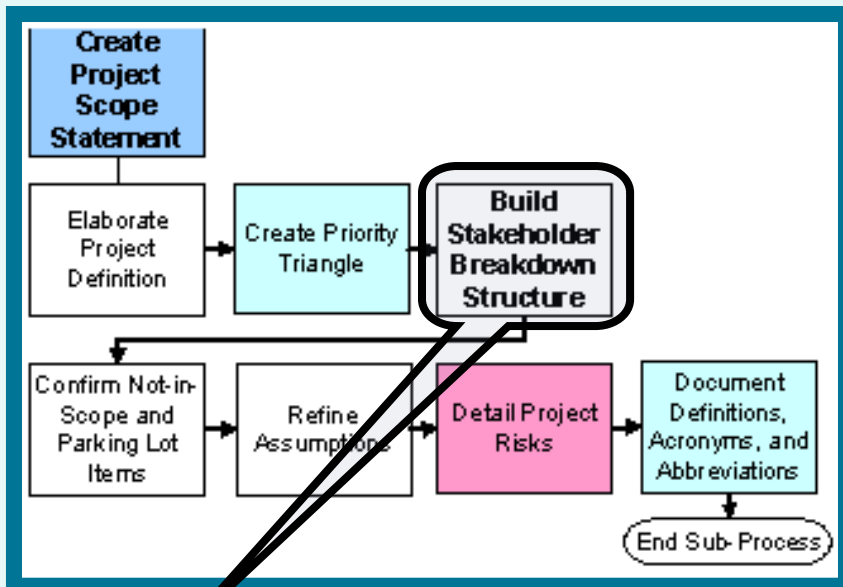
Create Project Charter



Create Project Scope Statement

Build Stakeholder Breakdown Structure (SBS)

Create Project Charter



- The Stakeholder Breakdown Structure (SBS) is a technique that creates a transparent view of all of the deliverables that comprise the project.
- These deliverables are linked to specific stakeholders or stakeholder groups that require the completion of these deliverables in order for the project to be successful.
- Deliverables are generated by high-level requirements that each stakeholder group provides during the construction of the Project Charter.
- Only those deliverables that are deemed within the scope of the project will be included.
- Linkages among stakeholders, their requirements, and related deliverables provide all stakeholders with an understanding of what is being delivered.
- These linkages track who is concerned with a particular deliverable which helps to manage and clarify expectations for project scope and delivery.
- The Key Stakeholder List is created for the Business Case as a foundation to build the Project Charter SBS.



Create Project Scope Statement

Build Stakeholder Breakdown Structure (SBS)

Identify Project Stakeholders

Create Project Charter

Inputs & Outputs

Inputs	Business Case
Outputs	Complete Stakeholder List

Roles & Responsibilities

Role	Responsibility
Project Manager	Lead team in collecting and documenting more detailed list of stakeholders.
Team Member(s) and Stakeholders	Provide input to identify other stakeholders.

- A stakeholder is broadly defined as any person or any group that can influence, or be influenced by, the outcome of the project. This sub-process produces the list of all stakeholders or stakeholder groups.
- The Key Stakeholder List is developed in the Business Case as a starting point. The project team can be used to brainstorm additional stakeholders for the project.
- The stakeholders on the list will be invited to participate in a facilitated session at which they will help to build the Stakeholder Breakdown Structure.
- Ideally, all Stakeholders will participate in the meeting where the Stakeholder Breakdown Structure is constructed but if this is not practical, the Project Manager will have to engage stakeholders separately and reflect their input in the Stakeholder Breakdown Structure chart.
- The “Who” (Project Sponsor) is one of the people identified in the Project Stakeholders section of the Project Charter.



Create Project Scope Statement

Build Stakeholder Breakdown Structure (SBS)

Identify Group Stakeholder Requirements

Create Project Charter

Inputs & Outputs	
Inputs	Current completed sections of Project Charter, Business Case
Outputs	Stakeholder requirements and relationship of Stakeholders or Stakeholder Groups
Roles & Responsibilities	
Role	Responsibility
Project Manager	Lead team in collecting and documenting High Level requirements and updated Stakeholder and Stakeholder Group list.
Team Member(s) and Stakeholders	Provide input to High Level Requirements and Stakeholder Grouping.

- High Level Requirements are the results that each stakeholder wants to see realized by the project. The requirements are documented and aligned with the proper stakeholders or stakeholder groups.
- Requirements that are defined during the Stakeholder Breakdown Structure are those that will be delivered within the project scope. Some requirements will specifically not be in the project scope and these are captured separately in the “not in scope” section of the Project Charter. These “not in scope” items will be documented and marked for later review and disposition.
- Some stakeholders will share the need to fulfill the same requirements. In this case, note the number of the requirement for that stakeholder and copy it to the other stakeholder(s) who also want that requirement. This will help to establish stakeholder groups. This simplifies the SBS and ensures that the Project Manager is aware of which stakeholders want that particular requirement. If two different stakeholders end up having identical requirements, then combine them into one stakeholder group.
- The high-level deliverables (“done”) and the Project Objectives (“won”) statements earlier documented in the Business Case are a natural starting point for defining requirements. Using the answers to the Three Key Questions to provide context, solicit the high-level requirements for the project from each stakeholder and stakeholder group.



Create Project Scope Statement

Build Stakeholder Breakdown Structure (SBS)

Identify Group Stakeholder Requirements

Create Project
Charter

Example:

If one of your Project Objectives ('won') was:

Get 20% of large and middle market Benefit Administrators to use electronic enrollment for their company's employees from the end of first quarter next year

Then some of the Enrollment areas requirements might be:

- That new electronic enrollment system is compatible with existing front end
- Training is provided for new system no earlier than 2-4 weeks prior to implementation so enrollment personnel retain material learned.



Create Project Scope Statement

Build Stakeholder Breakdown Structure (SBS)

Capture Stakeholder Deliverables

Inputs & Outputs

Inputs

Current completed sections of Project Charter, Business Case

Outputs

Deliverable list associated to High Level Requirements and Stakeholder Group

Roles & Responsibilities

Role

Responsibility

Project Manager

Lead team in collecting and documenting high-level deliverables by requirements and Stakeholder Group list.

Team Member(s) and Stakeholders

Provide input to creating high-level list of deliverables needed to provide the requirements.

- For each requirement, list the high-level deliverables that the project will need to produce to meet all those identified.
- As with requirements, identical deliverables can exist for multiple stakeholders. Include a full description of the deliverable under the requirement that drives it and the stakeholder it is most important to, and then a 'copy' of the deliverable should be placed under the other stakeholders and requirements that also require the project to produce this deliverable. Using this method, the Project Manager has the knowledge of which deliverables are important to which stakeholders.
- All high-level deliverables for the project will be defined by the Stakeholder Breakdown Structure process. Those deliverables that are project-specific (e.g., "Fit Gap Analysis Completed") are tagged to the project team, along with requirement for each deliverable.
- Note that at this stage of planning, major deliverables are represented, as opposed to detailed task level deliverables, thus increasing the effectiveness of communication between the Project Manager and the stakeholders. These major deliverables represent the project at a high-level and will be further decomposed in the detailed workplan (usually contained in Microsoft (MS) Project). When completed, the Stakeholder Breakdown Structure represents the high-level requirements and deliverables for the entire project.

Create Project Charter



Create Project Scope Statement

Build Stakeholder Breakdown Structure (SBS)

Capture Stakeholder Deliverables

Example:

Create Project Charter

If one of your Project Objectives ('won') was:

- Get 20% of large and middle market Benefit Administrators to use electronic enrollment for their company's employees from first quarter next year

And an earlier example of a 'done':

- Installation of a new electronic enrollment system for use by middle to large market customers

Then some of the Enrollment areas requirements might be:

- 1. That new electronic enrollment system is compatible with existing front end
- 2. Training is provided for new system no earlier than 2-4 weeks prior to implementation so enrollment personnel retain material learned.

Deliverables for the second requirement might be as follows

1. Training materials for the enrollment area on new system and process
2. "Just in time" training plan for enrollment area on new system and process.



Create Project Scope Statement

Confirm Not-in-Scope and Parking Lot Items

Inputs & Outputs

Inputs

Current completed sections of Project Charter, Business Case

Outputs

Documented “Not In Scope” Deliverables and Parking Lot issues

Roles & Responsibilities

Role

Responsibility

Project Manager

Lead team in collecting and documenting Not in Scope items, and Parking lot issues.

Team Member(s) and Stakeholders

Provide input to creating Not in Scope items, and Parking lot issues.

- Capture list of deliverables discovered during the creation of the Stakeholder Breakdown Structure that are seen as not in scope.
- The answers to the Three Key questions (who, won, and done) and Priority Triangle can be used as a guide to help in drawing the Project Scope boundaries.
- During the process of building the Stakeholder Breakdown Structure and Project Charter with the Project Sponsor and Stakeholders, some stakeholders may request certain requirements and deliverables that are not within the scope of the project, as defined by the answers to the Three Key Questions.
- List these deliverables and the associated stakeholder and post them in the Not-In-Scope section of the charter to document stakeholder engagement and solicit help from the Project Sponsor to manage the stakeholders' expectations.
- During the process of building the Project Charter, the project team will find issues that require clarification or items that the team has not yet dealt with (e.g., risk). The parking lot contains these issues and items until they are resolved and prevents the team from losing important issues during the chartering process. Note that the parking lot must be clear at the time the Project Charter is completed and approved by the Project Sponsor.

Create Project Charter



Create Project Scope Statement

Confirm Not-in-Scope and Parking Lot Items

Create Project
Charter

Example:

The ID card production process being streamlined is part of the project. When reviewing the process of delivering ID Cards faster the Marketing area may ask to restyle the cards to meet an objective they have in their area to modernize the look and feel of the card.

This particular requirement, though a good one, may not add value to the objectives of this particular project and may add considerable time and expense to the project. Therefore it is deemed out of scope for the project and documented in the “Not in Scope” section of the SBS.



Create Project Scope Statement

Refine Assumptions

Create Project Charter

Inputs & Outputs

Inputs

Current completed sections of Project Charter, Business Case

Outputs

Updated assumptions in Project Charter, possible changes to Project Workplan

Roles & Responsibilities

Role

Responsibility

Project Manager

Lead team in refining Assumptions.

Team Member(s)
and
Stakeholders

Provide input to refining Assumptions.

- Building on the assumptions documented in the Business Case, gather updated assumptions while creating the Stakeholder Breakdown Structure.
- Throughout the process of building the Project Charter, assumptions will be made by the project team and stakeholders regarding deliverable performance, schedule and budget.
- These assumptions drive estimates for the performance, schedule, and budget provided by resources responsible for the work and must be documented in order for these estimates to remain feasible.
- These assumptions are used as a basis of agreement and understanding with the Steering Committee and are used for project scope management.
- The assumptions are an integral part of the Project Charter. The Project Sponsor should verify and or approve the assumptions with which he/she does not agree. The Project Manager and team will then revise the estimates and Project Charter accordingly.



Create Project Scope Statement

Refine Assumptions

Create Project
Charter

Example:

A project assumption is made stating there is a dedicated business resource for the enrollment area on the project. This assumption drives the estimate for how long it will take to gather and document the requirements.

If this assumption is changed then the High-level Milestone Plan and Project Workplan will be revised and potentially a risk of not completing the project on time will be documented.



Create Project Scope Statement

Detail Project Risks

Create Project Charter

Inputs & Outputs

Inputs

Current completed sections of Project Charter, Business Case

Outputs

Updated Risks section in Project Charter and risk tracking tool

Roles & Responsibilities

Role

Responsibility

Project Manager

Lead team in refining Risks.

Team Member(s) and Stakeholders

Provide input to refining Risks.

- Review the initial risks identified in the Business Case. The risks documented in the Project Charter are the major risks for the project that the Project Sponsor needs to be aware of. A complete list of all risks (including these) will be maintained in the risk tracking tool.
- Document when the impact from the risk is likely to occur (does it exist for the life of the project, e.g., lack of access to specialized resources, or is it specific to certain milestones, prolonged testing time due to shared server environment?) and classify each risk in terms of its impact (high, medium or low), probability of occurrence (high, medium or low) and controllability of the risk (controllable or not).
- This helps the team to focus on those risks that are high impact and high probability and allocate mitigation strategy and budget to greatest effect.
- Noting major risks in the Project Charter also educates the stakeholders and Project Sponsor regarding their existence and possible impact on project schedule, performance and budget.
- Additionally, the Project Sponsor and/or stakeholders may be in a position to help mitigate some of the risks, increasing the probability of project success.



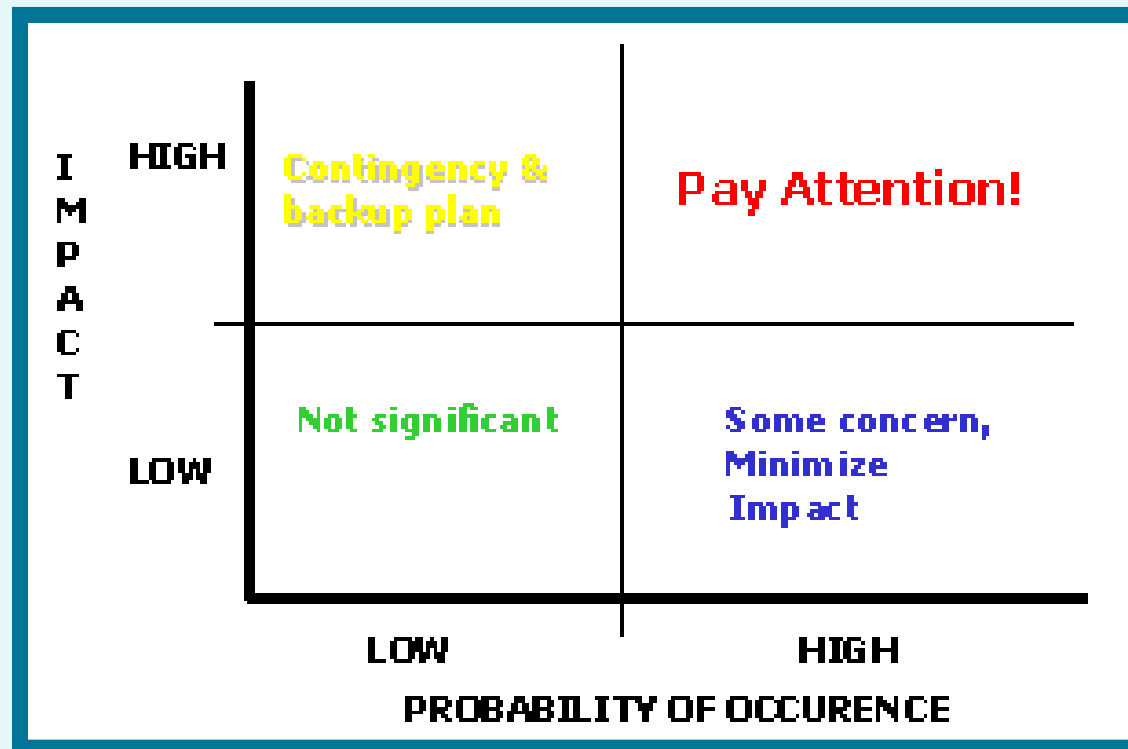
Create Project Scope Statement

Detail Project Risks

Example:

Create Project Charter

2 X 2 Qualitative Risk Matrix





Create Project Scope Statement

Document Definitions, Acronyms, and Abbreviations

Create Project
Charter

Inputs & Outputs

Inputs	Collection of Project Specific Terms
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Outputs	Project Glossary
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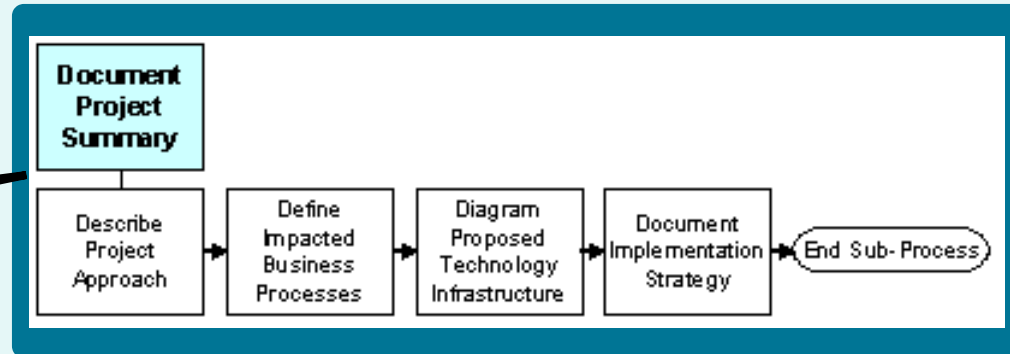
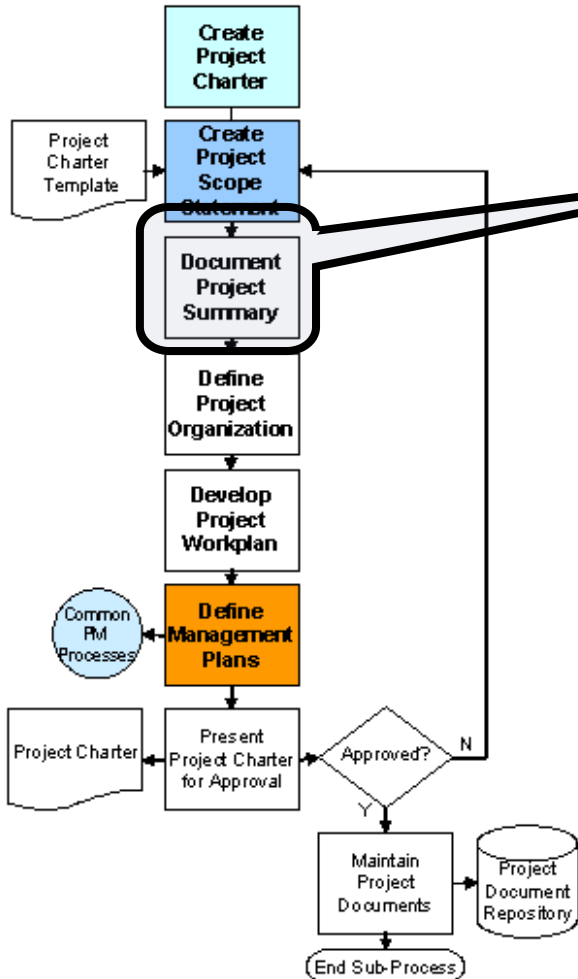
Roles & Responsibilities

Role	Responsibility
Project Manager	Lead team in creating Project Glossary.
Team Member(s)	Produce and update Project Glossary.

- Create a project glossary containing the definitions of all terms, acronyms, and abbreviations required to properly interpret project documents.
- This will save time, reduce confusion and improve communication amongst the stakeholders and the project team.



Document Project Summary



- The Project Summary documents the contextual environment in which the project will be executed.
- Includes a summary of business processes, technology infrastructure and implementation strategy for the project.



Document Project Summary

Describe Project Approach

Create Project Charter

Inputs & Outputs

Inputs	Current completed sections of Project Charter, Business Case
Outputs	Updated Project Approach

Roles & Responsibilities

Role	Responsibility
Project Manager	Lead team in refining Project Approach.
Team Member(s) and Stakeholders	Provide input to update Project Approach.

- Depending on the size of the project, the solution may be delivered all at once or in stages (AKA iterations). The overall Project Approach should explain what deliverables each stage contains, the intended timing, and resource plan. For more information on Project Approach, review section 7 Develop Requirements Attainment Strategy in the Requirements Sub-Phase Handbook.
- Using all of the information contained in the Business Case Approach section, complete or update the Project Approach in the Project Charter. The Project Charter should have much more detail regarding the deliverables that will be produced and therefore the approach should lay out the sequence and timing of those deliverables. See Define & Initiate Sub-Phase Handbook in the Create Business Case - Describe Approach for more information.



Document Project Summary

Define Impacted Business Processes

Create Project Charter

Inputs & Outputs

Inputs	Current completed sections of Project Charter, Business Case
Outputs	Documented Business process impacts

Roles & Responsibilities

Role	Responsibility
Project Manager	Lead team in defining new and/or impacted business processes.
Team Member(s) and Stakeholders	Provide information surrounding impacted or new business processes.

- Using information created in the Business Case and current Project Charter define the current business processes impacted by the delivery of the project and if known, define any new business processes that will be implemented.
- Various business processes can be affected with the delivery of new systems and/or new business processes may need to be created. Complete or update the Define Impacted Business Processes in the Project Charter.



Document Project Summary

Define Impacted Business Processes

Create Project
Charter

Example:

If the new system streamlines electronic enrollment there may be areas that were set up to handle the old electronic enrollment flow and some of those areas may need to be retrained for the new flow.



Document Project Summary

Diagram Proposed Technology Infrastructure

Create Project Charter

Inputs & Outputs

Inputs

Current completed sections of Project Charter, Business Case

Outputs

Documented proposed technology infrastructure or high-level list of various choices

Roles & Responsibilities

Role

Responsibility

Project Manager

Work with IT to develop proposed technology infrastructure.

Team Member(s)
(Heavy IT Team
Member involvement)
and Stakeholders

Provide proposed technology infrastructure.

- If applicable, include a high-level graphical representation (supported by narrative) of the proposed hardware and software platforms and connectivity. The possible extent of distribution of data and function by location may also be shown. For more information on Proposed Technology Infrastructure, review section 6 Define Technical Design Requirements in the Requirements Sub-Phase Handbook.
- At this point in time there may be several choices in design and technology of the new system. If this is the case, briefly describe the various choices and do not attempt to document them in detail at this time. These choices will be revisited later in the project lifecycle most heavily during the Requirements and Design phase. Complete or update the Proposed Technology Infrastructure in the Project Charter.



Document Project Summary

Document Implementation Strategy

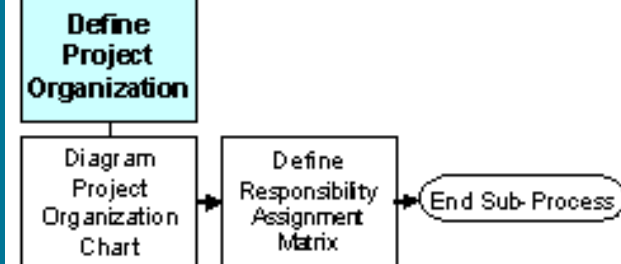
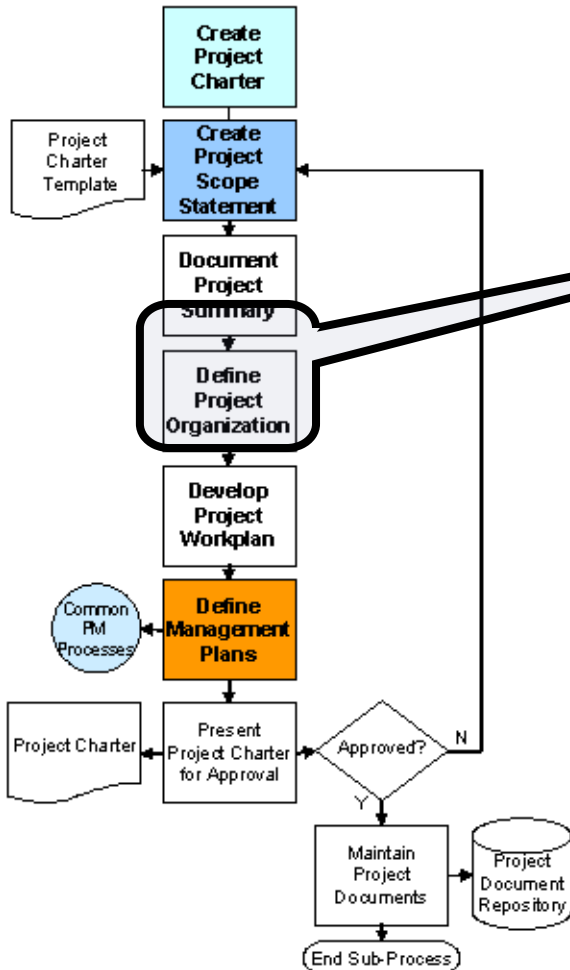
Create Project Charter

Inputs & Outputs	
Inputs	Current completed sections of Project Charter, Business Case
Outputs	Documented proposed Implementation Strategy
Roles & Responsibilities	
Role	Responsibility
Project Manager	Work with project team to develop Implementation Strategy.
Team Member(s) and Stakeholders	Develop proposed Implementation Strategy.

- Build the high-level implementation strategies necessary for the project or for each documented project stage (iteration).
- Review the documented Project Approach and build the high-level implementation strategies necessary for each documented project stage. Take into account existing processes and/or systems, rollout strategy, use of a pilot or prototype, cut-over time needed for full production, business area volume high and lows, and if parallel operations are required. The detailed implementation plans for the project will be further defined in the Requirements Sub-Phase. Complete or update the Implementation Strategy in the Project Charter.



Define Project Organization



- This activity defines the project organization and completes the Project Organization sections in the Project Charter.
- Some of this information may have been gathered during the Build Team activity referenced in Start Project Sub-Phase Handbook and may also be available in the Business Case.



Define Project Organization

Diagram Project Organization Chart

Create Project Charter

Inputs & Outputs

Inputs

Standard organization chart in the Project Charter template

Outputs

Updated organization chart for the project

Roles & Responsibilities

Role

Responsibility

Project Manager and Team Lead(s)

Identify the appropriate staffing structure for the project.

- Updates the standard project organization chart in the Project Charter.
- Based on the size and complexity of the project, some teams identified in the standard organization chart in the Project Charter template may be combined, in some case there may be a "team" of just one resource. Remember that resources can perform multiple roles depending on the role, resource and timing. Complete or update the Project Organization Chart in the Project Charter.



Define Project Organization

Define Responsibility Assignment Matrix

Create Project Charter

Inputs & Outputs	
Inputs	Current completed sections of Project Charter, Business Case
Outputs	Defined Roles and Responsibilities, Updated Responsibility Assignment Matrix
Roles & Responsibilities	
Role	Responsibility
Project Manager	Lead team in defining roles, responsibilities and assignments
Team Lead(s)	Provide input in defining roles, responsibilities and assignments

- Defining roles up front should help the project move along more smoothly. It is important that everyone associated with the project understands their roles and what they are responsible for. The Roles Glossary will help with understanding the role names used in the handbooks. The Responsibility Assignment Matrix helps the team understand who has a part in the completion of each of the key project deliverables.
- Selection of staff members should be based upon the skills needed to effectively execute that project and the personal attributes of the individual. Before selecting these people for the team, the required functions, skills and project organization should be determined. The Project Manager and Team Leads should prepare formal job descriptions that describe the required skills and roles and responsibilities for each project staff member. Defining roles up front should improve everyone's shared understanding and improve their ability to complete work as needed.



Define Project Organization

Define Responsibility Assignment Matrix

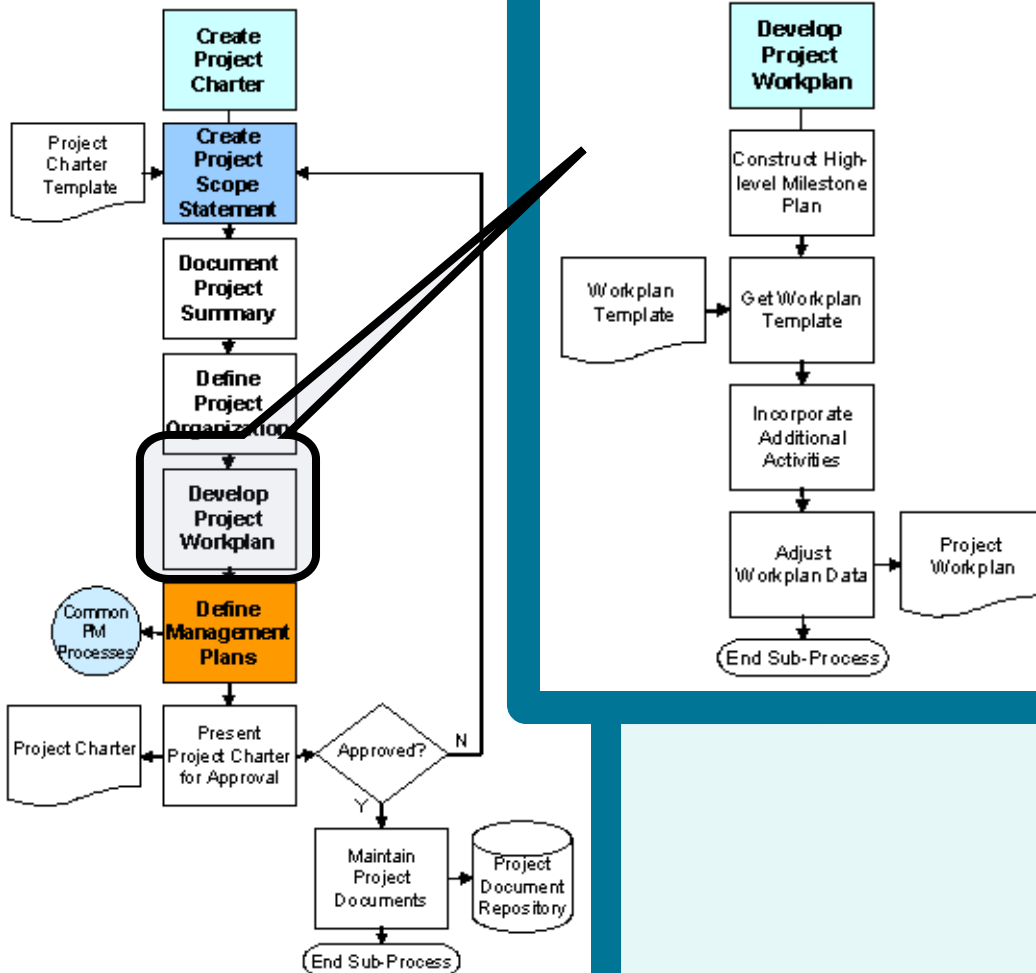
Create Project Charter

Note:

- At this stage of Project Charter development, some of the roles for the project will not be assigned to individuals. However, as the high-level deliverables are decomposed further during the development of the detailed work breakdown structure, all of the roles should be assigned. This step is the equivalent of the Responsibilities Assignment Matrix, RAM. In an effort to complete this task, the RAM should be reviewed and updated. If resource availability, for either general or specialized skill sets is a concern for the project, this concern should be listed as a risk in the Project Charter and brought to the Sponsor's attention for potential impact and possible mitigation strategies.



Develop Project Workplan



- The project workplan will be one of the most valuable tools for monitoring and tracking the approved project. It is one of the deliverables required to pass the planning gate reviews. Take time to develop it during the Start Project flow and project execution will come more easily.



Develop Project Workplan

Construct High-level Milestone Plan

Inputs & Outputs

Inputs

Business Case
 Current Completed Project Charter, specifically Stakeholder Breakdown Structure and Answers to the Three Key Questions
 Project Template
 Corporate Project Repository

Outputs

Basic High-level Milestone Plan (HLMP)

Roles & Responsibilities

Role

Responsibility

Project Manager

Work with Project Team Organize Project Deliverables into HLMP.

Team Member(s) and Stakeholders

Participate in discussions and provide information for producing initial list of Project Deliverables.

- The construction of the basic High-level Milestone Plan (HLMP) identifies the Major activities and Milestones required in order to complete the entire project, and then attaches specific deliverables necessary for each Milestone.
- This HLMP will be updated as the project goes on the level of confidence in the projected deliverables dates will increase in the later phases of the project. At this point in the project, create a schedule that estimates correctly the amount of time needed for the next phase and takes an educated guess at how long all the other phases will take.
- The process of building out the High-level Milestone Plan is an iterative and dynamic one. The Project Manager should expect milestones to be added and dropped, deliverables to move, and be added. They should also expect the High-level Milestone Plan to grow and change as this process occurs and the project team becomes familiar with the order, content, dependencies and assumptions of the project.

Create Project Charter



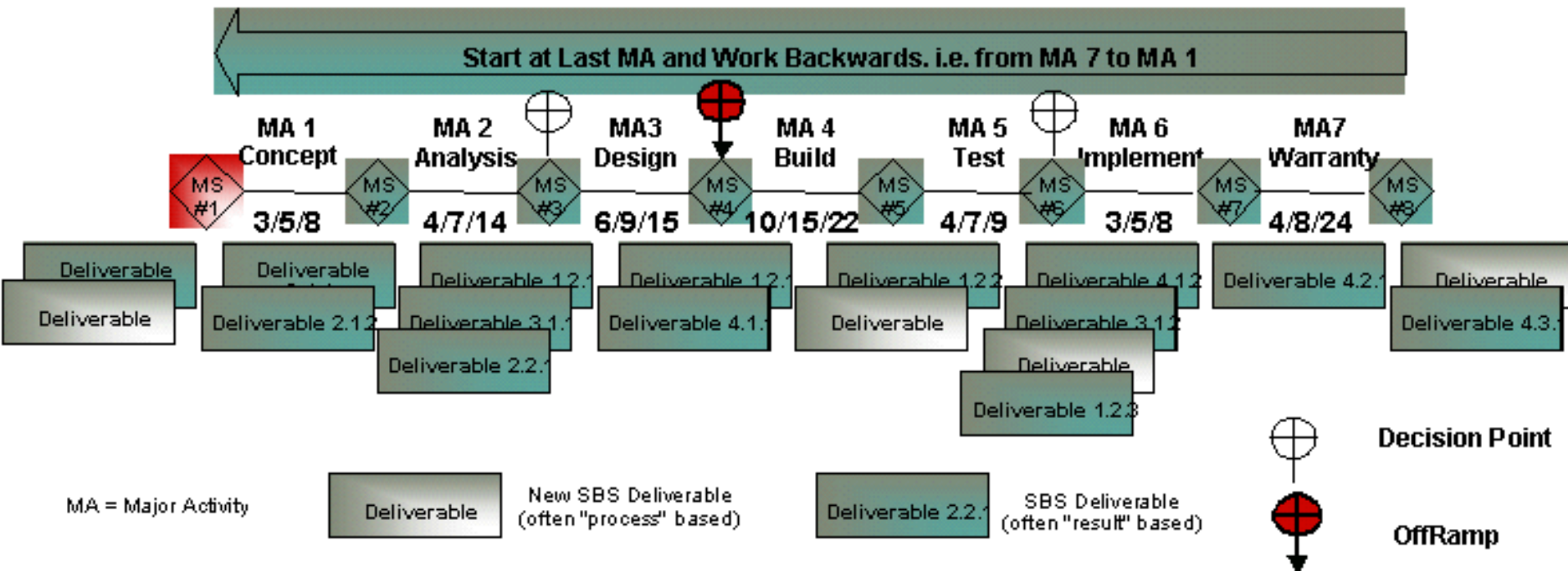
Develop Project Workplan

Construct High-level Milestone Plan

Sample High-Level Milestone Plan

Create Project Charter

A High-level Milestone Plan template is available and can be downloaded from the [PM Backpack](#).





Develop Project Workplan

Get Workplan Template

Create Project Charter

Inputs & Outputs

Inputs	Project Template
Outputs	Initial project Workplan

Roles & Responsibilities

Role	Responsibility
Project Manager	Download the Workplan template for integration with the High-level Milestone schedule for the project
Program Management Practice	Provide assistance to PMs in installing and using the Workplan template.

- The Program Management Practice provides a workplan complete with activities for the team, including the Project Manager.



Develop Project Workplan

Incorporate Additional Activities

Inputs & Outputs

Inputs

Divisional requirements, Project requirements, Quality, Change and Risk management requirements, Project Charter High-level Milestone plan.

Outputs

Deliverables and activities or phases and their durations added to the generic Project Template workplan

Roles & Responsibilities

Role

Responsibility

Project Manager

Contact the Program Management Office for divisional and other requirements of project activities.
Review the workplan template in conjunction with the project's High-level Milestone plan and integrate.

Program Management Office

Provide direction regarding any divisional or other requirements to the Project Manager.

- Review the approved high-level milestone plan created earlier in the Start Project Sub-Phase using the workplan template as a deliverables cross check. Ensure that the major deliverables of the milestone plan are decomposed and integrated to form a complete project workplan.
- Numerous activities need to be completed prior to submitting the workplan for approval. Review in conjunction with the charter high-level milestone plan to ensure that all corporate, division and project specific deliverables, activities or phases are properly integrated into an overall workplan.
- Be sure to incorporate Quality Assurance deliverables, any additional Risk factors not previously identified during the creation of the Project Charter and Change Management requirements into project timelines.

Create Project Charter



Develop Project Workplan

Adjust Workplan Data

Create Project Charter

Inputs & Outputs

Inputs

High-level Milestone Plan, current workplan, team input, change, issue and risk logs

Outputs

Refined High-level Milestone Plan and Project Workplan

Roles & Responsibilities

Role

Responsibility

Project Manager

Refine workplan.

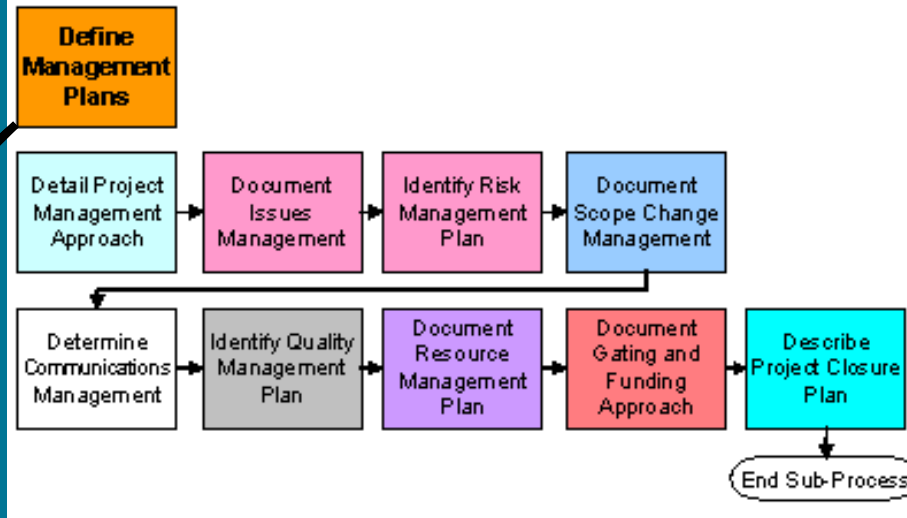
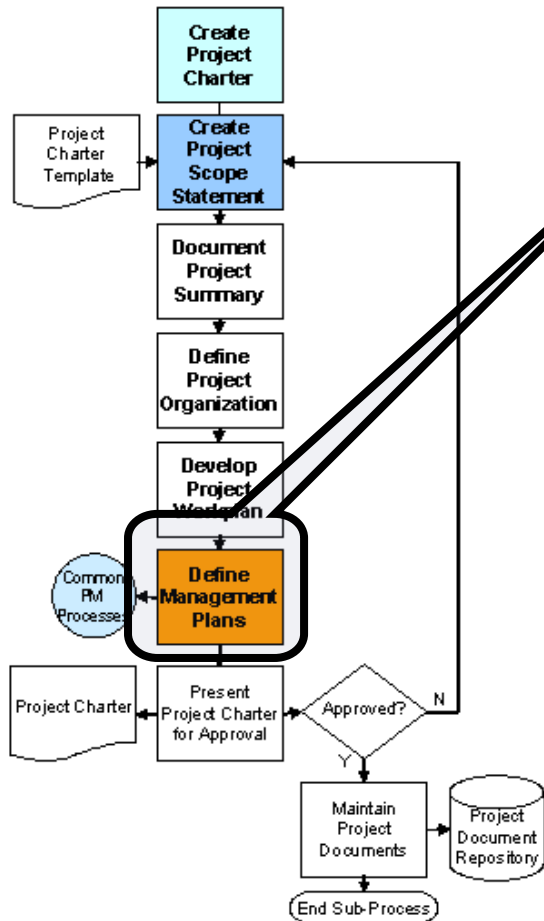
Team Member(s)

Validate activities, resources, durations and dependencies

- At this point, the Project Manager reviews the detailed workplan created and adjust the task dependencies, resource assignments and durations. The Project Manager should have high-level estimates for all stages and phases within the project stages.
- The Project Manager should have high-level estimates for all stages and phases within the project. A detailed project workplan is done for the next phase of the stage the project is currently in.
- Try to divide individual team member activities up so each member has some deliverable within 80 hours of being assigned that task.



Define Management Plans



- The Project Organization sections of the Project Charter template contains activities that define the Project's Organizational structure, identifying roles and responsibilities, steering committee support and project resources.
- With this information in hand, a statement of direction for management of the project can be completed. This statement must clearly show at a high-level how the project will be structured and controlled in terms of Scope Change, Risk, Issue, Communication and Quality Management.



Define Management Plans

Detail Project Management Approach

Inputs & Outputs

Inputs

Current completed sections of Project Charter,
Business Case
Project Solutions

Outputs

Documented Project Management Approach

Roles & Responsibilities

Role

Responsibility

Project Manager

With feedback from Team Leads, Program Management Office and Project Sponsor, document the project management approach for the project.

Team Lead(s),
Program Management
Office and
Project Sponsor

Provide feedback to documented project management approach

Create Project Charter

- A statement of management is produced that clearly states at a high-level how the project will be structured and controlled.
- Included is a summary of the project management methodology approach to be utilized.
- The Project Management Approach in the Project Charter is completed or updated .



Define Management Plans

Document Issues Management

Create Project Charter

Inputs & Outputs

Inputs

Current completed sections of Project Charter,
Business Case
Project Solutions

Outputs

Documented Issue Management Process

Roles & Responsibilities

Role

Responsibility

Project Manager

With feedback from Team Leads, Program Management Office and Project Sponsor, document the issue management process for the project.

Team Lead(s),
Program Management Office
and
Project Sponsor

Provide feedback to documented issue management process

- An **issue** is an active situation, action, problem, decision, or question that if not resolved may affect project scope, schedule, cost or quality. An issue must be resolved in order to properly architect, design, or implement a solution, and requires the attention of project management.
- All issues will be recorded and handled through a single issue management process. Any issues that surface will be:
 1. logged,
 2. assigned for investigation and analysis,
 3. resolved and
 4. the resolution will be documented.
- Issues may result in a risk and/or scope change being identified. The risk and scope change processes should be followed whenever an issue subsequently identifies a risk or scope change.



Define Management Plans

Identify Risk Management Plan

Create Project Charter

Inputs & Outputs

Inputs

Current completed sections of Project Charter,
Business Case
Project Solutions

Outputs

Documented Project Risk Management process

Roles & Responsibilities

Role

Responsibility

Project Manager

With feedback from Team Leads, Program Management Office and Project Sponsor, document the project risk management process for the project.

Team Lead(s),
Program Management Office and
Project Sponsor

Provide feedback to documented project risk management project

- Major risks for the project were identified and classified in earlier in the Start Project Sub-Phase with the resulting information used to populate the Risk Management Plan section of the Project Charter template.
- This information is used to populate a risk tracking tool for the project (see PM Backpack) in order to monitor risk occurrence and impact as the project progresses.



Define Management Plans

Identify Risk Management Plan

The risk management plan contains the following information:

Description of major risks for the project

An assessment of the initial risk in terms of:

1. Anticipated impact if the risk occurs to project performance, schedule and budget,
2. Probability (chance) of the risk occurring,
3. Assessment of whether the team feels that the risk is controllable or uncontrollable,
4. Assessment of when the risk may occur during the life of the project, using the milestone chart as a reference,
5. Mitigation strategy and associated costs of mitigation in terms of project performance, schedule and budget for any risks selected for mitigation.

Create Project
Charter

A brief explanation of the process that will be consistently used to manage all risks throughout the life of the project. All risks will be handled through a single risk management process. If identified (or new) risks are realized they must be;

1. Properly documented,
2. Have undergone analysis for impact in terms of performance, schedule and budget,
3. Selected for mitigation at the Sponsor's discretion if not yet realized, and
4. Reported at regular intervals to the project stakeholders (Sponsor and Steering Committee).



Define Management Plans

Document Scope Change Management

Create Project Charter

Inputs & Outputs

Inputs

Current completed sections of Project Charter, Business Case
Project Solutions

Outputs

Documented Project Scope Management Change Process

Roles & Responsibilities

Role

Responsibility

Project Manager

With feedback from Team Leads, Program Management Office and Project Sponsor, document the scope management change process for the project.

Team Lead(s),
Program Management Office
and
Project Sponsor

Provide feedback to documented scope change management process

- All scope change requests will be handled through a single change management process. Any request for a change of scope on the project must be:
 - properly documented,
 - have undergone a thorough impact analysis, including an assessment of how to accommodate the change given the direction provided by the Project Sponsor-driven Priority Triangle,
 - be approved by the Project Sponsor and,
 - have any resulting changes to project performance, schedule and budget updated in the Project Charter and Workplan.
- No scope changes should be accepted without going through the scope management procedure (including budget approval).
- Document the scope management process for the project. State where the log is located, who will have access to view and update, and any other pertinent information to the management of scope changes.



Define Management Plans

Determine Communications Management

Inputs & Outputs

Inputs

Current completed sections of Project Charter, Business Case, Communication Plan template

Outputs

Documented Project Communication Management plan, Communication Plan template

Roles & Responsibilities

Role

Responsibility

Project Manager

With input and feedback from Team Leads, stakeholders, Program Management Office and Project Sponsor, document the project communication management plan.

Team Member(s), Stakeholders, Program Management Office and Project Sponsor

Provide input and feedback to documented communication management plan.

Create Project Charter

- Project communication can include but is not limited to team status meetings, Project Sponsor and Steering Committee meetings, and project status updates sent to stakeholders via email, hardcopy files, telephone contact, etc. Use the Stakeholder Breakdown Structure as a foundation to identify stakeholder groups and set up project communication appropriate to their requirements during project execution. Once completed, publish the communication schedule to all stakeholders.
- Some projects may have a need for external communications to members, providers, government agencies, and/or plan sponsors. Enlist the help of Corporate Communications and/or Public Relations when external communications are necessary.
- A communication management plan should have listed the stakeholders that need to be communicated to (both internal and external), the type of communication they need (status, product announcements, etc.) and the frequency of these communications (once and done, quarterly, weekly, etc.).



Define Management Plans

Identify Quality Management Plan

Create Project Charter

Inputs & Outputs

Inputs	Current completed sections of Project Charter, Business Case Project Solutions	•
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Outputs	Documented Project Quality Management plan	•
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Roles & Responsibilities

Role	Responsibility	
Project Manager	With input and feedback from Team Members and stakeholders, document the quality management plan.	
Team Member(s), Stakeholders	Provide input and feedback to documented quality management plan.	•

The project team has responsibility for ensuring that quality deliverables are produced during the course of this effort, using tools such as the Peer Review Form, the Quality Assurance (QA) Checklist (from the PM Backpack Web page).

The determination of quality for each deliverable is driven by the stakeholder(s) that are concerned with the deliverable in question. To determine high-level quality requirements refer to the Stakeholder Breakdown Structure for the requirements that each deliverable is to meet. Further decomposition of the deliverable during detailed requirements definition will drive quality requirements at the detailed level. Deliverable approval by the concerned stakeholder is required before any deliverable is completed.

Complete or update Quality Management Plan in the Project Charter.



Define Management Plans

Document Resource Management Plan

Create Project Charter

Inputs & Outputs	
Inputs	Current completed sections of Project Charter, Business Case
Outputs	Documented Resource Management plan
Roles & Responsibilities	
Role	Responsibility
Project Manager	Document resource management plan.

- This includes high-level descriptions of processes to obtain resources from other areas, cycling resources on and off of the project and tactics for Team Member incentive and performance assessment. Defining this plan should incorporate planning for specialty resources as well as core project resources.
- Complete or update Resource Management Plan in the Project Charter.
- See the Start Project Sub-Phase Handbook section 1.0 (Build Team) as well as the Common Project Management Process Handbook under the sections Procurement Management and Human Resource Management for additional details on this process.



Define Management Plans

Document Gating and Funding Approach

Create Project Charter

Inputs & Outputs	
Inputs	Current completed sections of Project Charter, Business Case
Outputs	Documented Gating Requirements for each phase
Roles & Responsibilities	
Role	Responsibility
Project Manager	Document Gating requirements for each phase.
Program Management Office	Provide input and feedback on documented Gating requirements for each phase.

- Document the Gating requirements for each phase of the project.
- Refer to the QA Checklist and Project Solutions Sub-Phase Handbooks, and contact the divisional Program Management Office for any additional gating requirements.
- Remember to review the project for project specific gates that may require Project Sponsor involvement, in addition to those gates required by the Program Management Office.
- Document the funding approach for the project once the budget information has been completed. The approach should detail sources of funding and scheduled dispersal of funds according to project phase or gates.
- Complete or update Gating and Funding Approach in the Project Charter.
- See section 4.0 of the Start Project Sub-Phase Handbook for steps on Creating the Project Budget.



Define Management Plans

Describe Project Closure Plan

Create Project Charter

Inputs & Outputs

Inputs	Current completed sections of Project Charter, Business Case
Outputs	Documented High-level Project Closure Plan

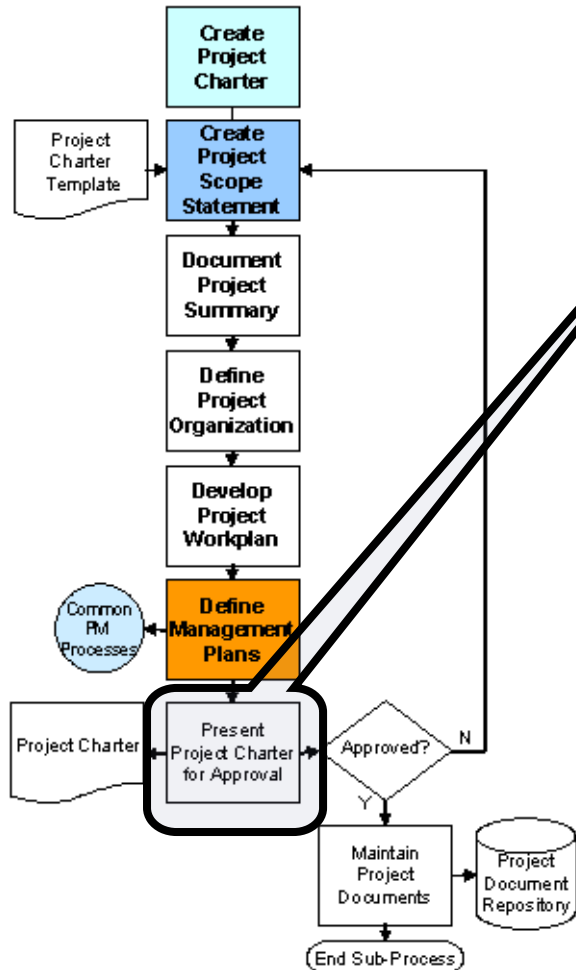
Roles & Responsibilities

Role	Responsibility
Project Manager	Document Closure plan.
Program Management Office	Provide input and feedback on documented Closure plan.

- Document at a high-level the project closure plan. Describe the activities that are required for the orderly completion of the project, including the following:
 - Obtain formal Project Sponsor acceptance of the products and/or services produced by the project
 - Conduct a project review to assess project support and control mechanisms (tools and techniques used to manage and track the project) and to capture lessons learned to improve performance on future projects
 - Celebrate project success and recognizing performance
 - Close out and settle project contracts to ensure reassignment of staff and the discontinuation of the project environment
 - Establish ongoing metrics tracking and support warranty period (if required) for the project
 - Archive project documentation and update corporate repositories to support continuous project improvement objectives.



Present Project Charter for Approval



- The completed Project Charter document is presented for approval to the Project Sponsor and Steering Committee.

Create Project Charter



Present Project Charter for Approval

Inputs & Outputs

Inputs

Completed Charter, Refined Charter

Outputs

Changes to Charter or Approved Charter

Roles & Responsibilities

Role

Responsibility

Project Manager

Present the completed Charter to the Project Sponsor and Steering Committee for approval/updates.

Project Sponsor and Steering Committee

Review and approve or recommend changes to the Project Charter.

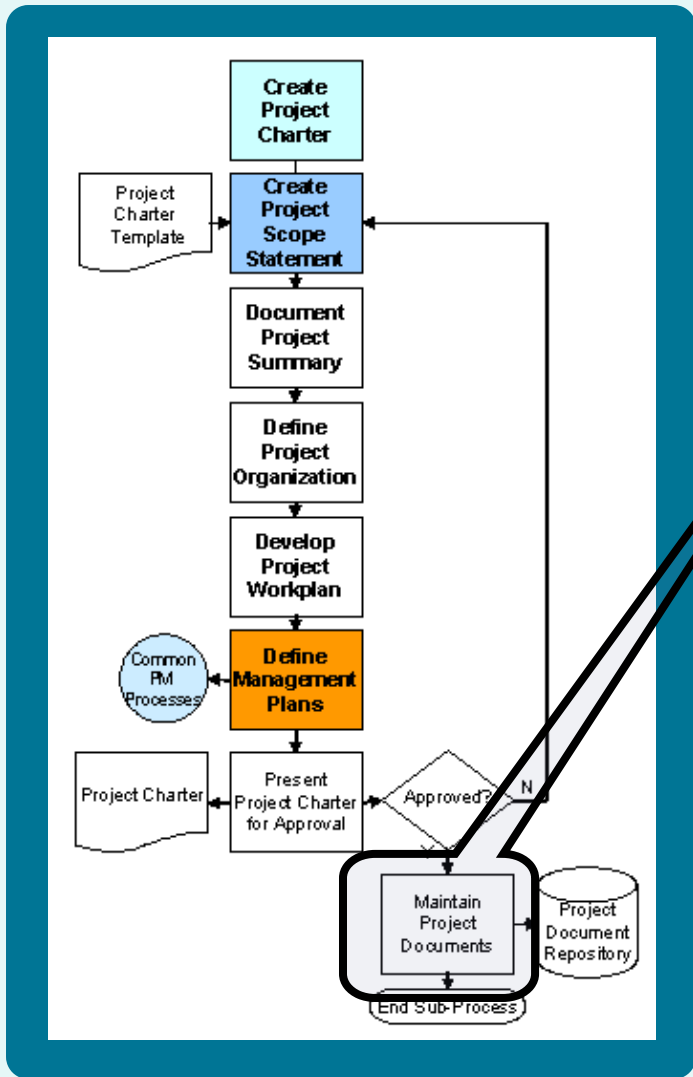
Create Project Charter

- After first reviewing the Project Charter with the Project Sponsor and getting his/her approval, present the finalized Project Charter to the Project Steering Committee for review and approval. Incorporate any necessary changes, and, if necessary, resubmit.



Maintain Project Documents

- The project document repository is updated with any versions of the Project Charter and Project Workplan prior to, and following Steering Committee approval.



Create Project Charter



Maintain Project Documents

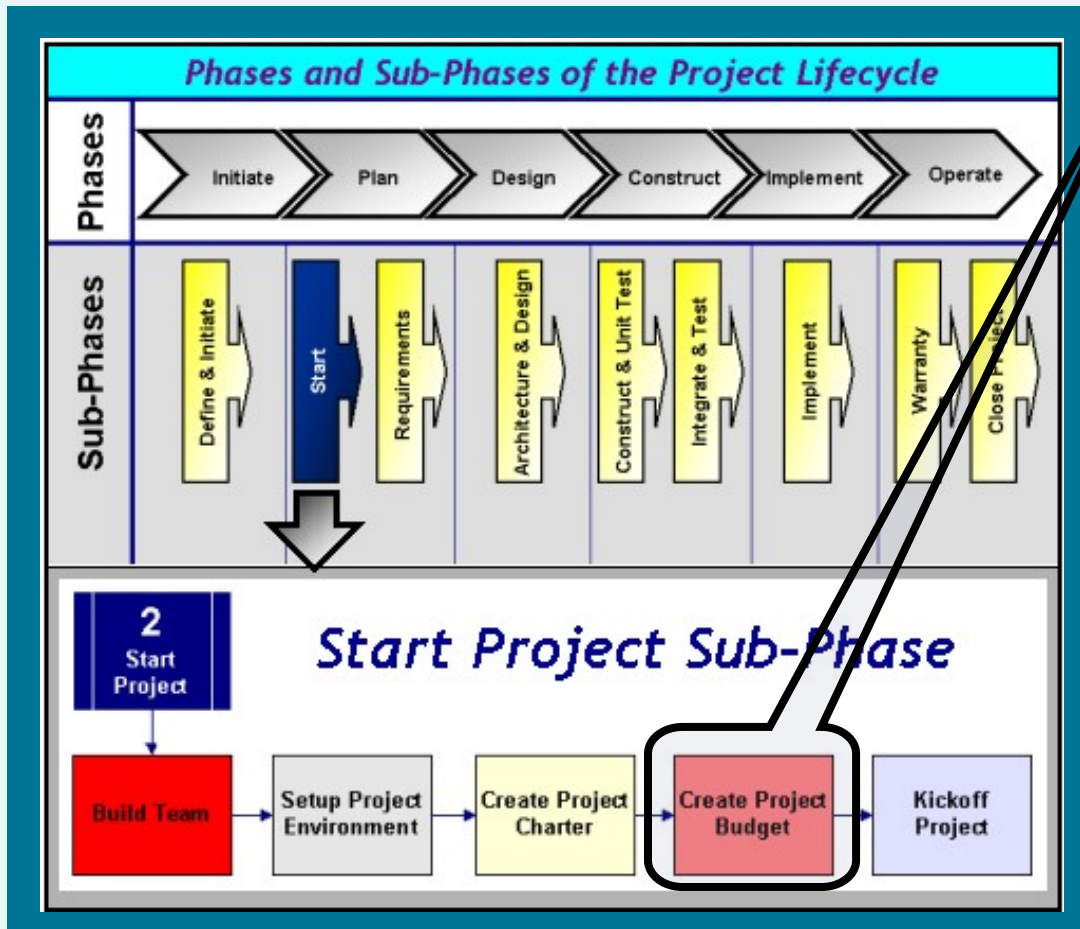
Inputs & Outputs	
Inputs	Project document repository, versions of pre-approval Project Charter and Project Workplan and, if approved, the sanctioned Project Charter
Outputs	Updated project document repository containing iterations of Project Charter and Project Workplan for an approved project or a rejected project.
Roles & Responsibilities	
Role	Responsibility
Project Manager	Update project document repository with the Project Workplan and the version of the Project Charter following the Steering Committee decision.
Program Management Office	Update the division repository and/or the project document repository.

Create Project Charter

- Update the project document repository with any versions of Project Charter and Project Workplan prior to, and following Steering Committee approval. If the project is approved, use from the approved version as the baseline against which to manage change requests.
- Capture each official revision of the Project Charter and the Project Workplan in the project documentation repository. Documenting these iterations creates a project audit trail that illustrates the history of the project from initiation through approval to delivery.



Details - Create Project Budget



- The project budget is crucial in most projects.
- Developing a proper project budget is critical to the project reporting as actual expenses are incurred and metrics are reported.
- Seek assistance from the divisions Program Management Office (PMO) and Finance Subject Matter Expert (SME) to ensure proper procedures are followed.



Details - Create Project Budget

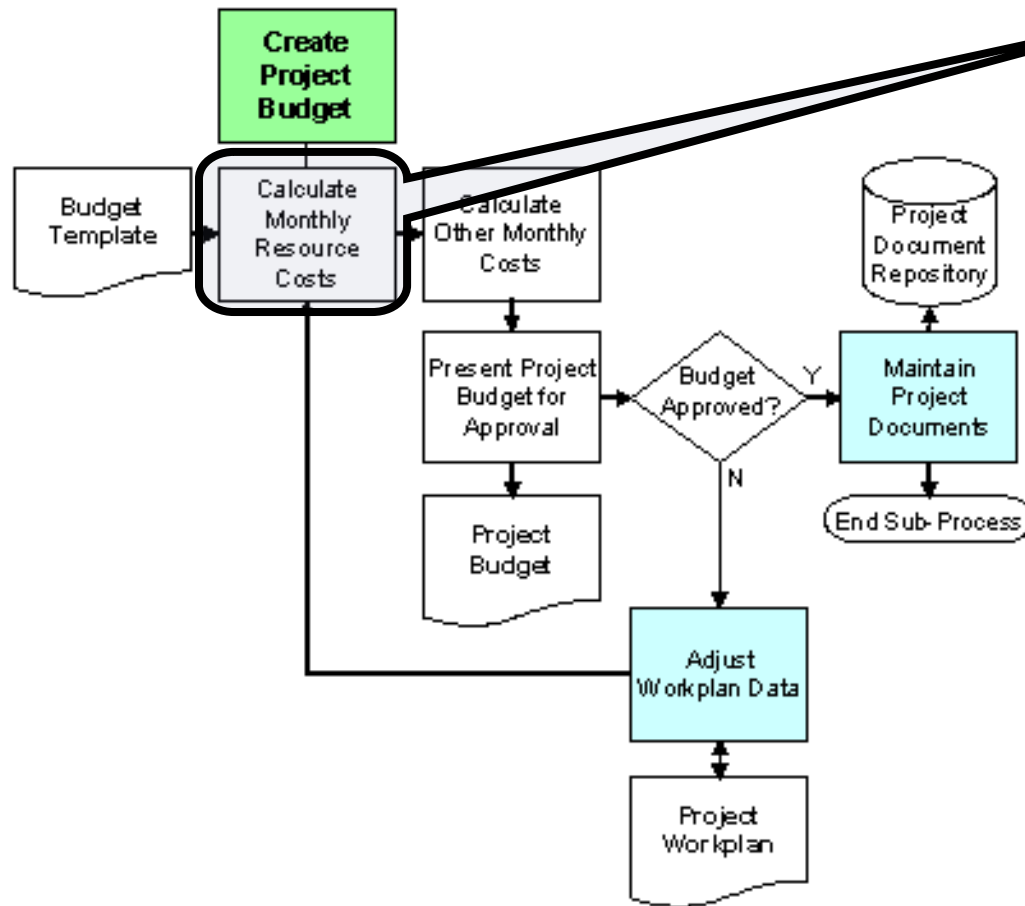
**Create Project
Budget**

Important Note

- Note the state of the Priority Triangle to see where budget falls as a priority against duration and performance. This indicates how the Project Sponsor wants the project team to react in the event of an approved change that will increase or decrease the budget.
- For example, if project budget is the most important priority, then in order to accommodate a change that adds new work effort, the project performance (scope and quality in combination) must be adjusted (i.e., substituting the change request deliverable in place of another or reducing the performance targets).



Calculate Monthly Resource Costs



- Monthly resource costs are calculated using estimates generated by the High-level Milestone schedule and workplan
- Project resource costs can be calculated using the annual loaded salary information for each resource supporting the project in conjunction with the work effort estimates for related deliverables over a specified time frame (i.e., monthly or by milestone).



Calculate Monthly Resource Costs

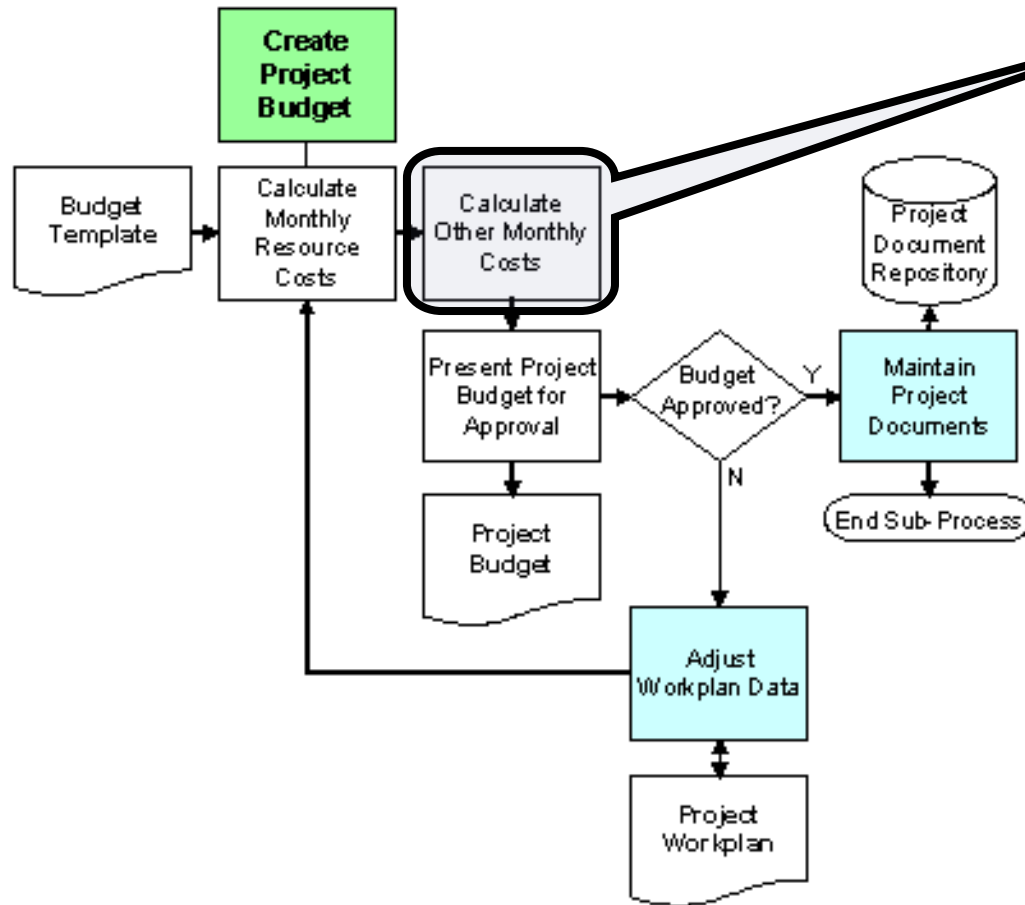
Create Project Budget

Inputs & Outputs	
Inputs	Project Workplan, Business Case and Project Charter.
Outputs	Monthly Resource Cost estimates
Roles & Responsibilities	
Role	Responsibility
Project Manager	Calculate the monthly resource costs using the workplan work estimates.

- One thing to keep in mind is the confidence factor in the estimate.
- Early in the planning phase when not all requirements are well known, resource estimates will sometimes have a low confidence level due the uncertainty in the project requirements and proposed solutions.
- Make sure to note the level of confidence of the estimate at the Steering Committee meeting and Phase gate reviews.
- Work in an agreed upon level of contingency resource budget dollars to cover the unknown factors.



Calculate Other Monthly Costs



- Other project costs are calculated such as:
- real estate
- equipment
- software licenses
- special needs
- materials for workshops
- team building activities
- motivational and thank you items such as items specially created with a logo or phrase related to the project.



Calculate Other Monthly Costs

Create Project Budget

Inputs & Outputs

Inputs

High-level Milestone Plan and Refined Project Workplan

Outputs

Monthly Cost estimate created for non-resource capital costs

Roles & Responsibilities

Role

Responsibility

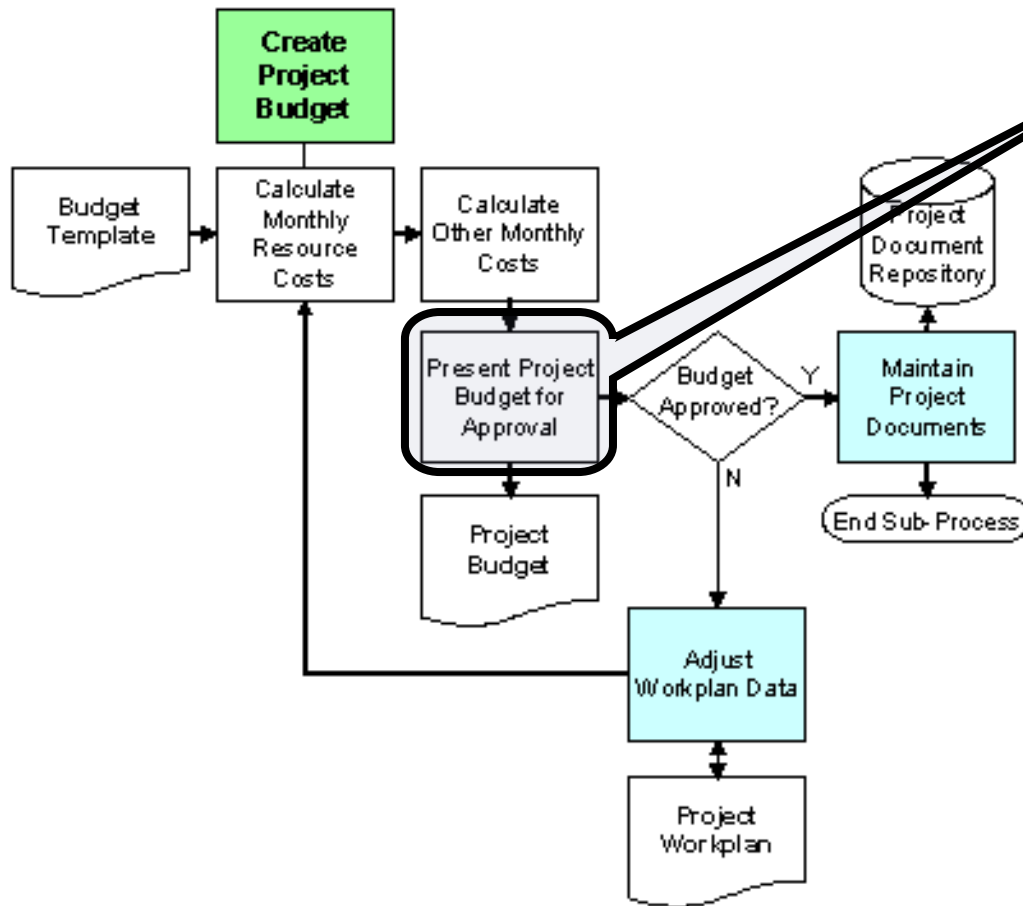
Project Manager

Calculate other monthly costs

- The High-level Milestone Plan is used (to ensure that no long lead items are missed) and the refined Project Workplan is cross referenced to ensure that the costs are noted at this detailed level.



Present Project Budget for Approval



- The Project Budget must be reviewed and approved by the Project Sponsor and Steering Committee.



Present Project Budget for Approval

Create Project Budget

Inputs & Outputs

Inputs

Project Budget

Outputs

Budget Presented for Approval

Roles & Responsibilities

Role

Responsibility

Project Manager

Prepare the budget and present it for formal approval.

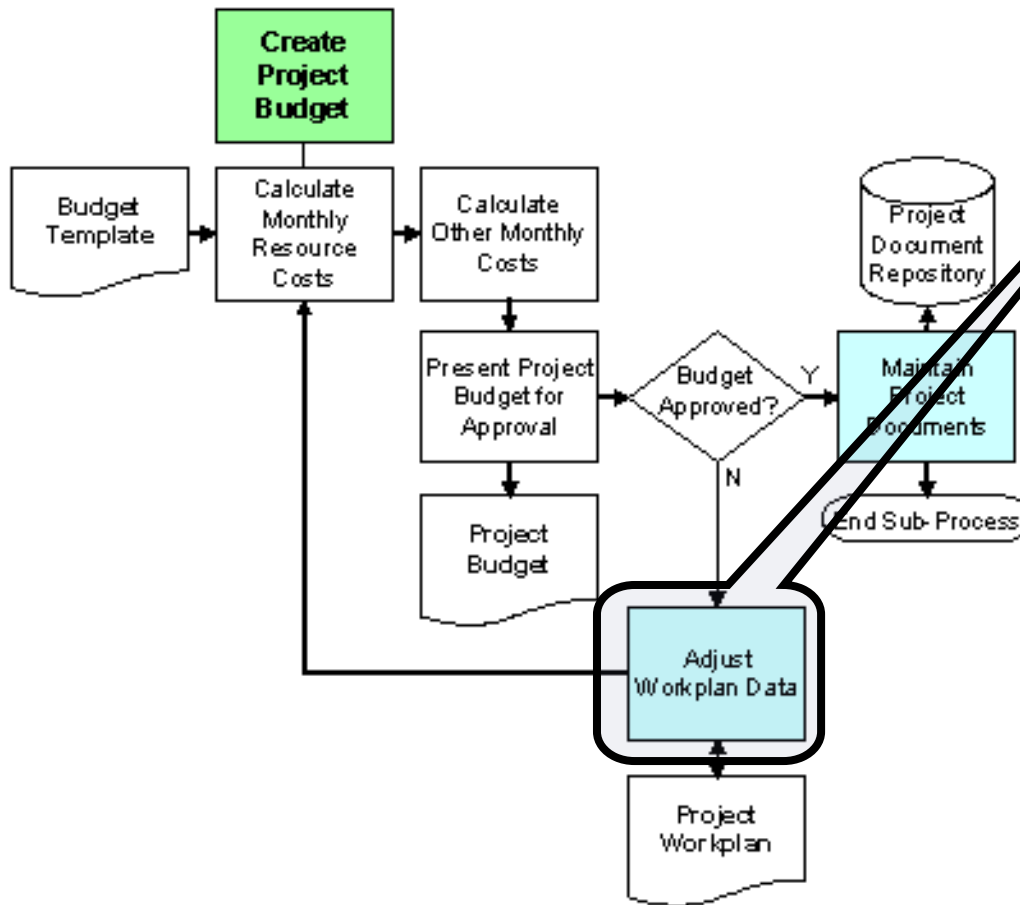
Project Sponsor, Steering Committee

Approve or disapprove with comments.

- Seek assistance from the division Program Management Office or call the Program Management Practice for assistance.



Adjust Workplan Data



- If the budget is NOT approved, due to it being too high, readdress the workplan and exam it for any reduction opportunities while considering the relationship between project performance, cost and duration or as otherwise indicated by the rejection reasons.



Adjust Workplan Data

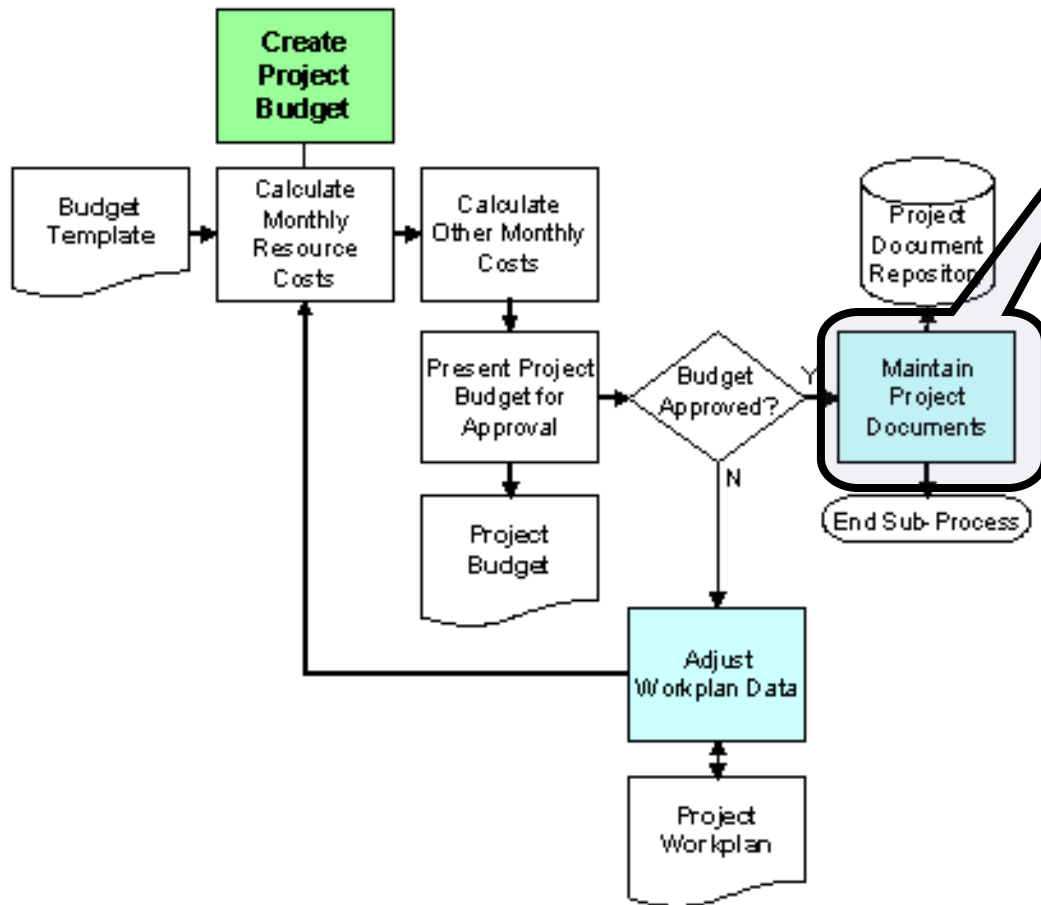
Create Project Budget

Inputs & Outputs	
Inputs	Project Workplan and Project Charter
Outputs	Adjusted Workplan and Project Charter
Roles & Responsibilities	
Role	Responsibility
Project Manager	Readdress the project workplan to fit into budgetary restrictions. Readdress the project scope in the Project Charter.

- Do not adjust budget lightly without making sure to understand the relationship of the lost funds to scope or quality reductions. Share the new scope with Project Sponsor and Steering Committee.
- Seek assistance from the division Program Management Office or call the Program Management Practice for assistance.



Maintain Project Documents



New or revised documents are submitted to project document repository.



Maintain Project Documents

Create Project Budget

Inputs & Outputs

Inputs

Approved project budget

Outputs

Updated project documentation repository

Roles & Responsibilities

Role

Responsibility

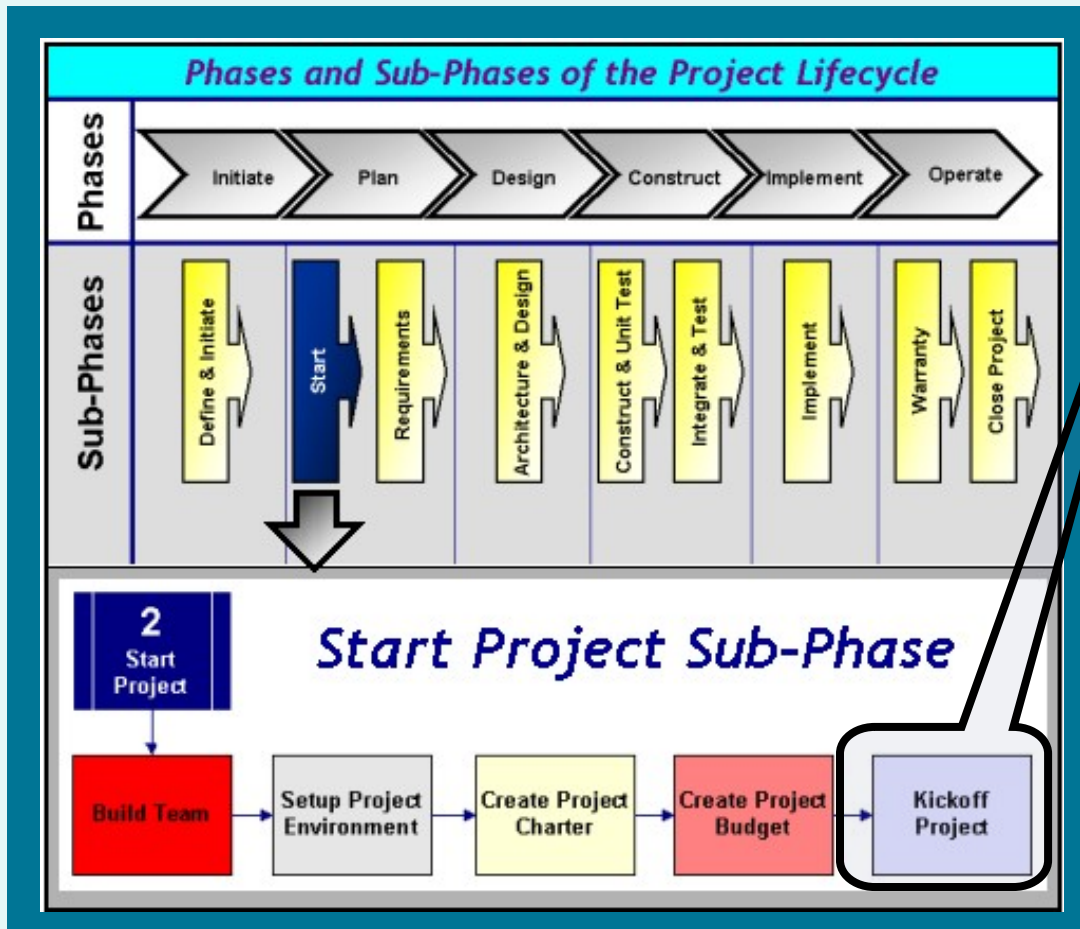
Project Manager

Keep copies of all versions of the workplan that have been submitted for approval including revision history.

The approved version(s) of the project budget and updated workplan and Project Charter are submitted to project documentation repository.



Details - Kickoff Project



- Project Kickoff is an event that signals the beginning of the team's work.
- It also is the first formal opportunity for the Team Members to work together, get to know each other, and relate.
- This activity is represented at a milestone after project approval and initial tasks are addressed.
- It is critical to have Project Sponsor involvement in this process.
- In addition, a number of activities can help make it a success.



Kickoff Project Processes

Activities:

- Prepare Project workplan with initial resource assignments
- Prepare project documentation addressing the nature and scope of the project background and work to be accomplished.
- Arrange for the Sponsor to publish/announce the formal start of the project.
- Include a copy of the performance evaluations that will be used at the end of the project.
- Validate team assignments, interests, and training needs.
- Set atmosphere for team attitudes – foster team spirit, convey seriousness of a project, and boost confidence levels.
- Prepare for kickoff meeting
- Schedule kickoff meeting
- Determine invitees for kickoff meeting





Start Project Summary

Purpose

- Identify the key resources required to execute the project in the time stated and to the level of quality required.

Team Roles

- Steering Committee, Project Sponsor, Project Manager, Support Areas, Project Office, Process and Application Team, Testing Team, Technical and Infrastructure Team, Data Design and Integration Team, Organization Design and Enablement Team, Training and Documentation Team, Implementation Team.

Major Inputs

- Business Case
- Cost Benefit Analysis.

Major Outputs

- Project Charter
- Project Workplan
- Project Budget.

Processes

- Build Team
- Setup Project Environment
- Create Project Charter
- Create Project Budget
- Kickoff Project.





Start Project Sub-Phase

Thank You

