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St. Louis Public Schools

Project Management Methodology Guide

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SAINT LOUIS PUBLIC SCHOOLS

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ABOUT SLPS PROJECT MANAGEMENT OFFICE

The Saint Louis Public Schools has determined there is a need to improve the capability for managing projects within the District. The Saint Louis Public Schools has elected to establish a District-wide Project Management Office (PMO) with the responsibility to enable the District to achieve this strategic objective.

With initiatives being developed and the need for collaboration throughout Departments to share data across diverse projects / programs, it has become apparent that a standardized methodology of project management tracking and reporting is needed. As Project Managers from Departments work together toward a common set of goals and objectives, it only makes sense that they share a common language and methodology of project management.

The Project Management Office (PMO) will provide the leadership that will enable the District to manage its projects and support utilizing sound project management methodologies, standards, practices and procedures.

The two top priorities of the PMO are to develop and implement the following:

1. A common **Project Management** methodology which establishes a consistent, repeatable approach to managing projects and provides a common language for all project participants within the SLPS. The methodology includes templates, guidelines, project management processes, practices, and guidelines.

2. A **Portfolio Management** framework under which new projects may be evaluated, selected and prioritized; active projects may be continuously updated and revised and may be accelerated, rescued, discontinued or de-prioritized.

SLPS PROJECT MANAGEMENT (PM) METHODOLOGY

Best Practices

The SLPS Project Management (PM) Methodology is based on recognized standards developed by the Project Management Institute (PMI), and Best Practices used within the Public Sector Industry.

Best Practices are used to present fundamental tools for the purpose of understanding processes and increasing communications between Project Team Members, and across Departments within the District.

Each process described in this document has the capability of being customized to a specific Department and the needs of the project

What is SLPS PM Methodology?

The SLPS PM Methodology*:*

- Defines guidelines and procedures for all stages of the Project Life Cycle
- Provides SLPS with a common language for Project Managers and Project Teams
- Creates a Performance Review System (communications and reporting plan(s), etc...)
- Provides templates for requests, forms, **Project Plans**, reports
- Provides Project Management Services including training and consulting

What are the Benefits of Using This Methodology?

SLPS PM Methodology provides a consistent, repeatable approach to managing SLPS projects. It provides a roadmap made up of best practices that have been developed over time to measure, quantify, and track a project's progress and results. In addition, SLPS PM Methodology provides a common project language within the SLPS. That common language will greatly help both intra-Department and inter-Department Project Teams to establish a common understanding of project objectives and how they will be achieved.

What are the Project Roles and Responsibilities?

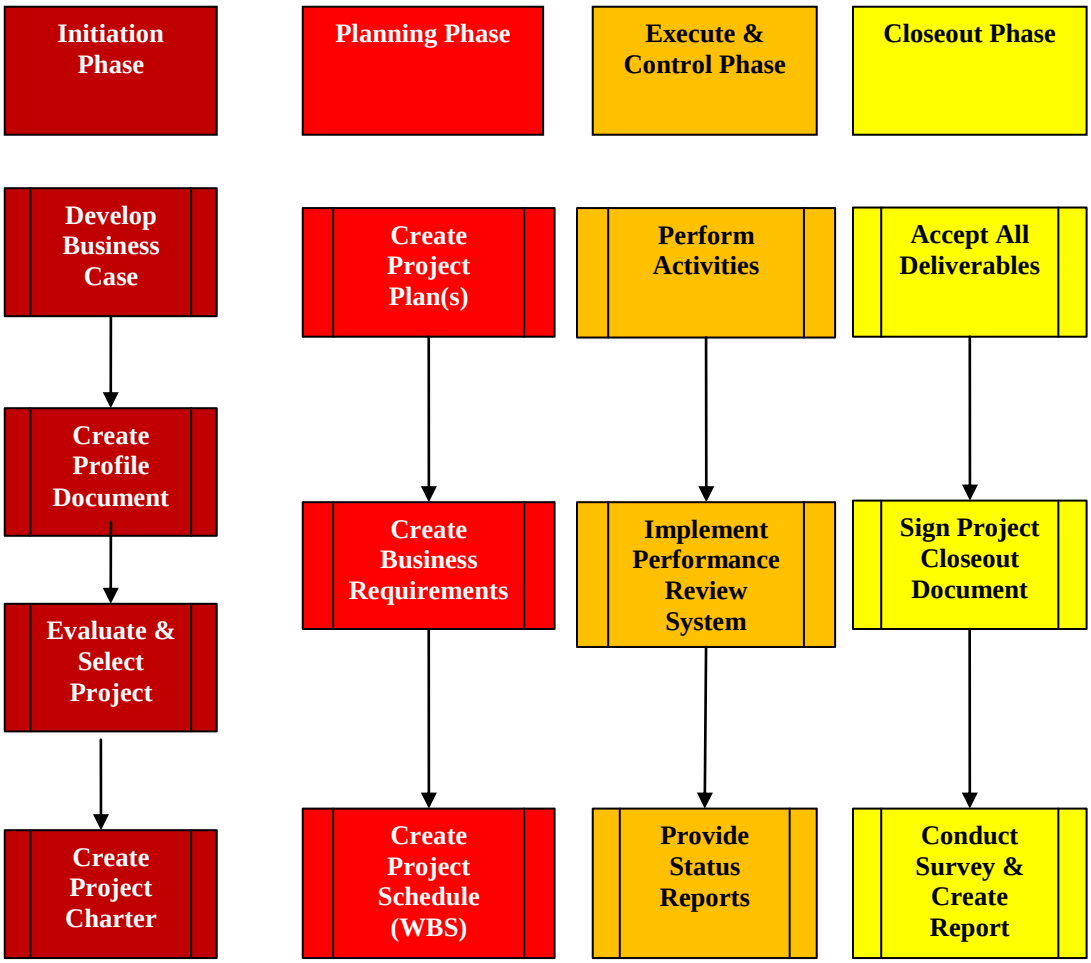
While the effort to develop SLPS PM Methodology was initiated to support information services projects, it may also be applied broadly to many types of projects. It is intended for all Project Stakeholders: Project Sponsors, Project Managers, Project Teams, Customers, Consultants, Department Portfolio Management Committee, the SLPS Project Management Office, and any

interested individual who desires to gain insight into project management at the SLPS.

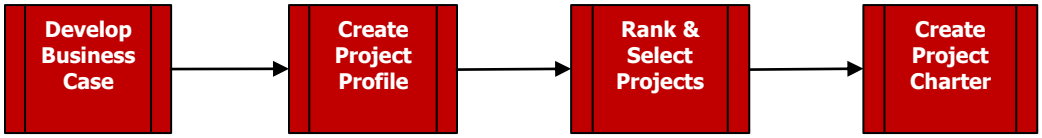
What are the Process Stages in a project?

The process stages in a project's lifecycle are Initiation, Planning, Executing / Controlling, and Closing.

Project Lifecycle / Process Flow Diagram



SECTION 1
INITIATING



Initiating Overiew

What is the Initiation process?

Through the Initiation stage, an idea becomes a project. It is during this time that a project is proposed, the feasibility of doing the project is studied, and the overall Project Profile is developed. If approval to proceed with the project is obtained during the Initiation process, a Project **Charter** is developed and approved. The process then moves to the Planning process.

Where does the SLPS Initiation stage originate?

A project is proposed to address a strategic objective, a business need, or a legislative mandate affecting the SLPS operations. While a project may begin anywhere within the SLPS, the project initiator must find a member of senior management from the Department representing the project's Customers to serve as the Project Sponsor.

Who is involved in the Initiation stage?

The people involved in carrying out this stage are the:

- Project Proposal Committee
- Project Sponsor
- Department Senior Executive (approves Business Case)
- Department Portfolio Management Committee

While detailed descriptions of these roles can be found in the Project Roles and Responsibilities section, it is important to note that it is the responsibility of the Project Sponsor to secure the technical help, and Customer and Stakeholder participation needed to complete the Initiation stage. A Project Manager may be named during the Initiation stage, but this is not essential until approval has been given for the project to proceed to the Planning stage.

Each Department or Division should have its own process for evaluating and approving projects. Following approval by the Department Senior Executive, those projects that require Department-wide approval, as defined by the Department Portfolio Management Committee, must include required project documentation. The Portfolio Management Committee determines the information required for its evaluation and provides Department approval.

What is the process flow of the Initiation stage?

The Initiation stage process is described below as "inputs" acted on by "tools and techniques" to produce desired "outputs."

Inputs into the Initiating Process

Generally, any one of these inputs should be the basic reason for consideration of a project within the SLPS. The specific strategic objective, business need, or mandate should be clearly identified in documents created for solicitation of project approval, and also in documents defining the purpose of the project.

- **Strategic Objective**

A strategic objective is an activity, product, or service that will implement the strategies leading to the accomplishment of the vision, mission, or goals of a Department, or Division.

- **Business Need**

A business need is a statement that describes the current business situation, what the project intends to accomplish, and how it relates to the mission and goals of the Department and the SLPS. It should also include other areas affected and a list of current stakeholders, and describe the consequences of inaction.

- **Legislative Mandate**

A legislative mandate is an initiative resulting from a law enacted by the Missouri State Legislature or the Federal Government. A legislative requirement can be an input to the Initiation stage, when a newly enacted law or changes to existing laws necessitate a change in the SLPS operations.

- **Business Process Analysis**

  As the SLPS directs ever-greater efforts and resources toward introducing technology solutions, Departments should not assume that the business processes in place are compatible with the technology being introduced. Like any system, over time business processes can result in an outdated business process environment. Because of this, the Departments involved in a project generally should conduct an analysis of its current business processes to help ensure that the solution is the best possible for the business process. A high-level analysis of the business processes should be conducted as part of the Initiation stage, and a more detailed analysis, documentation, and improvement or re-engineering of the business processes should be conducted as part of the Planning stage.

In summary, the business processes should be reviewed before introducing major technology or other changes. The business processes should drive the technology, not the other way around. Additionally, business processes and the technology need to be completely compatible.

Tools & Techniques of the Initiating Process

Business Case Proposal

The Business Case Proposal is designed to provide high-level information to facilitate evaluation of the business need and alternative solutions under consideration. It represents a decision point for the Department Senior Executive who will determine if a proposal should move forward. It also begins the accumulation of information for the Project Charter, the final document in the Initiation stage.

Generally, because it is a high-level decision point, there should be minimal investment of resources in the Business Case process. Thus, information included in the Business Case Proposal is not expected to be detailed.

At the end of the Business Case stage, the Department Senior Executive will decide whether or not the project moves to the profile stage, and what potential solutions will be considered at that stage.

Project Profile

If a potential solution to the business problem is approved through the Business Case process, it moves to the profile stage. The Project Profile develops a more detailed analysis of the potential solution selected as the result of the

Business Case evaluation. It describes the characteristics of the product or service created by the project, and defines the project objectives and the work required to reach those objectives. In most projects that involve technical solutions, Departments will require assistance from Technology Services to compile the resource estimates included in the proposal.

The profile definition in this proposal provides the basis for a project Scope Statement, which will be further developed in the Planning stage. Fiscal estimates are included at a high level. During Project Initiation, the Project Sponsor should plan for the funding source, which should be identified in this proposal.

All of this is designed to bring as much relevant information as possible to the Senior Department Executive (decision maker). This stage provides the decision maker with a second, more detailed review "gate" for a determination on whether the project should proceed.

Included in the Project Profile is a section on "Impact on the SLPS Support Areas". Each SLPS support area impacted should be contacted during the profile process to begin early discussions on the impact those areas may have in relation to the project. For example, Project Managers should be aware that, for some technology projects, security planning is required. These plans document that adequate, cost-effective security is provided for information systems and delineates the responsibilities of those who access such systems. Project Managers should contact Technology Services for assistance with security planning.

If the project is approved at the profile stage by the Department senior executive, it moves to the Project Portfolio Management Committee.

Project Ranking/Selection

A proposed project's merits may be judged against a set of criteria. For example:

- Strategic Alignment
  - Mandatory requirements
  - Alignment to mission, goals, and objectives
  - Process improvements
- Risks
- Costs

Other criteria to include for consideration:

- What are the consequences if no action is taken?
- How long will it take?
- Is staff available with the appropriate skills to undertake the work?

If the project is selected for implementation, it moves into Project Charter development.

Expert Judgment

Expert judgment may be required to develop and evaluate a project proposal. These experts include Customers and Stakeholders, and may also include Professional Consultants, and others. Every effort should be made to ensure that experts with all the necessary skill sets are brought together for project proposal and evaluation.

Outputs of the Initiating Process

Project Charter

It is the Project Sponsor's responsibility to seek needed approvals of the **Charter**. The Project Charter, combined with the Project Profile, formally documents authorization of the project. It provides the Project Manager with the authority to apply organizational resources to project activities. It also provides the cornerstone for progressive elaboration of product characteristics, as well as the **Scope** definition that will follow in the Planning stage.

The Project Charter must be appended to the Project Profile.

Initiating as the Foundation for Planning

Much of the information collected during the Initiation stage will be brought forward as the basis for further elaboration in both the Planning and the Execution and Control stages. The methodology for Project Initiation provides the starting point for a typical project. In large or complex projects, more detail may be appropriate during the Initiation stage with respect to initial Scope Development, Procurement Planning, Schedule Estimating, Budget Planning, Risk Identification, Communication Planning, Stakeholder involvement or any other aspect of project management, in order to provide desired information to decision makers.

If all goes well, the Project Charter will be accepted and signed, and the project will receive a go-ahead—and move into the Planning process.

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Templates for the Planning Process

- Business Case
- Project Initiation Profile
- Project Rating / Selection Form
- Project Charter

SECTION 2
PLANNING

Planning Overview

What is the Planning process?

The Project Planning process is the method for identifying and determining:

- Specific Scope and deliverables that will be produced for the project
- Baseline Budget, Schedule, and Milestones
- Activities and tasks required to complete the deliverables
- Resources and Schedules required to carry out each activity and task
- Strategies for managing the key aspects of the project to complete the project deliverables successfully

The Planning process begins by defining the specific Scope and deliverables the project will provide. This process further elaborates on the project objectives and Scope established during the Initiating process, which are documented in the Project Charter. Once completed, this clear definition constitutes the baseline Scope of the project, after which the Planning process divides into two streams of development.

The first development stream focuses on the activities and tasks needed to accomplish the Project Scope, and the corresponding resources and quantities that will be required. These activities and tasks are presented in the order in which they will generally be performed. Again, this is a further elaboration of the high-level activities included in the Project Charter. These activities should be brought forward and broken down into more specific activities and tasks, and then sequenced and assigned estimated durations to provide inputs for schedule construction. Resource Planning is then undertaken to provide the data needed to estimate costs. This information leads to the development of the baseline cost and schedule for the project.

The second stream of development, flowing out of the Baseline Project **Scope**, is the development of strategies to manage project activities in order to successfully achieve the deliverables. It includes separate management plans for organization structure, risk, communication, project change, quality, and organizational change. These management plans should be clearly defined and documented. The relative significance and priority for each of these planning activities to the project will determine the actual order in which they are undertaken by the Project Team.

Why is planning important?

Project Planning is not a single activity or task, but a process that takes time and attention. However, it is always important to remember that the project is a balance between the process and the deliverable. So why is **Project Planning** important? The intent of the SLPS Project Management Methodology, in its entirety, is to create a project management process that is repeatable, and which provides a reasonable chance of success for all projects that use it. It also establishes a common language for all Project Managers, including people with many different backgrounds and from various functional areas. The planning process is created in order to ensure the flow of efforts from beginning to end, in such a way that all of the necessary areas affecting the project process (or created by it) are considered. So, Project Planning is important because it causes the Project Team to address all aspects that will be necessary to make their project a success — to deliver project products as agreed, on time, and within budget.

What justifies the cost of planning? While the costs and benefits of up-front planning may not be exactly quantifiable, the costs of not planning can be enormous. Many studies have shown that project failures, as defined by cost or schedule overruns or product failures, have cost school districts millions of dollars. In some cases, project failures have taken school districts to the brink of financial disaster. So the question becomes: Where do you want your pain? Any pain that may come from spending time to define Scope and deliverables properly, determine costs, set baselines, and develop management plans will probably be less than the pain at the back end of your project — in cost or schedule overruns, or even product failures.

We must be constantly vigilant not to let the up-front planning become the consuming focus. We should do the up-front planning necessary to ensure a reasonable chance of success. Thus, we need to understand that the planning process continues — so that we can adjust, as appropriate, throughout the project.

What is the result of the Planning process?

The Planning process results in a Project Plan that consists of the formally-approved documents used to guide the project Execution and Control processes. It further elaborates on the information provided in the Initiation process by documenting planning assumptions, decisions and strategies. Planning also facilitates communication among stakeholders, and documents the approved baselines established for project Scop**e**, Cost, Quality and Schedule.

Planning does not end when the Executing and Controlling processes begin. The planning process is iterative - it continues and evolves throughout the life of the project. Particularly for large projects, the Project Plan changes as further information becomes available or circumstances change. For example, planning sections may start out initially at a relatively high level, however, as the project progresses, it will iterate to lower and lower levels. Any changes to the plan must be appropriately approved and documented, while any impacts resulting from the change must be reflected in all relevant baselines and strategies, as appropriate.

Who is involved in the Planning process, and what are their roles and responsibilities?

People involved in the Planning process include the:

- Project Sponsor
- Project Steering Committee (if one exists)
- Project Manager
- Project Team
- Professional Consultants
- Customers and Stakeholders

What purposes do the Planning process methodology and templates serve?

The Planning process methodology provides a consistent, repeatable approach to managing projects successfully. It has evolved from project management best practices that have been successfully used over many years. The templates are provided to save time for the Project Team, so that they do not have to develop their own forms. The templates should be used to help implement the methodology in order to achieve project deliverables successfully. To that end, each template may be scaled by agreement between

the Project Manager and the Project Sponsor. In addition, when using the methodology and templates, the Project Sponsor and Project Manager should always evaluate the use of the methodology and templates, based on:

- Relative need to address each area (e.g., is a formal Procurement Plan needed if purchasing is a relatively minor part of the project?)
- Need for documentation, based on:
  - Size of the project (e.g., Scope, number of participants)
  - Project risks (both internal and external)
  - Familiarity of project participants with each other
  - Legal requirements
  - Existing District policies and procedures
  - Awareness of project efforts, in terms of business objectives, Scope, and schedule
  - Other relevant factors

Inputs to the Planning Process

- Project Charter
- Historical Information
- Customer and Stakeholder Involvement
- Constraints
- District Policies

Tools & Techniques of the Planning Process

- Planning Methodology
- Project Management Information System
- Business Process Improvement

Outputs of the Planning Process

- Project Plan(s)

Templates for Planning Process

- Project Plan(s)
- Project Schedule (Work Breakdown Structure)
- Business Requirements

Additional Information

Scope Planning

What is Scope planning?
Scope planning begins the process of progressively elaborating and documenting the project work by building directly upon outputs from the project Initiating process. A Scope Statement is the first step in Scope planning. It will form the basic agreement between the project and the project's Customer by identifying the project objectives and deliverables.

What is the purpose of Scope planning?
Scope planning ensures that the objectives of the project are clearly defined and understood, and that the project will produce the product / services that the Customers expect. It also provides for a process to change the Scope of the project.

Who is involved in the Scope planning, and what are their roles and responsibilities?
The following people are involved in **Scope** planning:

- Project Sponsor
- Project Manager
- Project Team
- Subject Matter Experts
- Stakeholders
- Professional Consultants

All of the above participants should work to ensure that the Scope of work to be undertaken is complete, understood and accepted, so that a Scope Statement can be written as a basis for future decisions. The process for managing changes in Scope is discussed in the Executing / Controlling section.

What is the process for Scope planning?
The Scope management process can be described as "inputs" acted on by "Tools and Techniques" to produce desired "outputs," as reflected in the following:

Inputs into Scope Planning Phase

Business Case
The Business Case document contains information that will be useful in determining the project's Scope.

Project Profile
By further elaborating on the project objectives and the work required to reach those objectives, and by providing a high-level description of the characteristics of the product or services to be created, the profile provides the basis for the project **Scope Statement** to be developed in the Planning process.

Project Charter
In conjunction with the Business Case and the Project Profile, the Charter provides the cornerstone for introducing people to the project, progressive elaboration of product / service characteristics, and the Scope definition.

Product / Service Descriptions
The product / service descriptions, first produced in the Business Case document, are high-level descriptions of the characteristics of the product or process to be created. The Charter contains the most recent product descriptions.

Constraints
Constraints are: (1) restrictions that affect the Scope of the project, usually with respect to availability, assignment, or use of project cost, schedule or resources; (2) any factors that affect when or how an activity can be scheduled; (3) any factors that limit the Project Team's options to choose approaches or solutions, which can lead to pressure and resulting frustration for the team. The Charter contains the most recent project constraints.

Assumptions
Assumptions are relevant factors that are considered to be true, real or certain (although they may not be proven or provable), and which are used as a basis for decision-making. The Charter contains the most recent project assumptions.

Tools and Techniques for Scope Planning

Alternatives Identification
Brainstorming is a common method for generating different approaches to a project. Record on a flipchart the team's ideas for products and services to be included in the Scope. After the list is completed, group similar ideas and eliminate duplicates or items that do not apply. What remains may be used as an outline for creating the Scope Statement.

Cost/Benefit Analysis
Estimating the tangible and intangible benefits, and comparing them to costs, may be a useful tool in choosing from identified alternatives.

Expert Judgment
Expert judgment may be required to evaluate a proposal and to accumulate the information and estimates required for the Scope Statement. These experts should include Customers and Stakeholders, and may also include Consultants, Public Sector (K12) Industry Experts, and others.

Scope Statement
To develop the project Scope Statement, begin with the information in the Project Charter, supplemented with information from the Project Profile, as necessary. The project Scope Statement provides the basis for future project decisions. This statement is of singular importance to the project, because it sets overall guidelines with respect to the size of the project. The content of this statement, at a minimum, should include the following:

- ***Project Scope:*** A clear description of the project **Scope** that will be used throughout the project, in order to assess continually whether the project is still on course.
- ***Content of the Project:*** What is and is not included in the work to be done?
- ***Project Results/Completion Criteria:*** What will be created, in terms of deliverables (and their characteristics) and/or what constitutes successful completion of a phase or the final product?
- ***Scope Change Process:*** A description of the process for changing the **Scope** of the project as it progresses, including the review and approval process.

Outputs of Scope Planning

Supporting Detail

All identified assumptions and constraints, and any information gathered that might facilitate other management processes, should be documented and organized. For example, while developing the Scope Statement, the Project Team may recognize that staff training will be needed to support the ongoing use of the product. This information should be available for inclusion in organizational Resource Planning, and for developing the Work Breakdown Structure.

Baseline Planning

Software applications such as Microsoft Project help coordinate and more effectively facilitate the development of the baseline schedule, resources and cost. When available, you should use software that will further facilitate this process.

Management Planning

Flowing out of the project baseline project (Scope, Budget, Resources and Schedule) is the development of strategies to manage project activities in order to successfully achieve the deliverables. The methodology includes separate management plans for organization structure, risk, communication, project change, organizational change, and quality. The development of management plans can be performed in parallel with the development of the Baseline Plans. All management plans should be clearly defined and documented. The significance and priority for each of these planning activities to the project will determine the order in which they are undertaken.

SECTION 3
EXECUTING AND CONTROL

Executing and Controlling Overview

What are Executing and Controlling?

Project execution is the process of implementing all plans developed during the planning phase, and includes both the baseline and management plans. Execution should begin with the orientation of any new team members being added to the team to complete this process, and with a review of all project documentation by the Project Team, in order to ensure that everyone understands the plans, how the plans are to be executed, and their responsibilities for completion of the plans.

Project Control is all of the actions performed to ensure that the project objectives will be met. This is accomplished through the monitoring and measurement of progress, using processes such as: comparing actual performance with planned performance, analyzing variances, evaluating alternatives, and taking Corrective Action to bring actual project results back in line with the Project Plan. At this point in the project, the specific actions to be followed to implement control should have been defined in the management plans developed during the Planning process— especially within the Risk, Communication, Quality, and Project Change Management Plans. These specific plans generally specify the processes that should be followed to make sure that: (1) all other Project Plans are being implemented effectively; and (2) any necessary corrective action will be handled promptly and appropriately, thereby ensuring that project objectives are being accomplished.

The Executing and Controlling processes are completed when the product / service being created by the project is fully developed, tested, readied for transition to, and accepted by the Customer. Typically, this is the longest phase of the project, where most of the project resources are expended.

What is the purpose of Executing and Controlling?

The purpose of Executing and Controlling is to complete the project in accordance with Project Plans, on time, and within budget, while producing a quality product or service that meets the defined requirements.

Who is involved in Executing and Controlling, and what are their roles and responsibilities?

The following are involved in execution and control:

- Project Sponsor
- Project Manager
- Project Team
- Professional Consultants
- Customers
- Other Stakeholders

The Project Team is responsible for Executing and Controlling the Project Plans. The Project Manager is responsible for directing and monitoring the team and their activities, for ensuring that all necessary Corrective Actions are taken, and for reporting project status to the Project Sponsor and any other Stakeholders who require updates. The Project Manager is also responsible for communicating with and influencing the Customer to ensure that Customer expectations and project objectives remain aligned. The Project Sponsor is responsible for monitoring the project at the level above the Project Manager, by using the Project Status Reports and any other requested information. The Project Sponsor is expected to continue driving project efforts, and to provide "sponsorship" and support for efforts to sustain project momentum with the Customer. The Project Sponsor needs to remain visible throughout the project's life cycle in order to ensure success. The Customers and Stakeholders are responsible for participating in this phase, as agreed during the Initiation and Planning phases, and for monitoring the progress of the project from their perspective.

Inputs into the Executing & Controlling Processes

All Project Plans

All plans developed during the Planning process, and any supporting documentation, are inputs to the Execution and Control process. These documents include:

- **Scope Statement**;

- Baseline Plans, consisting of the planned Schedule and Budget with the supporting Work Breakdown Structure (WBS), Activity Definitions, Activity-Sequencing Plan, Duration Estimations, and Resource Plan.
- Management plans, consisting of the project organizational plan, Risk Plan, Communication Plan, Organizational Change Management Plan, Project Change Plan, and Quality Plan.

Supporting documentation also includes all project assumptions and constraints. These assumptions and constraints were applied in deriving the plans, and may provide a foundation for the criteria for change.

Work Results

Work results include both products of the project and products of the project management process. The timeliness, quality, cost, and functionality of these products will be targets for control.

Issue Documents

Issues are problems that, if not addressed, might:

- Change the project's Scope
- Affect the project's schedule
- Diminish the project's quality
- Increase the project's cost

Issues differ from risks in that they currently exist, whereas, a risk is a possible future event. As plans are executed and controlled, issues will arise that should be documented according to the stipulations in the Project Change Management Plan. As the issues arise, the corresponding issue documents are outputs of execution and control. The actions resulting from issue management are integrated into the appropriate plans for handling and control. Thus, issue documents are inputs to, as well as outputs of, the execution and control processes.

Change Requests

As plans are executed and controlled; requests for changes to the plans will be generated. Such requests should be documented as directed by the Change Management Plan. The resulting change requests become outputs of the Execution and Control process. Any actions resulting from change requests should then be integrated into the appropriate plans for handling and control. Thus, change requests are inputs to, as well as outputs of, the Execution and Control process.

Corrective Action

As plans are executed and controlled, there will be instances where Corrective Actions are needed to bring actual project results in line with Project Plans. Recognition of the need for and the specifications of, each Corrective Action is an output control process. These Corrective Actions should then be brought into the appropriate plans for handling and control. Therefore, Corrective Actions are inputs to, as well as outputs of, the Execution and Control process.

Approved Changes

Change requests should be reviewed, modified, and approved or rejected through the appropriate process, as outlined in the Change Management Plan. Any approved change should then be brought into all affected plans for updating and integration into each plan. Therefore, approved changes are inputs to, as well as outputs of, the Execution and Control process.

Tools & Techniques for Executing & Controlling

Microsoft Project

Microsoft Project is the Project Information System used by the SLPS Project Management Office and it assists the Project Manager in monitoring, evaluating, adjusting, and reporting on the status of all Project Plans for Scope, Cost, Schedule, and Quality.

Based on analyses and evaluations of the information provided by Microsoft Project, the Project Manager should be able to:

- Determine and report on Project Scope, Schedule, and cost status;
- Identify project issues;
- Identify potential changes for consideration;
- Provide information that will help with the determination of whether to approve or reject potential project changes;
- Identify and develop the specifications for Corrective Actions;
- Verify completion of project Work Packages, products, or services within the approved specifications.

Performance Reporting System

The most common form of performance reporting is the Status Report. Prepared by the Project Team for the Project Manager, Status Reports should detail activities, accomplishments, Milestones, identified issues, risks, and problems. Some level of Contingency Plans should be prepared for activities

that are not on schedule, and some level of Corrective Action plans should be prepared for anticipated problems. Status Report templates should be used to summarize the information gathered through the SLPS Project Information System for the Status Reports.

Key Project Team Members generally produce Project Status Reports on a weekly or biweekly basis that may be collected for reporting at higher levels. These team members should know what aspects of the project they are responsible for performing and reporting on to the Project Manager. Status reporting is an integral part of the project management process. It is the means by which the Project Team, Contractors, and Senior Management stay informed about the project progress and the key activities required to complete the project. The purpose of the Project Status Report, like status meetings, is to develop a standard format for the formal exchange of information on the progress of the project.

Outputs for Executing & Controlling

Status Report

Status reports are the result of completed status templates. They should be issued by the Project Manager, and provided to the Project Sponsor and any other stakeholders who need the information. The objective of the Status Report is to provide significant, relevant information to the user, rather than volume. Therefore, the report should be geared to the user. Reports to executive management should be no longer than a couple of pages. While the Project Sponsor should receive, at a minimum, all of the information included in the status template, more information may be provided if deemed necessary and other recipients should be provided with the level of detail appropriate with their need. Status Reports should be provided to recipients at regular, agreed-upon intervals.

Issue Documents

Issue documents should be handled as directed by the Change Management Plan.

Change Request

Change request forms should be handled as directed by the Change Management Plan.

Product / Service Acceptance Document
Upon completion of all Project Plans, the resulting product, service, or other deliverable should be presented to the Project Sponsor in order to obtain approval and acceptance. This acceptance signifies the project is ready to move into the Closing process. The Project Sponsor, and other appropriate Customers or Stakeholders, may use the product acceptance template to document acceptance of the product, service, or other deliverable after completion and quality review.

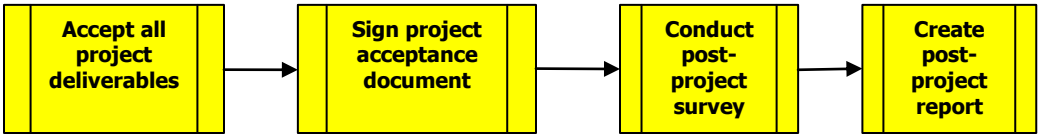
Approved Changes
Approved changes should be handled as directed by the Change Management Plan.

Corrective Actions
All activities resulting from Corrective Actions should be brought into plans and processes, as appropriate. Any significant Corrective Action should be documented in the status report

Templates for the Execution Controlling Process

- Change Control Form
- Issue Control Form
- Status Report Form

SECTION 4
CLOSING



Closing Overview

What is the Closing process?

The Closing process covers all activities that are conducted to bring a project to an orderly end, whether the project is terminated or the project product or service has been delivered and accepted by the Project Sponsor.

What is the purpose of the Closing process?

The purpose of the Closing process is to provide for the following key elements:

- Collect and document the successes and lessons learned for the project
- Administrative Process
- Provide performance feedback to project staff
- Free up resources (e.g., staff, facilities, equipment, and automated systems)
- Closeout any financial issues, such as project budget codes
- Complete, collect, and archive project records

While these activities are particularly important on large projects with extensive records and resources, they are also important for smaller projects. Closing out contracts with vendors must also occur as part of closing a project.

Who is involved in the Project Closing Process, and what are their roles and responsibilities?

The following roles are involved in carrying out the processes of this phase:

- Project Sponsor
- Project Manager
- Project Team
- Customers

- Stakeholders

The Project Manager is responsible for all closeout processes described in the previous paragraph. The Project Sponsor is responsible for encouraging and participating in the successful completion of those processes. The Project Team, Customers, and Stakeholders are responsible for assisting the Project Manager with, and participating in, the successful completion of the closing efforts.

Inputs to Closing Process

Project Management Document Repository
Project Management Document Repository, which has been maintained since project initiation serves as the main input to the closeout phase. The Document Repository should, at a minimum, contain the following documents:

- **Charter**
- **Scope Statement** and critical success factors
- **Work Breakdown Structure** (WBS)
- **Schedule Plan**
- **Resource Plan**
- **Risk Plan**
- **Quality Plan**
- **Communication Plan**
- **Project Change Control Plan**
- **Project Status Reports**

Other Project Records
While the Project Plans are required, they are merely plans. The results of the plans having been executed, however, provide the audit trail and a baseline for project evolution. The Project Manager should retain all copies of change requests, acceptances, issue logs, status reports, risk tracking tools, and other records. Managers are strongly advised to include the following items in the project archive:

- Correspondence
- Meeting notes
- Contract file
- Technical documents
- Assumptions

- Constraints
- Issues
- Change documentation
- Any additional information pertinent to the project

Tools & Techniques of Closing Process

Customer Sign-off Meeting

The issue of primary importance to closure is acceptance by the Customer of the product or project deliverables for which the project was created. One of the best ways to address this issue is to convene a final meeting with all stakeholders to review the product / service delivered against the baseline requirements and specifications. By this time, any deviations from the established baseline will have been documented and approved; but, it is still good policy to make all participants aware of the baseline deviations and justifications. Furthermore, any open action items or program-level issues can be officially closed. By drawing the Customers together in a single meeting, the Project Manager avoids having to resolve open issues on an individual basis.

All documentation that has anything to do with the product itself (e.g., design documents, schematics, technical manuals), which has not already been turned over to the Operations and Business Departments, must be completed and transferred at this time.

The final deliverable should be the Product / Service Acceptance Document created by the Project Manager. This document will be customized for the particular project to include pertinent deliverables, key features, and important information about final product / service delivery. The Customer signatures on this document confirm project completion. The Acceptance Document should be attached to a Post-Implementation Evaluation Report.

Surveys

The most important measures of project success are how well the needs of the Customers have been met, and whether the product was developed and delivered effectively and efficiently. It is also important to gather information from a broad spectrum of participants on best practices and lessons learned. One way to gather this type of information efficiently is to solicit feedback with a survey. Therefore, the Project Manager should consider using an appropriate survey as one method of gathering feedback at the end of a project. One word of caution, however: If the Project Manager chooses a survey as one method for gathering feedback on the project, he or she should consider getting

professional assistance in developing and administering surveys to a large group, or to people outside the District.

Depending on the size and type of the project, different surveys may be required for different Stakeholder Groups; and surveys can be distributed by different methods (e.g., questionnaires or personal meetings). The Project Manager needs to determine to whom the survey should be given, and how it should be administered. It can be addressed to the Project Sponsor, Project Team, Customer Representatives, Consumers, and/or other Stakeholders. The goal of the survey is to solicit feedback from all types of individuals involved in the project in order to collect sufficient information to determine whether: Customer requirements were met; the product was delivered effectively and efficiently; and information was collected for Best Practices and Lessons Learned. The Project Manager should emphasize to all survey participants the importance of their honest feedback as one of the primary mechanisms for assessing the project's performance. Once a survey has been conducted, the Project Manager should summarize the feedback, and include it as a section in the Post-Implementation Evaluation Report.

Best Practices/Lessons Learned Meeting

Best practices/lessons learned sessions are a valuable closure and release mechanism for team members, regardless of the project's success. This session is typically a large meeting that includes the following:

- Project Sponsor
- Project Manager
- Project Team
- Customers
- Stakeholder representation, including external project oversight
- Other appropriate Senior Management

Some general questions, which typically could lead to useful discussion in such a session, include:

- What worked best on the project?
- What could we have done better on the project?
- How can we improve the methodology and templates to better assist in the successful completion of future projects?

More specific questions could be used to delve into areas that the Project Sponsor or Project Manager feels need to be looked at more closely. However, these specific questions should be addressed in the context of Best Practices and Lessons Learned. Some of the more specific questions that could be asked, and which could lead to useful discussion, include:

- Did the delivered product / service meet the specified requirements and goals of the project?
- Was the Customer satisfied with the end product / service?
- Were cost budgets met?
- Was the schedule met?
- Were appropriate risks identified and mitigated?
- Was the project communication appropriate and helpful?
- How did the project management methodology work?

Information obtained during the survey can be brought into a best practices/lessons learned session for further discussion, analysis, and conclusions. During the course of the project, the Project Manager, Project Team Members, Customers, and Stakeholders most likely recognized certain procedures that, when exercised, improved the production of a deliverable, streamlined a process, or suggested ways to improve standardized templates. These best practices must be documented and shared so they can be repeated. In some cases, outstanding “successes” might be translated into new procedures to be followed by future projects. Likewise, Lessons Learned that could improve processes should be documented. Such a session can provide official closure to a project. It also provides a forum for public praise and recognition, and offers an opportunity to discuss ways to improve future processes and procedures.

Administrative Closure Processes

At the end of a project, the Project Manager should ensure that the following aspects are addressed:

- **Personnel** – If personnel have been assigned to the project full time or as a temporary loan, it is important to return these staff members to the available resource pool or their original assignments as quickly as possible when the project ends. This will ensure that the staff members stay busy, and that other projects within the District do not fall short of resources. Because the Project Manager or team leader is aware of the day-to-day activities performed by the team member, he/she is the most

appropriate person to provide honest and accurate feedback to them on their performance during the project. Therefore, the Project Manager or appropriate team leader should consider providing feedback on the accomplishments and performance level of each Project Team member. If the Project Manager decides to do this, the process should be planned up front, before team members are added. At the time each team member is added, the Project Manager should reach an agreement with the individual (and with his/her regular immediate supervisor, if the staff member will be returning to his/her previous position in the District) on the process and criteria for providing feedback on their performance during the project. Of course, immediate feedback is usually the best method, and performance should be discussed with the team member on a day-to day basis during the project. If agreed-to up front, at the end of the project a feedback summary may be prepared and discussed promptly with each team member. Also, if agreed-to up front, the feedback summary can be passed along to the team member's immediate supervisor to be used as input to future performance appraisals. Any feedback should contain a discussion of areas where the team member has performed well, and where performance could be improved. Like any feedback, it should be given in the context of working with the individual to help them recognize their strengths and how to build on them, along with areas where they need to focus their improvement efforts.

- ***Facilities and Equipment*** – If the Project Team has occupied office space facilities during the project and will be vacating that space, it is good practice to let those owners of the office space know, as soon as possible, that the space used will become available again. Also, any equipment that was used by the project (e.g., desktop or laptop computers) should be properly inventoried and returned to appropriate management.

- ***Archiving*** – Throughout the course of the project, the Manager has maintained a project repository. The purpose of the repository has been to create a central point of reference for all project materials to be used by all individuals involved in the project. Once the project comes to an official close, the repository provides a documented history of the project's evolution.

  During closeout, the Project Manager should examine the repository to ensure that all relevant project-related materials, documents produced, decisions made, issues raised, and correspondence exchanged have

been captured. At this time, include any additional project documentation that the Project Manager thinks needs to be added to the repository.

Outputs of Closing Process

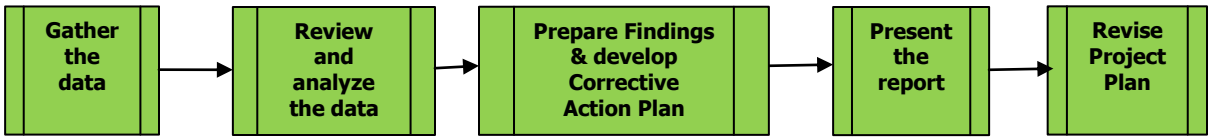
Administrative Closure

- **Evaluation of Staff** – The Project Manager should provide each team member and their supervisor with an evaluation of the team member's performance on the project.
- **Release of Resources** – Personnel, facilities, equipment, and cost centers should be released {as described above}, as appropriate.
- **Archiving in the repository** – the repository is retained by the Project Management Office, and should be accessible to all parties for future reference.

Templates for the Closing Process

- Acceptance
- Post Project Survey

SECTION 5
PROJECT TRIAGE PROCESS



Triage Overview

What is the purpose of the Project Triage process?

Project Triage is a process used to perform a quick evaluation of a project and to prioritize actions or corrective recommendations based on current project status. Triage is performed when a Project Manager is given a project in progress or when a project is determined to be "in trouble."

While the emphasis of the triage effort is on a quick evaluation, speed is relative to the project size/scope. A multi-year project may require a triage review lasting several weeks, while a project of several months duration may only require a triage review of several hours. It is important to spend adequate time to gather the information needed to analyze the problems and define the actions necessary to get the project back on track. The triage effort may be completed by an individual, or by a team, depending upon the size of the project and the time available.

Who is involved in the Project Triage Process

The following roles are involved in carrying out the processes of the Project Triage Process:

- Project Management Office Executive
- Project Sponsor
- Project Manager
- Project Team

List of Deliverables

The following table identifies the Deliverables of the Triage Process.

Processes	Deliverables
Gather the Data	Collection of existing information (project repository)
Review and Analyze the Data	Assessment of current project status (preliminary problem solving)
Prepare findings and Develop Corrective Action Plan	Findings and Corrective Action Plan
Present Report	Management presentation
Revise the project	Revise project plan, including remediation activities as required

Data Gathering – Process

Gather the Data
The first step in Project Triage is for the Project Manager to gather all available information from the project repository.

For example, start with the Project Plan, and gather all applicable documents:

1. Project Schedule
2. Work Breakdown Structure
3. Roles & Responsibilities Matrix
4. Project Status Reports
5. List of Deliverables (by phase)

If any of these items is not available, its creation should become a task in the corrective action plan.

For a troubled project, information will also need to be gathered through interviews with team members and end-users. The Project Manager must try to get a feel for the attitude and atmosphere surrounding the project by talking to the following few key project members:

1. Project Sponsor.
2. Subject Matter Experts
3. All Project Team members.

These interviews can be conducted in a group setting, or individually. The Project Manager should try to sense the mood of the Project Team to determine the proper interview settings.

The following "Starter" questions should be provided in an interview agenda form. (Additional questions may be needed to elicit the information required.)

SAMPLE / TRIAGE INTERVIEW FORM	
Interviewee:	**Project Team Name:**
Role:	**Date:**
1. What do you view as the problems with this project?	
Response:	
2. What would you do differently?	
Response:	
3. What was /is your role on this project?	
Response:	
4. What is your current task? When did it begin? When will it be completed? Do you expect to meet that due date?	
Response:	
5. Do you have a copy of the Project Scope statement?	
Response:	
6. Do you have a copy of the Project Schedule? Do you know specifically which tasks you are assigned? Do you understand how they fit into the total project?	
Response:	
7. Do you provide a Progress Report to your Team Leader or the Project Manager? Do you participate in a status meeting? Do you receive a Project Status Report?	
Response:	

8. Do you have the resources required to complete your tasks? Are you assigned to this project exclusively? Do you have other assignments that are inhibiting your ability to complete the assigned tasks on this project? Has the relative priority of your assignments been clarified to you by your supervisor?
Response:

Review & Analyze the Data

The Project Manager should quickly determine where the project is within the phase (Initiation, Planning, Execution and Control, & Closing).

Major problems must be identified (e.g., behind schedule, over budget, resources reassigned from project team).

Analysis of issues begins during information gathering, when new questions may be raised. It is not necessary to wait until all information has been gathered to begin the analysis. Any assumptions developed as part of the triage effort must be documented in a Preliminary Problem Identification List and verified.

Answers to the following questions will assist in determining the project's overall health:

- Is the available documentation an accurate reflection of what has happened?
- Does documentation exist or is the project scope a moving target?
- Which deliverables have been completed, reviewed and approved?
- Which deliverables have been completed on time?
- Which milestones have been met?
- Where are the actual completion dates in relation to the baseline?
- Is there a baseline?
- What percentage of the total project budget has been expended?
- What percentage of the total estimated work has been completed?
- What are the outstanding issues?
- Is there an issues log?
- What are the components of the communication plan? (Status reports, progress reports, etc.)

- What evidence exists of the use of status reports or progress reports?

The Project Manager must identify causes of problems, not just symptoms. Reacting to symptoms without addressing problems often gets a project into trouble. For example, if there are excessive requests for scope changes and there is a lack of understanding of the Project Scope by the Project Team, the cause may be that the Project Scope was not well defined or that no change control process exists.

Also, major successes should be identified (data requirements are clear, planning was complete, status reporting has been accurate, etc.).

If at any point the Project Manager identifies an action that should be taken immediately in order to prevent further problems or to correct a problem, it should be documented and presented to the Project Sponsor for immediate implementation.

Prepare Findings & Develop Corrective Action Plan

The output of a triage is a description of the findings of the triage effort, including the problems identified (symptoms/indicators), the root causes of the problems, and the specific prioritized recommended corrective actions. A prioritized list of action items must be created to get the project back on track as quickly and efficiently as possible. Some actions may need to stop to allow other processes to be completed. Most importantly, the Project Manager must not allow tasks to move ahead which are pulling the project in the wrong direction.

The following table is an example of Problem Indicators, Causes, and Actions Recommended.

PROBLEM INDICATORS, CAUSES & RECOMMENDED ACTIONS FORM		
Indicator	**Potential Causes**	**Actions Recommended**
Behind Schedule	Scope Creep	• Ensure / create baseline scope statement
		• Implement a change control system
	Staff assigned does not have the same level of expertise anticipated when estimates were made	• Assign appropriately experienced staff (contract or in-house)
		• Adjust schedule to allow for training
		• Additional staff as

PROBLEM INDICATORS, CAUSES & RECOMMENDED ACTIONS FORM		
Indicator	**Potential Causes**	**Actions Recommended**
		assigned
	Using outdated software	• Replace with a proven product
		• Adjust schedule to accommodate software maturity
	Estimates made during Project Initiation have not been revised throughout Project Planning	• Revise initial high-level estimates in light of additional information
Over Budget	Poor initial estimates	• Re-estimate, re-baseline, and gain approval through the approval process
	Technology cost increases	• Consider alternative implementations
		• Justify budget increase and re-baseline
	Project budget charged with unrelated expenses	• Document and report to management. Update and maintain budget documentation
Poor Staff performance	Poorly defined Project	• Re-plan task breakdown, resource estimates, and assignments with team involvement
	Poor Communications	• Evaluate and revise Communications Plan
		• Implement regularly-scheduled team meetings
	Poor Project Management	• Assess project management competencies and identify weaknesses. Provide training and mentoring to strengthen project manager
		• Assign new project manager
		• Hire an experienced Project Manager
	Lack of End – User	• Cultivate mutually

PROBLEM INDICATORS, CAUSES & RECOMMENDED ACTIONS FORM		
Indicator	**Potential Causes**	**Actions Recommended**
	involvement	beneficial relationship
	Roles & Responsibilities not defined or communicated	• Define and document roles and responsibilities. Review with team.
	Conflicting priorities	• Reschedule project consistent with actual priority
	Lack of executive support	• Seek support through Project Sponsor
		• Seek support through Senior management, if appropriate
	Changed priorities – project no longer needed	• Cancel project
Poor Project Progress	Lots of activities, no definable deliverables and/or project milestones	• Organize activities into tasks with defined responsibilities and dependencies. Define relationship of activities to deliverables, and to key project milestones
	Unrealistic expectations	• Manage user expectations
Unexpected Obstacles	Unforeseen issues possibly including external factors that are out of the department control	• Re-evaluate cost/benefit and determine if project should proceed
	No risk plan	• Define a risk plan

The following table is an example of Prioritized Recommendations and Resource Needs.

PRIORITIZATION OF RECOMMENDATIONS MATRIX			
Priority	**Action**	**Resources**	**Owner**
1.	Stop development until scope is defined	None	Project Sponsor
2.	Document scope	Customer Representative, Project Sponsor, Subject Matter Expert	Subject Matter Expert

3.	Define Change Control Process	Subject Matter Experts to develop a small system	Project Manager
4.	Clarify priorities	Department managers	Project Sponsor
5.	Formalize schedule	Need to purchase scheduling software	Project Manager

A narrative report should be developed to explain the process undertaken to identify the problems and causes, identify the reasons for the prioritization, and to define the actions recommended. This will facilitate execution of the corrective action plan.

Present Report

The report should provide an honest, accurate assessment of the current state of the project, what went wrong, and how to fix it. Whenever possible, the Project Manager should prepare a presentation of the report, which includes the corrective action recommendations. There may be multiple presentations – one at the senior management level and one for the Project Team members. The tone of the presentation should be positive, focusing on how the Project Plan can be revised.

The Project Manager must ensure that senior management understands the exact current project status. The need for additional resources and changes to the Project Schedule should be made clear. The Project Manager must also maintain a constructive and positive tone with team members, since they are the ones who determine the success or failure of the remediation effort. Participants should be given an opportunity to respond and ask questions so that everyone understands the situation and the corrective action plan.

Occasionally, the corrective action recommendation will be to scrap the work that has been done and start over. This may include complete re-planning and securing a new project approval. This should be a rare occurrence, but when it happens, starting over must be justified by a savings of time or money, improvement in quality, or preservation of scope.

Revise Project Plan

The final part of the triage and remediation effort is to revise the Project Plan to include the activities resulting from the recommendations in the report.

Optimally, the Project Team will implement the corrective action plan, with additional resources as required. The corrective action plan must be integrated into the Project Plan and managed as part of the ongoing project. The corrective action plan is designed specifically to get the project back on track quickly, not to address long-term departmental needs such as training, cultural changes, or methodology development.

Sometimes, project problems may be corrected with no-cost activities such as team building and re-alignment of priorities. More often, the remediation effort will require additional resources, either in time or money, or a decreased product, either in scope or quality. If the decision is made to create a new baseline Project Schedule, the original schedule must be kept for historical purposes.

Completing the triage and remediation effort requires ongoing attentiveness, continuing communications, tracking, reporting and commitment from all Project Team members. It remains the Project Manager's responsibility to coordinate all of these efforts. Often, reporting requirements are increased following triage because some managers want to be informed of more detail than would otherwise be required.

Inputs to the Triage Process

- Project Schedule
- Work Breakdown Structure
- Roles & Responsibilities Matrix
- Project Status Reports
- List of Deliverables by phase

Tools & Techniques of the Triage Process

- Data Gathering
- Interviews
- Questionnaires

Outputs of the Triage Process

- Problem Indicators, Causes & Recommended Actions
- Prioritization of Recommendations

- Corrective Action Plan
- Revised Project Plan

Templates for Triage Process

- Triage Interview form (starter questions)
- Problem Indicators, Causes & Recommended Actions Form
- Prioritization of Recommendations Matrix

SECTION 6
LEADERSHIP

Leadership Overview

For nearly 40 years the role of the Project Manager has continuously changed dramatically. The successful Project Manager of today is expected to have leadership skills as well as the traditional managerial skills.

As a manager, the Project Manager's role is focused on producing the outcomes of the project. As a leader, especially on larger projects, the Project Manager establishes the vision for and direction of the project. Defining project priorities, guiding and motivating Team Members and Stakeholders, the Project Manager inspires the necessary collaboration and participation of all involved in the project. Effective communication with the various individuals and groups affected by or working on the project and active management of change and conflict are crucial to the Project Manager's increased leadership role. Guiding and leading Stakeholders throughout the life of the project is essential not only to the success of the project, but also to the success of the Project Manager.

The Project Manager performs leadership and managerial roles, serving alternately as:

- **Catalyst:** Making things happen; identifying problems, and resistance, initiating corrective action; and motivating others to step up and succeed.
- **Process Helper**: Providing support for the Project Team and Stakeholders; answering questions, coaching, monitoring, reviewing their progress, and looking for improvement opportunities.
- **Problem Solver**: Listening actively to all, contributing to problem resolution; promoting and sharing best practices within the Project Team and the Performing Organization Management; mediating and resolving conflicts; facilitating Project Team and Stakeholder communication; educating and coaching Project Team members and Stakeholders through the change.
- **Team Builder / Networker:** Coordinating "right people, right place, right time;" identifying and utilizing resources; anticipating and responding to Stakeholder needs; networking and sharing information and resources across Performing Organizations boundaries.

This section of the SLPS PM Methodology Guide addresses the following leadership challenges facing the Project Manager:

1. **Communication**
2. **Change Management Effort**
3. **Politics and Conflict**
4. **Leading Teams**
5. **Building Trust**

Communication

The effectiveness of the Project Manager's leadership is dependent upon his communication skills. Communication is a critical component of every project management process, so the Project Manager must develop skills that ensure that the messages are appropriately communicated and correctly interpreted by the receiver.

While developing the project's Communications Plan, the Project Manager identifies and plans for the informational needs and appropriate methods and frequency of communication for the Stakeholder Groups, including the Project Sponsor, Team members, Steering Committee, and Customer Representatives, and other groups that may influence the project's progress and success, all of whom will have different interests and expectations for the project. Their ability to interact will determine how smoothly the project progresses. Positive relationships with these individuals will help the Project Manager achieve consensus among the project's Stakeholders when needed, and understand and resolve sources of conflict during the project.

It is up to the Project Manager to provide appropriate communication opportunities for each Stakeholder. The Project Manager should ensure that there are mechanisms for obtaining Stakeholder feedback. Communication with Stakeholders should include: listening and understanding their concerns and issues, and actively addressing their concerns through the appropriate project management processes (change control, status reporting, etc.) is as important as providing them with information. The Project Manager should also be proactive in seeking input and feed-back. Information should be received openly and with enthusiasm and gratitude for the opportunity to improve and ensure the project's success. The Project Manager should avoid being judgmental or defensive.

Effective use of active listening and questioning techniques can enhance the Project Manager's ability to be an effective communicator:

- Active listening techniques include seeking understanding through asking for clarification of the message, paraphrasing to make sure you have understood the message, encouraging dialogue through empathic remarks, and refraining from interrupting and making judgmental remarks.
- Examples of questioning techniques are using open-ended questions that call for more than a "yes" or "no" answer, using follow-up questions to obtain additional information, and avoiding leading questions that put the respondent under pressure to respond in a certain way.

The Project Manager should also be cognizant of the role played by informal communications. A chance meeting outside the office with a Stakeholder, even overheard conversations, may have a potential impact on the project. Since the Project Manager is responsible for setting and managing the "mood" of the project, he must pay attention to communication undercurrents, and be prepared to bring relevant issues to more formal communication venues when appropriate.

Leading the Change Management Effort

Increasingly, Departments within the District are becoming aware that projects they carry out involve significant changes. The Project Manager then assumes the role of change leader, steering the Performing Organization Management and its Stakeholders through the change process. This is a role that is sometimes neglected or assumed to be within the responsibility of the Performing Organization Management. However, lessons learned from successful projects demonstrate that the Project Manager can most effectively lead Stakeholders through changes to the Performing Organization's structure, systems, culture, and people.

The Project Manager should promote widespread participation in the change process. In this leadership role, the Project Manager needs to be prepared to be the motivator, to generate enthusiasm for the project and continually obtain buy-in, support, commitment, and participation from the various Stakeholders. To assist with these efforts, the Project Manager should work with the Performing Organization Management when identifying and actively recruiting “change managers” from within the Performing Organization and the key Stakeholder groups. These “change managers”, along with the Performing Organization Management, will play a critical role in the change process and have great

influence over whether the change will be interpreted as positive or negative by the organization and its Stakeholders.

The Project Manager should develop a partnership with the “change managers” to lead the change effort. The Performing Organization Management will collectively own the change initiative and set a strategic and organization-wide direction that encompasses the change. The Project Manager and the “change managers” will lead the change efforts, and coordinate effective communication throughout the Performing Organization regarding the need for change.

The Project Manager, along with the “change mangers” and the Performing Organization Management, should do the following to support the change process:

- Serve as credible role models.
- Create a shared sense of urgency about the need for change.
- Effectively communicate the vision and strategy for change by creating and using a common vocabulary.
- Empower people to take action and to get rid of obstacles to change.
- Generate and implement immediate "wins" (visible improvements in performance to get people on board).
- Anticipate and handle disruptions during change.

The change managers within the Performing Organization should be given an opportunity to acquire the new skills and information necessary to sustain the change effort "locally." The Project Manager should coordinate all efforts to distribute responsibility for managing the change effort outward to the Performing Organizational Departments most affected by the change.

Because change is challenging for a Performing Organization, the Project Manager should assess the Performing Organization's capacity for change, or its "readiness for change." Change in technology, in particular, is a transforming event for a Performing Organization. It can trigger reactions that go well beyond the project to impact all parts of an organization's structure and systems, as well as its culture. If the transforming nature of the change event is not taken into account, even the best-designed technology can cause long and painful disruption to the activities of the Performing Organization, or can fail altogether.

At the individual or group level, resistance to change is to be expected, and indicates that the Stakeholders are actively involved in the project, but it must be managed and mitigated. The Project Manager can take the following actions:

- Identify changes in the Performing Organization's structure, systems, culture and people.
- Identify impacted users.
- Clarify the impact of the change on the users.
- Gauge reactions to the change; acknowledge and understand the sources of resistance to change.
- Manage negative reactions to change through articulating the vision, to the Performing Organization.
- Develop change management skills and knowledge through training.
- Support the transition of responsibility for the outcome of the project from the Project Team to the Performing Organization.

The Project Manager should also make plans for sustaining the project changes after the project's conclusion. People in the Performing organization should share ownership of the changes affected by the project if the changes are to become permanent. Changes also may not be perceived as complete because results are not yet visible or tangible. The Project Manager should ensure that proper education and training are offered to those affected by the project's outcomes before related new responsibilities are imposed, and arrange for assistance and support in implementing new work processes. Formal acknowledgement of people's resentments and losses arising from the change process can facilitate acceptance of the change and its adoption by the Performing Organization.

Managing Politics and Conflict

While the Project Manager typically has a lot of responsibility for the project, he frequently has limited authority or control over human capital, and financial resources for the project. This is especially true in a matrix organization where members of the Project Team are assigned part-time to the project and report to a functional manager rather than to the Project Manager.

In order to achieve project goals, the Project Manager will often have to rely on his political skills to effectively influence others on the Project Team and in the Performing Organization. In attempting to do so, he will inevitably encounter people with different interests and approaches. This may lead to conflicts that should be resolved. Since a project is by definition temporary, the Project Manager cannot usually afford the luxury of waiting until a conflict "blows over," but must work to create a setting where the conflict can be resolved quickly and with as little damage as possible.

The following four steps can help the Project Manager develop political skills, anticipate and resolve conflicts:

1. **Identify project Stakeholders:** Stakeholders should be identified specifically by name and role so that there is a clear understanding of who is involved in the project. Potential project Stakeholders include: the Project Sponsor, Project Team, Performing Organization Management, Customer Representatives, Subject Matter Experts, and Vendors.

2. **Analyze Stakeholder interests**: After the project Stakeholders have been identified, the Project Manager should assess the range of their interests and expectations for the project. The Project Manager's understanding of Stakeholders' varied interests, goals, and values will help identify the sources of conflict that may occur during the project. Anticipating these potential conflicts, understanding their origins, and creating action plans to mitigate and diffuse conflict are an essential role for the Project Manager.

3. **Analyze power relations**: Power is usually attributed either to an individual's personal attributes, or to structural and positional sources including formal authority, control over resources and information, and interpersonal relationships. Where Stakeholders have equal power and compatible interests, decisions are obtained most easily when the Project Manager uses facts and data to support the development of a logical argument. Where there are unequal power relationships, the Project Manager must be prepared to deal with situations where interests conflict, relying on his instincts to know when it is time to capitulate or to continue to try to influence the Stakeholders to achieve the desired outcome. Concise and to the point discussions with the Project Sponsor regarding advice and direction are crucial at this time.

Some techniques the Project Manager can use to influence Stakeholders and mitigate conflict include:

- **Reasoning** - Using facts and data to support the development of a logical argument
- **Consulting** - Seeking input and ideas to generate a viable plan in support of addressing common concerns
- **Appealing** - Connecting with the emotions, predispositions, or values of those involved, conveying that a request is not at the cost of their interests

- **Networking** - Actively including other Stakeholders who hold relevant Information or authority to gain the support from the reluctant Stakeholder
- **Exchanging** - Offering an exchange of favors to convince the Stakeholder that a proposal can satisfy the needs of both sides
- **Bargaining** - Negotiating with the Stakeholder to reach an agreement that meets his needs

The way in which a Project Manager deals with conflict depends on his personal style as well as on the compatibility of interests among the divergent parties, their power relationships, and the length of time available for decision-making.

4. **Develop negotiating style**: Collaboration is often useful for finding a "win-win" solution that satisfies all parties involved in a conflict. In the collaborative negotiating style, all parties work together to find a solution that satisfies all concerns. While facilitating a collaborative approach, the Project Manager must actively confront issues of negativity and try to address them by articulating a common vision of the project and its benefits. When all parties participate in initiating ideas, investigating options, sharing information, and negotiating solutions, there is a better chance of reaching a collaborative decision on contentious issues.

In an emergency or when there is too little time available to reach a collaborative solution or even a compromise, the Project Manager may have to make a unilateral decision. This decision should be well documented in the project repository. When the Project Manager makes such a decision, Stakeholder interests must still be fully considered to ensure future buy-in for the project.

Managing politics and conflict is a dynamic process that occurs throughout the life of a project. Stakeholder interests and power may change; the individuals themselves may leave, causing new people to fill the ranks. Strategies and tactics used to build and maintain working relationships will have to be constantly re-examined and modified.

Leading the Team

A key to project success is developing a high-performing Project Team, which should ideally have:

- Specific, challenging goals, which have been agreed upon collaboratively.

- Well-defined deliverables.
- Proper mix of skills and personality types.
- Adequate resources.
- Sense of discipline and cohesion.
- Ability to achieve the desired results.
- Ability to work with Customers.
- Ability to integrate diversity, e. g., contractors and staff.

Project Management research has shown that most teams do not immediately become high-performing. In actuality they go through stages, beginning with the “forming stage”, in which the group decides on its purpose, composition and leadership patterns; a “storming stage”, characterized by initial conflict; a “norming stage”, in which trust and confidence are established, and finally the “high-performing stage”, in which project execution is smooth. The Project Manager's role is to use a leadership style appropriate to guiding the team through these various stages:

- A directive approach to organize and guide work in the “forming stage“
- A coaching approach to set high standards and work collaboratively at the “storming stage.”
- Supportive approaches to allow the team to structure work and find ways to work together and solve problems during the “norming stage.”
- Delegating, to allow the team to carry out the work, in the “performing stage.”

In Project Closeout, sometimes referred to as the "closing" stage, the Project Manager should take a coaching approach to bring formal closure to the project and assist the Project Team members in transitioning from the project to their next opportunity.

Another important factor in developing the high-performing team is motivating individual team members and the team as a whole. The Project Manager's role is to:

- Try to determine what motivates individual Project Team members (the desire for challenging work, professional development, recognition, possibility for promotion, visibility within the Performing Organization, or collaboration with other team members).
- Identify the characteristics of the individual project that have an impact on individual motivation (the degree of innovation involved in the project, the

level of support from senior management, the duration of the project, and the nature and frequency of interaction of Project Team members).

- Use appropriate techniques and style to enhance individual and team motivation, taking into account the above factors. For example, scheduling regular and ad hoc feedback sessions for individual team members, including recognition for good performance in the individual's formal performance appraisal, giving recognition for team contributions, and creating team spirit.

Building Trust

In the final analysis, project Stakeholders must trust the Project Manager in order for the Project Manager to be an effective leader. Trust is developed over time, and is most easily inspired when the Project Manager exhibits a willingness and ability to:

- Share information.
- Discuss personal feelings.
- Listen to and understand others' perspectives.
- Admit mistakes.
- Encourage others.
- Keep promises.
- Be credible and sincere.
- Be responsible and accountable for actions.

Development of leadership skills requires a conscious effort. The Project Manager must continually examine his own effectiveness, be aware of shortcomings, and be willing to devote time and energy to improvement.

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Project Roles and Responsibilities

1. GENERAL INFORMATION

This document identifies the key people involved in the project. Their roles are delineated below.

2. PROJECT TEAM

The Project Team is a group that is responsible for planning and executing the project. It consists of a Project Manager and a variable number of Project Team Members, who are brought in to deliver their tasks according to the ***Project Schedule****.*

The Project Sponsor - is an administrator with an interest in the outcome of a project, and is responsible for securing spending authority and resources for the project. The Project Sponsor develops the Business Case Proposal (in collaboration with the Project Proposal Committee) and submits it to the Department's Senior Executive for approval. Upon approval, the Project Sponsor develops the Project Initiation Profile form (in collaboration with the Project Proposal Committee) and submits it to the Departments Project Portfolio Management Committee for approval and selection. The Project Sponsor champions the project within the Department, and is the ultimate decision-maker for the project. The Project Sponsor provides support for the Project Manager, approves major deliverables, and signs off on approvals to proceed to each succeeding phase. The Project Sponsor may elect to delegate any of the above responsibilities to other personnel on the Project Team.

The Project Manager - is an administrator who is responsible for ensuring that the Project Team completes the project. The Project Manager develops the **Project Plan** with the team and manages the team's performance of project tasks. It is also the responsibility of the Project Manager to secure acceptance and approval of deliverables from the Project Sponsor and Stakeholders.

The Project Team Members – are responsible for executing tasks and producing deliverables as outlined in the **Project Plan** and directed by the Project Manager, at whatever level of effort or participation has been defined for them. On larger projects, some Project Team Members may serve as Team Leaders, providing task and technical leadership.

The Project Steering Committee – is responsible for making sure that the Customers and Stakeholders are adequately represented in the planning process, that resources are made available from their functional areas, and that the plan is appropriately reviewed and approved by all parties affected. The Steering Committee is responsible for the analysis of project results.

3. PERFORMING ORGANIZATION MANAGEMENT – POM (DEPARTMENT / DIVISION)

The POM includes the members of the Department / Division that initiates the project. The POM may exert influence on Project Team Members or be affected by and involved in the development and implementation of project. The committees that are formed to evaluate and select proposed projects for the Performing Organization are comprised of members of the Performing Organization Management.

The Project Proposal Team - is a group responsible for preparing the Business Case in the initiation phase. The team submits the Business Case to the Department Senior Executive for approval. Upon approval, the team develops the Project Initiation Profile (with the Project Sponsor) and submits it to the Department / Division Portfolio Management Committee for evaluation / selection for implementation.

The Portfolio Management Committee – is a group of members of the POM who meet on a regular basis to evaluate, rank project proposals and select projects for initiation.

4. CUSTOMERS (END-USERS)

Customers are the group that identified the need for the service / product the project will develop. Customers can be at all levels of a Department. Since it is not feasible for all the Customers to be directly involved in the project the following role is identified:

Customers Representatives – are members that are members of Departments, Divisions, schools that are identified and made available to the project for their **Subject Matter Expert**ise. Their responsibility is to accurately represent their organization's needs to the Project Team, and to validate the deliverables that describe the service / product that the project will produce. The representatives are expected to bring information about the project back to their organization. Representatives will test the service / product the project is developing, using and evaluating it while providing feedback to the Project Team.

5. STAKEHOLDERS

Stakeholders include all the people that are in any way affected by the new service or product.

Stakeholders – may include the Project Team, Performing Organization Management, Customers, as well as Customer co-workers who will be affected by the change in work practices due to the new service or product; Customer Managers affected by changes in workflow; other members of the organization affected by the quantity / quality of newly available information.

6. VENDORS

Vendors – are contracted to provide additional services / products the project will require and may be members of the Project Team

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Business Case Proposal

1. General Information

Project Name:	**Date:**
Department:	
Project Sponsor:	
Prepared By:	**Phone Number:**

2. Current Situation

Current Situation

3. Proposed Solution

Description of the Proposed Solution

Timeframe for the Solution

4. Other Information

Other Business Solutions Considered

Potential Technology Alternatives for Proposed Solution

Recommendations

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5. Approvals

	Signature	DATE	Approve / Decline
Department Executive			

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Business Case Proposal Instructions

Purpose

The purpose of the Business Case Proposal is to provide basic, high-level information to the Department Senior Executive for consideration of whether the idea should move forward to a more detailed analysis as described in the Project Profile.

The intended user is the Department Senior Executive.

2. Current Situation

Describe the business problem(s) to be solved and the pertinent business environment, as it now exists.

3. Proposed Solution

The proposed solution section describes, at a high level, scope and time estimations.

Field Descriptions

Description of the Solution
Discuss the potential solution(s) to the problem(s). Be sure to include information on the project approach, for example, proposed phasing logic, prototyping, etc.

Timeframe for the Solution
Propose an estimated timeframe for developing the potential solution. Be sure to mention any time constraints. If you are not comfortable with a specific time estimate, please provide a range.

4. Other Information

Other Information Overview
Each field is described below.

Other Business Solutions Considered
List any other business solutions that were considered for this project.

Potential Technology Alternatives for Proposed Solution
List the potential information technology solutions to the business problem, if any. Do not analyze or evaluate these alternatives at this time. Technology solutions will be analyzed and evaluated at the Project Profile phase.

Recommendations
Provide preliminary recommendations based on a review of the solution(s) and describe the reasons for making this recommendation. (Recommendations may reflect further discussions with department administrators)

5. Approvals

Approvals Overview
At the end of the Business Case phase, the Department Senior Executive will decide whether or not the project moves to the Project Profile stage, and what potential solutions will be considered then.

Signature
Enter the name and signature of the person responsible for approving the Business Case.

Date
The date should reflect the current date.

Submit Approve/Decline
The Department Senior Executive will mark the Business Case "Approved" or Declined."

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Project Initiation Profile

Purpose: To define and describe the project and allow for assessment of its alignment with the SLPS's Comprehensive Long Range Plan.

1. General Information

Project Name:	**Prepared By:**
Date Submitted:	**Phone Number:**
Department/Division:	**E-mail Address:**

2. Project Description

WHAT: Project Description and Scope – *Briefly describe the project.*

WHY: Business Problem – *Why is the project being undertaken? Provide a brief description of the current situation, and relate the project to the accomplishment strategic objective, well-defined SLPS operations or educational need, or an unmet mandate.*

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HOW: Alternatives Considered – *Briefly describe the alternatives to your proposed approach that were considered, if any, and tell why they do not constitute the best solution to the problem.*

WHO: Project Stakeholders – *Indicate the major "customers" and other stakeholders (other than the project management staff already listed above) for this project across all impacted areas of the SLPS.*

Person/Division	**Planned Involvement** – *Provide a brief, high-level description of the person's involvement in this project*

WHEN: Timeframe – *Provide the key milestones in the development and implementation of the project. The first milestone should be project initiation, and the last should be project completion.*

Date	**Milestone –** *A description of the discrete point at which a substantive deliverable has been produced and/or at which an interim project assessment will be undertaken to ensure that the project is on target*

SLPS IMPACT: Impact on Other Operations Functions and Resources – *List any other "operations" areas of the SLPS that may be impacted by this project, describe the anticipated impact, and indicate what mitigating steps have been implemented to lessen the impact on that business area.*

3. Business Case

Outcomes and Measures of Success – *Briefly describe the expected outcomes of the successful accomplishment of the project, as well as the ways in which those outcomes will be measured.*

Outcome – *The measurable impacts of the project*	**Measures –** *The actual measures that will be used to determine whether the desired outcome has been achieved*

Cost Impact – *Calculate the overall measurable cost impact associated with this project.*

Estimated total three-year cost and human resources needed (indicate if the headcount are full-time SLPS staff above and beyond current staff level or consultants and include the 3-year funded cost in the overall total project cost. Included funded positions – funded staff levels or consultants)	**Projected Total Cost**	**Number of Additional Head Count**
Estimated three-year cost savings, revenue increase, and/or cost avoidance as a result of the implementation of this project – in headcount reduction or actual dollars to the SLPS.	**Projected $ Savings or Avoidance**	**Projected Headcount Reduction**
Project Net Total		
Estimated three-year related cost for the project (include such cost that needs to be incurred in order for this project to be successful but is outside the project e.g. site readiness, pre-planning and scope development, procurement requirements, related tools/system/technology implementation, training, support, and maintenance costs)		

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TOTAL COST TO SLPS		

Compliance – *If this project is intended to allow for or improve compliance with a mandate, indicate the anticipated legal and/or financial consequences of failure to complete this project.*

Other factors (optional) – *Add any other factors that are outside the sponsor's control that may prevent the successful implementation of this project.*

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Project Rating / Selection Form

1. General Information

Rating of project proposals are performed by executive management, or a committee (project portfolio management) designated by management. The committee meets on an as-needed basis to perform this function, or the rating project proposals can be an integral part of the department tactical planning process.

The rating process generally assigns a score to each project. The ratings are used to rank projects in terms of their overall benefit to the Department / District.

2. Project Selection Rating Matrix Table

Project Selection Rating Matrix						
	Project Name	**Project Sponsor**	**Strategic Alignment***	**Risk***	**Cost ***	**Total**
1	A					
2	B					
3	C					
4	D					
5	E					

Legend

**** Strategic Alignment** = see rating worksheet (supporting documents);*

**** Risk** = see rating worksheet (supporting documents);*

**** Cost** = see rating worksheet (supporting documents)*

3. Rating worksheets (supporting documents)

	Strategic Alignment Worksheet	**-1**	**0**	**1**	**2**
#1	Mandatory Requirement*				
#2	Alignment to Mission, Goals , & Objectives*				
#3	Process Improvement*				

Legend

***#1 Mandatory Requirement*:**

0 = Initiative not Mandatory;
1 = Initiative inferred by or strongly suggested by law or regulation;
2 = Initiative specifically required by law or regulation

#2 Alignment to Mission, Goals & Objectives:

-1 = The Initiative does not map to any mission, goal, or objectives;
0 = Explicit documentation somewhat maps this initiative to mission, goals, and objectives;
1 = Explicit documentation clearly maps this initiative to mission, goals, and objectives;
2 = Accomplishment of mission, goals, and objectives is highly dependent on this initiative and clear documentation exists which supports this assertion.

***#3 Process Improvement*:**

-1 = Initiative does not assist or generate process improvements;

0 = There is documented evidence that the initiative will assist or generate process improvements within a office
1 = There is documented evidence that the initiative will assist or generate process improvements across a department
2 = There is documented evidence that the initiative will assist of generate process improvement District-wide

Risk Work Sheet	-1	0	1
Risk			

Legend

-1 = The Initiative's impact depends on another initiative not yet completed, and scheduled risk mitigation actions have not been identified;
0 = There are no predicted or foreseen adverse impacts on the initiative's schedule, or the initiative's impact does not depend significantly on any other initiative yet to be completed;
1 = There are no predicted or foreseen adverse impacts on the initiative's schedule, and there are no major interfaces with other initiatives or systems.

Cost / Benefit Work Sheet	-1	0	1	2
Cost / Benefit				

Legend

-1 = The cost estimate is highly dependent upon uncontrolled variables and is therefore subject to significant change (> 10%);
0 = Situations may arise which may cause this year's costs to vary by no more than 10% of estimates;
1 = Measures to identify in a timely manner and reduce variances between the actual cost of work performed and the budgeted cost of work performed are clearly documented;
2 = Costs estimates reflects the project to be "budget neutral" (no additional costs to implement).

4. Example of Completed Scoring Matrix and Project Selection

Project Selection Rating Matrix						
	Project Name	**Project Sponsor**	**Strategic Alignment**	**Risk**	**Cost Benefit**	**Total**
1	A		2	1	0	3
2	B		0	1	0	1
3	C		1	1	0	2
4	D		0	1	0	0
5	E		2	1	1	4

Project A is of greater value than Project B
Project A is of greater value than Project C
Project A is of greater value than Project D
Project B is of greater value than Project D
Project C is of greater value than Project B
Project C is of greater value than Project D
Project E is of greater value than Project A
Project E is of greater value than Project B
Project E is of greater value than Project C
Project E is of greater value than Project D

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Ranking / Selection of Projects to implement		
Priority	**Project**	
4	**E**	**Highest Value (should be the first project to implement)**
3	A	
2	C	
1	B	
0	D	Lowest Value (should be the last project to implement)

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Project Charter

The Project Profile must be appended to this document for completion.

Any modifications/additions to the Project Profile must be explicitly noted in the Scope Elaboration section.

1. General Information

Project Name:	**Date:**
Division/Office:	
Department Executive:	**Project Sponsor:**
Prepared By:	**Phone Number:**

2. SCOPE ELABORATION

Scope

Acceptance Criteria

Deliverable	Acceptance Criteria

3. PROJECT ROLES, AUTHORITY, AND RESPONSIBILITIES

The roles, authority, and responsibilities of the key people involved in the project are described in the Project Charter Instructions accompanying this template.

Project Sponsor

NAME	PHONE	DIVISION/OFFICE

Project Steering Committee

NAME	PHONE	DIVISION/OFFICE

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Project Manager

NAME	PHONE	DIVISION/OFFICE

Technical Lead (where different from Project Manager)

NAME	PHONE	DIVISION/OFFICE

Project Responsibility Overview

Major Milestones	Functional Roles							

Legend:

E= Responsible for execution (may be shared) **C= Must be consulted**

A= Final approval for authority **I= Must be informed**

4. APPROVALS

This document, in conjunction with the Project Profile, constitutes the formal Project Charter. Signoff indicates approval to go forward and commitment of the necessary resources.

Name/Title	Signature	Date
Department Executive		
Project Sponsor		
Project Manager		

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Project Charter Instructions

PURPOSE

The Project Charter names the Project Manager and assigns to him/her a level of authority for managing resources, finances and decisions on the project. In conjunction with the Project Profile, it details the business case for the project, establishes why the project has been created and provides a detailed product description of what the project will create.

The intended users are the Project Sponsor, the Portfolio Management Committee, the Steering Committee, the Project Manager and Team and the Customers/Stakeholders.

The Project Charter should be written so as not to require changes as the project progresses.

"**Projects do not exist without a Project Charter**".

2. SCOPE ELABORATION

Scope Elaboration Overview

The charter's scope section continues to enrich the details of what the project will encompass. Where previously the solution was only described in broad terms, here the specific deliverables emerge in the context of the business objectives they are designed to meet. In addition to being used to communicate what the project is about to various stakeholders, this information will provide solid input for the development of a work breakdown structure and further elaboration later in the project.

Scope

The project scope, as specified in the Project Profile and in this section, will determine what work is performed and what product and/or services are delivered. Therefore it is of utmost importance that the scope be clearly specified.

Indicate "No Change in Scope – See Project Profile" if the scope on the Project Profile remains unchanged.

Acceptance Criteria Statement

Complete this section if:

a) Criteria is not specified in the Project Profile or,
b) Any deliverables have been added or modified to those on the Project Profile.

Criteria are specific attributes, or metrics, that must exist for the deliverable to be deemed complete. As an example, acceptance criteria for a module of a computer application might include: thresholds for judging processing time or accuracy, a sign-off from users confirming requirements have been met, a stress test to ensure certain volumes can be handled, or in an extremely risky instance, independent verification that the module performs as expected. Be sure that those who are later assigned deliverables understand these criteria. If they are involved in drawing them, better yet!

3. PROJECT ROLES AND RESPONSIBILITIES

Project Roles and Responsibilities Overview

This section identifies the key people involved in the project. Their responsibilities are delineated below.

2. PROJECT TEAM

The Project Team is a group that is responsible for planning and executing the project. It consists of a project manager and a variable number of project team members, who are brought in to deliver their tasks according to the project schedule

The Project Sponsor - is an administrator with an interest in the outcome of a project, and is responsible for securing spending authority and resources for the project. The project sponsor develops the Business Case Proposal (in collaboration with the project proposal committee) and submits it to the Department's Senior Executive for approval. Upon approval, the Project Sponsor develops the project initiation profile form (in collaboration with the project proposal committee) and submits it to the Departments Project Portfolio Management Committee for approval and selection. The Project Sponsor champions the project within the Department, and is the ultimate decision-maker for the project. The Project Sponsor provides support for the Project Manager, approves major deliverables, and signs off on approvals to proceed to each succeeding phase. The Project Sponsor may elect to delegate any of the above responsibilities to other personnel either on the project team.

The Project Manager - is an administrator who is responsible for ensuring that the project team completes the project. The Project Manager develops the Project Plan with the team and manages the team's performance of project tasks. It is also the responsibility of the Project Manager to secure acceptance and approval of deliverables from the Project Sponsor and Stakeholders.

The Project Team Members – are responsible for executing tasks and producing deliverables as outlined in the Project Plan and directed by the Project Manager, at whatever level of effort or participation has been defined for them. On larger projects, some Project Team members may serve as Team leaders, providing task and technical leadership.

The Project Steering Committee – is responsible for making sure that the customers and stakeholders are adequately represented in the planning process, that resources are made available from their functional areas, and that the plan is appropriately reviewed and approved by all parties affected. The Steering Committee is responsible for the analysis of project results.

3. PERFORMING ORGANIZATION MANAGEMENT – POM (DEPARTMENT / DIVISION)

The POM includes the members of the Department / Division that initiates the project. The POM may exert influence on project team members or be affected by and involved in the development and implementation of project. The committees that are formed to evaluate and select proposed projects for the Performing Organization are comprised of members of the Performing Organization Management.

The Project Proposal Team - is a group responsible for preparing the business case in the initiation phase. The team submits the business case to the Department Senior Executive for approval. Upon approval, the team develops the project initiation profile (with the project sponsor) and submits it to the department / division portfolio management committee for evaluation / selection for implementation.

The Portfolio Management Committee – is a group of members of the POM who meet on a regular basis to evaluate, rank project proposals and select projects for initiation.

4. CUSTOMERS (END-USERS)

Customers are the group that identified the need for the service / product the project will develop. Customers can be at all levels of a department. Since it is not feasible for all the customers to be directly involved in the project the following role is identified:

Customers Representatives – are members that are members of departments, divisions, schools, that are identified and made available to the project for their subject matter expertise. Their responsibility is to accurately represent their organization's needs to the project team, and to validate the deliverables that describe the service / product that the project will produce. The representatives are expected to bring information about the project back to their organization. Representatives will test the service / product the project is developing, using and evaluating it while providing feedback to the project team.

5. STAKEHOLDERS

Stakeholders include all the people that are in any way affected by the new service or product.

Stakeholders – may include the project team, performing organization management, customers, as well as customer co-workers who will be affected by the change in work practices due to the new service or product; customer managers affected by changes in workflow; other members of the organization affected by the quantity / quality of newly available information.

6. VENDORS

Vendors – are contracted to provide additional services / products the project will require and may be members of the project team.

Project Responsibility Overview

Describe the key organizations or individuals supporting the project who are not directly under the authority of the Project Manager, and their responsibilities. A responsibility matrix may facilitate the task of organizing and assigning resource responsibility. See example below.

Project Responsibility Overview

Major Milestones	Functional Roles					
	Authorizer (e.g. PMC)	Project Sponsor	Project Steering Committee	Project Manager	Project Team	Other
Project Plan Approved	I	A	I	R	C	

Legend:

R= Responsible for execution (may be shared)
A= Final approval for authority
C= Must be consulted
I= Must be informed

4. APPROVALS

Approvals Overview
By signing this document, approval for continuing the project is granted.

Signoff marks the conclusion of the Initiation Process and the beginning of the Planning Process.

Signature
Enter the name and signature of the person responsible for approving the Charter.

Date
The date should reflect the current date.

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Project Plan

1. Revision History

Date	Version	Notes	Author

2. General Information

Project Name:	**Date Created:**
Prepared by:	

Point of Contacts

Position	Name	Phone	E-mail
Project Sponsor			
Project Manager			
Team Lead			
Stakeholders			

3. Project approach

Describe the strategy to deliver the project. For example, it may be a phased strategy, contracting approach, reference to implementation, etc... Subsections may be created to present the strategy.

4. Additional Project Requirements

Provide a listing of project requirements, with references to the scope statement, project schedule, and specifications. This includes any mechanisms used to assist in the management control of the project.

Requirement	Date Completed	Comments
Request for Proposal		
Award contract		
Statement of Work		
Project Charter		
Project Plan		
Project Schedule		

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5. Resource Plan

Develop a staffing plan that shows the personnel (both internal and external) and their estimated effort (hours) that will be required on a weekly basis.

Name	Week 1	Week 2	Week 3	Week 4	Week 5

6. Budget Plan

List the budget estimate (by task); of what is needed to complete the project (include personnel, contractors, equipment, and associated costs required to complete all project deliverables).

Task	Labor Hour	Labor Cost	Material Cost	Travel Cost	Other Cost	Total per Task
RFP						
SOW						
Project Charter						
Project Plan						
Project Schedule						
Other						
Sub-totals						
Risk (Contingency)						
Total						

7. Communciation Plan

List the different project stakeholders. Describe how they will receive project information (email, status meeting) and identify the frequency in which they will receive this information.

Audience	Message	Method	Frequency
Project Team	Project Plan Review Project Plan Approval	Meeting	One-time
Project Team	Project updates (issues / schedule changes)	Meeting	Weekly
Project Team	Status Reports	Email	Weekly
Steering Committee	Status Reports	Meeting	Bi-Weekly

8. Quality Plan (detail how quality is being addressed)

Deliverable acceptance criteria – describe criteria for deliverables acceptance

Applicable Quality Assurance activities – describe QA activities for project

9. Risk Plan

Describe any potential risk that may affect the schedule, cost, or quality of the project or resulting project deliverables.

Decription	Impact	Owner	Mitigation plan

10. Approval

The signatures reflect an understanding in the purpose and content of this document by those signing it. By signing this document, you agree to this as the formal project plan

Name / Title	Approved	Disapproved	Date	Signature

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Project Scheduling Guidelines

1. Guidelines

This high-level guidance document is designed to help the project manager develop a well thought through and accurate project schedule.
A good project schedule has detail sufficient for control by the project manager. It should not require excessive effort to maintain, especially on small, short time frame projects. A good schedule should incorporate the following:

- **Structure the project**
  - Determine activity categories
- **Look at whatever information you have about the project that you are planning.**
  - Gather information from prior projects and from other project managers.
- **Identify or define the project goals, objectives, and scope**.
  - Break down major activities into tasks and sub-tasks required to accomplish the activity.
  - Depending on the complexity of the task, these steps or subtasks can be further broken down.
  - The number of levels depends upon the size and complexity of the project.
- **The process of defining steps should continue until you are certain all major steps are included and accurate cost/hour estimates applied to the lowest level or activity.**
  - The lowest task linked to a well-defined deliverable.

Project Schedule (Excel Format)

ID	Name	Duration	Start	Finish	Resources
1	**Project Office template**	**155.d**	**1/3/2000**	**8/4/2000**	
2	**Scope**	**10.d**	**1/3/2000**	**1/14/2000**	**District Senior Staff, PMO Exec**
3	Determine project office scope	3.d	1/3/2000	1/5/2000	
4	Document high-level Project Office requirements including resources	2.d	1/6/2000	1/7/2000	
5	Justify Project Office via business model	3.d	1/10/2000	1/12/2000	
6	Secure executive sponsorship	2.d	1/13/2000	1/14/2000	
7	Scope complete	.d	1/14/2000	1/14/2000	
8	**Planning**	**66.5d**	**1/17/2000**	**4/18/2000**	**District Senior Staff, PMO Exec**
9	**Analysis/Logistics**	**17.d**	**1/17/2000**	**2/8/2000**	
10	Review Project Office scope documentation	1.d	1/17/2000	1/17/2000	
11	Establish a management Framework	3.d	1/18/2000	1/20/2000	
12	Analyze business objectives	2.d	1/21/2000	1/24/2000	
13	Define mission statement	2.d	1/25/2000	1/26/2000	
14	Define goals	3.d	1/27/2000	1/31/2000	
15	Establish communications plan	1.d	2/1/2000	2/1/2000	
16	Secure Project Office core resources	5.d	2/2/2000	2/8/2000	
17	Logistics complete	.d	2/8/2000	2/8/2000	
18	**Policies and Procedures**	**20.d**	**2/9/2000**	**3/7/2000**	
19	Define "best of breed" processes	5.d	2/9/2000	2/15/2000	
20	Define "best of breed" tools	5.d	2/9/2000	2/15/2000	
21	Define "best of breed" techniques	5.d	2/9/2000	2/15/2000	
22	Establish resource relationships	5.d	2/9/2000	2/15/2000	
23	Define compliance criteria	5.d	2/9/2000	2/15/2000	
24	Define project test processes	5.d	2/16/2000	2/22/2000	
25	Define reporting requirements	5.d	2/23/2000	2/29/2000	
26	Define Project Office priorities	5.d	3/1/2000	3/7/2000	
27	Policies and procedures complete	.d	3/7/2000	3/7/2000	
28	**Project Standards and Controls**	**28.d**	**3/8/2000**	**4/14/2000**	
29	Define security/roles/responsibilities	3.d	3/8/2000	3/10/2000	
30	Define system parameters	5.d	3/13/2000	3/17/2000	
31	Create project numbering schema	2.d	3/20/2000	3/21/2000	
32	Define financial reporting integration	5.d	3/22/2000	3/28/2000	
33	Identify project categories for template creation	3.d	3/29/2000	3/31/2000	
34	Create project templates	10.d	4/3/2000	4/14/2000	
35	Project standards and controls complete	.d	4/14/2000	4/14/2000	
36	Empower Project Office	1.d	4/17/2000	4/17/2000	
37	Announce Project Office	.5d	4/18/2000	4/18/2000	
38	Planning complete	.d	4/18/2000	4/18/2000	
39	**Initiate Project Office**	**27.d**	**4/18/2000**	**5/25/2000**	**District Senior Staff, PMO Exec, Proj. Mgrs, Bus Analysts**
40	Staff Project Office personnel	5.d	4/18/2000	4/25/2000	
41	**Project Office Support for Existing Projects**	**11.d**	**4/25/2000**	**5/10/2000**	
42	Determine existing projects for Project Office	2.d	4/25/2000	4/27/2000	
43	Audit projects	5.d	4/27/2000	5/4/2000	Proj Mgrs.
44	Modify projects for compliance	3.d	5/4/2000	5/9/2000	Proj Mgrs.
45	Enter projects into Project Office management	1.d	5/9/2000	5/10/2000	Proj Mgrs.
46	Project Office support for existing projects complete	.d	5/10/2000	5/10/2000	
47	**Project Office support for new projects**	**27.d**	**4/18/2000**	**5/25/2000**	
48	Identify new projects for Project Office	5.d	4/18/2000	4/25/2000	
49	Create project using Project Office criteria/templates	10.d	4/25/2000	5/9/2000	Proj Mgrs.
50	Establish monitoring criteria	3.d	5/9/2000	5/12/2000	Proj Mgrs.
51	Establish performance metrics	4.d	5/12/2000	5/18/2000	Proj Mgrs.
52	Establish budget guidelines	3.d	5/18/2000	5/23/2000	Proj Mgrs.
53	Enter project into Project Office management	2.d	5/23/2000	5/25/2000	Proj Mgrs.
54	Project Office support for new projects complete	.d	5/25/2000	5/25/2000	Proj Mgrs.
55	Initiate Project Office complete	.d	5/25/2000	5/25/2000	
56	**Management (ongoing)**	**25.5d**	**5/25/2000**	**6/29/2000**	**PMO Exec, Proj Mgrs**
57	Review business priorities applicable to projects	5.d	5/25/2000	6/1/2000	
58	**Risk Assessment**	**9.d**	**6/1/2000**	**6/14/2000**	
59	Perform risk assessment	5.d	6/1/2000	6/8/2000	

60	Evaluate risk assessment against project priorities	3.d	6/8/2000	6/13/2000		
61	Prepare contingency plans	1.d	6/13/2000	6/14/2000		
62	Risk assessment complete	.d	6/14/2000	6/14/2000		
63	**Monitoring**	**11.5d**	**6/14/2000**	**6/29/2000**	**PMO Exec, Proj Mgrs**	
64	Prepare project review meeting agenda	1.d	6/14/2000	6/15/2000	Proj Mgrs.	
65	Conduct project review meetings	.5d	6/15/2000	6/15/2000	Proj Mgrs.	
66	Create reports for critical issues, budgets, allocating resources, tracking progress, etc.	2.d	6/16/2000	6/19/2000	Proj Mgrs.	
67	Work to mitigate critical Issues	2.d	6/20/2000	6/21/2000	Proj Mgrs.	
68	Assist with allocating resources	2.d	6/22/2000	6/23/2000	Proj Mgrs.	
69	Freeze/release project baselines	2.d	6/26/2000	6/27/2000	Proj Mgrs.	
70	Establish change management control	1.d	6/28/2000	6/28/2000	Proj Mgrs.	
71	Freeze/release project budgets	1.d	6/29/2000	6/29/2000	Proj Mgrs.	
72	Monitoring complete	.d	6/29/2000	6/29/2000	Proj Mgrs.	
73	**Historical/Archival**	**13.d**	**6/30/2000**	**7/18/2000**	Proj Mgrs.	
74	Establish project archives	5.d	6/30/2000	7/6/2000		
75	Establish lessons learned repository	5.d	7/7/2000	7/13/2000		
76	Manage project archives	3.d	7/14/2000	7/18/2000		
77	**Historical complete**	**.d**	**7/18/2000**	**7/18/2000**	**PMO Exec, Proj Mgrs**	
78	Post Implementation Review	13.d	7/19/2000	8/4/2000		
79	Obtain user feedback	3.d	7/19/2000	7/21/2000		
80	Evaluate lessons learned	5.d	7/24/2000	7/28/2000		
81	Modify Items as necessary	5.d	7/31/2000	8/4/2000		
82	Post implementation review complete	.d	8/4/2000	8/4/2000		
83	**Project Office template complete**	**.d**	**8/4/2000**	**8/4/2000**		

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Business Requirements Specification

General Information

Project Name:	**Date:**
Department:	
Prepared By:	**Phone Number:**

1. Executive Summary

The Executive Summary of the Business Requirements Specification (BRS) should provide a general overview of the entire project. It should include the key business goals, metrics, a summary of each business requirement and an overall business rationale.

1.1. Key Business Goals

List the main business goals of the project.

1.2. Metrics

Describe how you will measure the success of the project.

1.3 Requirement Summary

Provide a description of each business requirement, with a pointer to the associated section where that requirement is described in this document. This may be in text or table format.

1.4. Business Rationale

Describe the advantages of the project from a business perspective. Include the consequences if no action is taken.

2. System Overview

Use this section to give a system overview of the project. Include a system description, customers and users, and any business constraints.

2.1. System Description

Provide a summary description of the system being developed. If this is a revision of an existing system, describe the reasons for the revision.

2.2. Customers and Users

Provide an overview description of the target user. This may be a summary of the information from the Project Profile document.

2.3. Business Constraints

Provide an overview of the constraints inherent in the project.

3. Business Requirements

This section describes each major business requirement. "Sub-Requirements" should be described within the appropriate requirement category.

3.1. Business Requirements Category

Identify the Business Requirement Category name.

Each Business Requirement Category will have a reference number beginning with BR1. A section with this format will be repeated for each Business Requirement in the application.

3.1.1. Business Requirements

[Identify the Business Sub-Requirement name.]

[Each Business Requirement within a category (sub-requirement) will have a reference number indexed within the category, e.g. the first requirement within the first category will be BR1.1, the second requirement within the same category will be BR1.2, etc.]

3.1.1.1 Description

[Provide a description of the requirement.]

Appendix A – Summary of Open Issues

Description of any follow-up activities or issues outstanding with respect to this specification. These should provide information to the reader regarding the documents completeness. Before finalizing a specification, all issues should be resolved and removed from this section of the document.

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Change Control Form

1. General Information

The purpose of this form is to provide a more detailed analysis to support a decision regarding a change in the project.

Project Name:	**Date:**
Project Sponsor:	**Project Manager:**
Requestor Name:	
Change request name:	

2. Change Control Information

Change Description – *Briefly describe the proposed change.*

Business Justification – D*escribe briefly the business justification for the change.*

Risks - *Briefly describe any increased risk introduced by this change including (but not limited to) Cost, Schedule, and Performance.*

Estimated total new effort – *Estimate the total labor required to implement this change to the project that is in addition to previous estimates of labor required to complete this project or this phase of the project.*

Estimated schedule impact - *Briefly describe details of any schedule modifications and effects on linked tasks, projects, or programs, resulting from this change implementation.*

Estimated cost of change – *Provide a summary of the modified estimated project cost including this implemented change.*

3. Impact Analysis

Does the proposed change conflict with any baseline requirements or design?

What are the business consequences of not making this change?

What are the technical consequences of not making this change?

What are the possible side effects or other risks of making this change?

Will the proposed change affect system performance?

Is the proposed change feasible within known technical and staffing constraints?

Is there any additional impact on system resources?

What is the effect on the sequence, dependencies and duration of tasks in the current plan?

Will the proposed change affect committed delivery dates?

4. Change Control Approvals

Disposition of Change Resolution:

	Accepted:	Denied:

NAME		DATE
Project Sponsor		
Project Manager		
Steering Committee Member		

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Issue Form

1. General Information

The purpose of this form is to provide a more detailed analysis to support a decision regarding a change in the project.

Project Name:	**Date:**
Project Sponsor:	**Project Manager:**
Requestor Name:	
Change request name:	

2. Issue Background

Issue Description – Provide a synopsis of the issue, and relevant factors, or problems, being faced because of the issue.

Impact and option analysis – Provide relevant information of areas impacted if the issue is not resolved. Provide options or alternatives that may be considered in order to resolve the issue, pros and cons of the option(s), and any supporting documentation.

Recommendation - Provide a recommended solution to the issue, and indicate why this resolution is being supported.

3. Decision for Issue Resolution

Provide the decision to resolve the issue and include any pertinent, supporting information.

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4. Signatures

Disposition of Change Resolution:

	Approved:	Disapproved:

	NAME	DATE
Project Manager		
Executive Director (PMO)		

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Status Report

1. General Information

The purpose of this form is to provide a more detailed analysis to support a decision regarding a change in the project.

Project Name:	**Date:**
TO:	**From:**
Report Period Ending:	

2. Status Summary

3. Schedule

Project Phase	Project Process	Planned Start	Actual Start	Planned End	Actual End	Variance

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4. Issue & Action Items

Issue Identification					Action Plan			
Issue #	**Date**	**Priority**	**Issue Name**	**Description**	**Action**	**Owner**	**Due Date**	**Status**
1								
2								
3								

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5. Accomplishments this Reporting Period:

For Reporting Period of xx/xx/xxxx – xx/xx/xxxx

6. Planned Activities for next Reporting Period:

For Reporting Period of xx/xx/xxxx – xx/xx/xxxx

7. Acceptance and Change Management:

Deliverable Acceptance Log				
Deliverable Name	**Sent for Review (Date)**	**Sent for Approval (Date)**	**Action (Approve/ Reject)**	**Action Date**

8. Change Control Log:

Change #	Log Date	Initiated By	Description	Action (Accept/ Reject)	Action Date	Reject Description

9. Lost Time:

9. Closed Issues:

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Acceptance Document

1. GENERAL INFORMATION

Project Name:	**Date:**
Department:	
Prepared By:	**Phone Number:**

2. ACCEPTANCE INFORMATION

Product / Service or other deliverable

Suggested Improvements

Approval:

Accepter	Signature	Status	Date	Approve/ Decline

Accepter's Comments

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Post Project Implementation Survey

1. GENERAL INFORMATION

Project Name:	**Date:**
Project Manager:	
Prepared By (Not required):	**Phone Number:**

2. Project Overview

1. In your estimation, were the goals of the project clear?
___Very clear ____Adequately clear ___Somewhat vague ___Not clear

2. In your estimation, were the objectives for your work clear?
___Very clear ____Adequately clear ___Somewhat vague ___Not clear

3. In your estimation, were your role and responsibilities clearly identified?
___Very clear ____Adequately clear ___Somewhat vague ___Not clear

4. How adequately involved did you feel in project decisions?
___Very ____Somewhat ___Not very ___Not at all
If not, what decisions did you feel excluded from?
_____
_____

5. How efficient and effective were project team meetings?
___Very ____Somewhat ___Not very ___Not at all
What would you change?
_____
_____

6. In your estimation, was there sufficient communication between team members?

___More than adequate ____Adequate ___Somewhat lacking ___Insufficient

7. Were your skills challenged by this project?
___Not challenged ____Somewhat challenged ___Very challenged
___Overwhelmed

8. Was your participation in the project a good experience overall?
___Very positive ____Somewhat positive ___Somewhat negative ___Negative
Explain:
_____
_____

3. Schedule and Estimation Issues

Which of the following estimation issues did you personally have and what was its impact?

__ I was diverted to work on another project.
Project:
_____
Amount of time diverted for:
_____
Impact on your project work:
_____

__ I overestimated the amount of time I would have each week to work on this project.
The other work that interfered was
_____
The amount of time per week it took up was
_____
Impact: calendar schedule slip of __days __weeks __ months

__ My initial schedule did not include some pieces of technical work, design or coding that I subsequently realized I had to do.
Describe briefly
_____
Impact: additional hours of work:
_____

__ My initial schedule did not take into account certain project "other" work, such as attending meetings, etc.
Describe:
_____
Impact: calendar slip to my work of __ days __ weeks __ months

__ My estimates for particular tasks were not accurate.

Describe the type of task, how "off" the estimate was (days, weeks).

_____

Why was it difficult to estimate?

_____

What would help get better estimates next time?

_____

_____

_____

__ I unexpectedly had to re-do some work.
Describe:

_____

_____

Impact on your schedule:

_____

What could have helped prevent the problem?

_____

_____

Knowing what you know now, how would you do the scheduling/estimating process differently next time to avoid any problems noted above?

_____

_____

4. Design, Implementation and Test Processes

1. How effective was the Business Requirements Document?
__Very __Somewhat ___Not very ___Not at all
Comments:

_____

_____

2. How effective has interaction/cooperation between technical groups been?
___Very ____Somewhat ___Not very ___Not at all
Comments:

_____

_____

3. Was Change Control managed well for this project?
___Very well managed ____Adequately managed ___Somewhat chaotic
___Insufficient

4. Were risks identified and managed adequately?

___Very well managed ____Adequately managed ___Somewhat chaotic
___Insufficient

5. How useful was your unit testing?
__Very __Somewhat ___Not very ___Not at all
Comments:
_____
_____

Did you take unit testing into account in your schedule?
_____

6. Were defects tracked and recorded in a timely manner?
___Well tracked ____Adequately tracked ___Somewhat sketchy ___Insufficient

7. How smooth do you feel the integration has been?
__Very __Somewhat ___Not very ___Not at all
Comments (why or why not?):
_____
_____

8. How comprehensive was integration testing?
__Very __Somewhat ___Not very ___Not at all
Comments:
_____
_____

9. To what degree did you have the tools you needed for testing?
__More than adequate __Adequate ___Not very ___Not at all
Comments:
_____
_____

5. Closing

1. If there have been schedule slips on this project, what were up to five main causes, and how could we avoid those causes in the future?
_____
_____
_____
_____
_____
_____

2. Was the project significantly delayed/ hampered by outside dependencies (outside to the project that is)? Which ones? How to solve?

_____
_____
_____

3. What, if any, were the main bottlenecks on the process?

_____
_____
_____

4. What, if any, were the main sources of frustration in the project?

_____
_____
_____

5. For the next project, how/ what could we improve on the way project was run?

_____
_____
_____

6. How well did the PMO process work for you on this project? What, if anything, would you change?

_____
_____
_____

7. What, if any, vendor-related issues should we be aware of?

_____
_____
_____

Feel free to add any other comments here.

_____
_____
_____

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Post-Project Report

1. GENERAL INFORMATION

Project Name:	**Date:**
Department	
Prepared By:	**Phone Number:**

2. STAFFFING AND SKILLS

Describe how the staffing and skill needs for this project were determined and managed. Describe the changes to these needs during the project.

3. EXPECTATIONS MANAGEMENT

Describe how customer expectations were managed. Were expectations clear from the beginning? How expectations were different from expected?

4. LESSONS LEARNED

Describe the successes and shortcomings of the project.

Approval:

Accepter	Signature	Status	Date	Approve/ Decline

Accepter's Comments

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Appendix A

Attach the results from the Post Project Implementation Survey.

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TRIAGE INTERVIEW FORM

GENERAL INFORMATION	
Interviewee:	**Project Team Name:**
Role:	**Date:**

Suggested questions
1. What do you view as the problems with this project?
Response:
2. What would you do differently?
Response:
3. What was /is your role on this project?
Response:
4. What is your current task? When did it begin? When will it be completed? Do you expect to meet that due date?
Response:
5. Do you have a copy of the Project Scope statement?
Response:
6. Do you have a copy of the Project Schedule? Do you know specifically which tasks you are assigned? Do you understand how they fit into the total project?
Response:
7. Do you provide a Progress Report to your Team Leader or the Project Manager? Do you participate in a status meeting? Do you receive a Project Status Report?
Response:
8. Do you have the resources required to complete your tasks? Are you assigned to this project exclusively? Do you have other assignments that are inhibiting your ability to complete the assigned tasks on this project? Has the relative priority of your assignments been clarified to you by your supervisor?
Response:

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PROBLEM INDICATORS, CAUSES & RECOMMENDED ACTIONS

Indicator	Potential Causes	Actions Recommended
Behind Schedule		
Over Budget		
Poor Staff performance		
Poor Project Progress		
Unexpected Obstacles		

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PRIORITIZATION OF RECOMMENDATIONS MATRIX

Priority	Action	Resources	Owner
1.			
2.			
3.			
4.			
5.			

Glossary of Project Management Common Definitions

Activity – Work or effort needed to achieve a result. An activity consumes time and usually consumes resources.

Activity Sequencing – Determines the most efficient and effective order of operations for project completion

Activity Definition – Identifying the specific activities that must be performed in order to produce the various project deliverables.

Activity Duration Estimating –An assessment of the likely amount of time (e.g. hours, days) needed to accomplish the work involved in each project activity, considering the nature of the work and the resources required.

Actual Cost – Total costs incurred (direct and indirect) in accomplishing work during a given time period.

Administrative Closure – Generating, gathering, and disseminating information in order to formalize project completion.

Alternative Analysis – Breaking down a complex scope situation for the purpose of generating and evaluating different solutions and approaches.

Analysis – Study and examination of something complex, and its separation into simpler components. Analysis typically includes discovering not only what the parts of the item being studied are, but also how they fit together. An example is the study of schedule variances for Cause, Impact, Corrective Action, and results.

Approve – To accept as satisfactory. Approval implies that the item approved has the endorsement of the approving entity. The approval may still require confirmation by someone else, as in “levels of approval.” In management use, the important distinction is between “approve” and “authorize.” See Authorization.

Authorization – Power granted by management to specified individuals allowing them to approve transactions, procedures, or total systems. Defined as the final organization authority.

Baseline – Original plan (for a Project, a Work Package, or an Activity), with or without approved changes. Usually used with a modifier (e.g., Cost Baseline, Schedule Baseline, Performance Measurement Baseline).

Baseline Plans - Those project plans that provide information against which the progress of the project may be measured. These include a complete schedule and a cost plan that considers all the resources the project is expected to require. Changes to plans after baselines are set should only be made through an approved change process.

Budget – When unqualified, refers to an estimate of funds planned to cover a project or specified period of future time.

Business Case - Document containing the analysis and results of business assessments providing the justification to pursue a project opportunity.

Business Impact Analysis – Study that identifies project constraints, alternatives, and related assumptions as they apply to the Initiating Process.

Change Control – Process of controlling, documenting, and storing the changes to control items. This includes proposing the change, evaluating, approving or rejecting, and scheduling and tracking.

Change in Scope – A change in objectives, Work Plan, or Schedule that results in a material difference from the terms of previously granted approval in order to proceed.

Closing Process – The final phase of a project where all activities are conducted to bring a project to an orderly end, whether the product or service has been delivered and accepted by the Project Sponsor, or has been terminated.

Communication Plan - Documentation that identifies and defines the information needs of the project team and stakeholders, as well as determining when information will be needed, how it will be delivered and who will be responsible for making sure that communication takes place and is effective.

Concept – An imaginative arrangement of a set of ideas.

Constraints - (1) Restriction that affects the scope of the project, usually with regard to availability, assignment, or use of Project Cost, Schedule, or Resources; **(2)** Any factor that affects when or how an activity can be scheduled; **(3)** Any factor that limits the Project Team's options and can lead to pressure and resulting frustrations among Project Team Members.

Contingency Planning – Development of a management plan that identifies alternative strategies to be used to ensure project success if specified risk events occur.

Contingency Reserve – A separately planned quantity to allow for future situations that may be planned for only in part (sometimes called "known unknowns"). For example, rework is certain, but the amount of rework is not. Contingency reserves involve Cost, Schedule, or both. Contingency reserves are intended to reduce the impact of missed Cost or Schedule objectives. Contingency reserves are not included in the project's Cost and Schedule Baselines.

Contract – A mutually binding agreement that obligates the seller to provide the specified product and obligates the buyer to pay for it.

Fixed-price or lump-sum contracts – Contracts involving a fixed total price for a well-defined product. Fixed-price contracts may also include incentives for meeting or exceeding selected project objectives, such as schedule targets.

Unit-price contracts – Contracts under which the contractor is paid a preset amount per unit of service (e.g., $70 per hour for professional services). The total value of the contract is a function of the quantities needed to complete the work.

Contract Management – Management of the relationship with the seller.

Contract Closeout – Completion and settlement of the contract, including resolution of all outstanding items.

Control – Process of comparing actual performance with planned performance, analyzing variances, evaluating possible alternatives, and taking appropriate Corrective Action as needed.

Corrective Action – Changes made to bring expected future performance of the project into line with the plan.

Cost-Benefit Analysis (CBA) – Provides information needed to make a balanced decision about the cost and benefits, or value, of various economic choices with respect to various alternatives within the project.

Cost Budgeting – Allocating cost estimates to individual project components.

Cost Control – Controlling the changes to the project budget.

Cost Estimating – Estimating the cost of resources needed to complete project activities.

Critical Success Factors – High-level factors that will determine the success of the project. Such factors address specific effects on people (e.g., organizational change), including implementation issues. Questions to ask, in order to begin drawing up a list of factors, may include: Are the project goals clear? Are customers prepared to use the product? Is management support adequate? Are the needed skills identified? Are Stakeholders on board? Is the technology to be used understood? Will Customers accept the product? Is it understood how progress will be tracked and reported? Do project participants know how to make problems known? Are appropriate business processes capable of integrating the products?

Current Finish Date –The most recent estimate of the point in time when an activity will be completed.

Current Start Date –The most recent estimate of the point in time when an activity will begin.

Customer - The Departments at all levels of the organization that identified the need for the product or service the project will develop.

Decision Tree Analysis – Analysis using a "tree" diagram that describes a decision under consideration and shows the implications of choosing one or another of the available alternatives. This analysis incorporates probabilities and the costs of each logical path of events.

Decomposition – Process of breaking down activities and the work package to a manageable level of detail.

Deliverable – Any measurable, tangible, verifiable item, outcome, or result that must be produced to complete a project or part of a project. Often used more narrowly in reference to a deliverable subject to approval by the Project Sponsor or Customer.

Department Portfolio Management Committee - Is responsible for reviewing, approving, and monitoring projects. It is also responsible for integrating SLPS's strategic plan into the Department's project approval process, and for ensuring that proposed projects are consistent with overall Departmental plans.

Design Documents – Technical documents that lay out, in great detail, the anticipated design of the project deliverable.

Duration Estimation – Number of work periods (not including holidays or other non-working periods) required to complete an activity or other project element. Duration is usually expressed as workdays or workweeks, and is sometimes equated incorrectly with elapsed time.

Early Finish Date – In the critical path method, the earliest possible point in time at which the uncompleted portions of an activity (or the project) can be finished, based upon the network logic and any schedule constraints. Early finish dates can change as the project progresses and changes are made to the project plan.

Early Start Date – In the critical path method, the earliest possible point in time at which the uncompleted portions of an activity (or the project) can start, based upon the network logic and any schedule constraints. Early start dates can change as the project progresses and changes are made to the project plan.

Effort – Number of labor units required to complete an activity or other project element, usually expressed as staff hours, staff days, or staff weeks. “Effort” should not be confused with duration

Executing/Controlling Processes – The third phase of a project where all developed plans are implemented and actions are performed to ensure that all of the project objectives will be met.

Fast Tracking – Compressing the Project Schedule by overlapping activities that would normally be done in sequence, such as design and construction. Use of this technique usually increases the risk that rework will be required.

Functional Manager – A manager responsible for activities in a Department or function (e.g., Human resources, Special Education, Operations). Also called a “Line Manager”.

Functional Requirements – What the systems/products are, do, or provide from the customer’s point of view.

Guideline(s) – Used to define a collection of steps that are recommendations to be followed in order to conform to stated policies.

Impact Statement – A cause-and-effect report generated at the manager level to show the impact that new projects will have on current schedules and resources as they enter the work stream.

Implementation – Occurs when products have completed testing and are moved into production or into their working environment. Normally used as a term on Information Services projects.

Initiating Process – The first phase of a project where an idea becomes a project. It is during this time that a project is proposed, the feasibility of doing the project is studied, and the overall project concept is developed.

Issues - Formally identified items related to a project that if not addressed, may (1) affect its Schedule; (2) change its direction; (3) diminish its Quality and (4) increase its Cost.

Issue Document – Document that captures all of the pertinent information related to an issue (potential source of problems that could lead to changes) to ensure that they are managed properly in order to prevent or minimize any negative impact on the project.

Leadership – Way in which the Project Manager inspires the Project Team to behave in a manner that will facilitate project goal achievement.

Lessons Learned – Learning gained from the process of performing the project, so that other projects may be performed better. Lessons learned can be identified at any point in the project, and should be documented in the Project Notebook.

Level of Effort – Support-type activity (e.g., vendor or customer liaison) that does not readily lend itself to measurement of discrete accomplishment. It is generally characterized by a uniform rate of activity over a specific period of time.

Life Cycle – Type of methodology to be used in project development (e.g. Software Development Lifecycle (SDLC).

Line Manager – Manager of any group that actually makes a product or performs a service, often referred to as a “Functional Manager.”

Master Schedule – A comprehensive list of an approved project containing schedule and progress statistics.

Matrix Organization – Any organizational structure in which the Project Manager shares responsibility with the Functional Managers for assigning priorities and for directing the work of individuals assigned to the project.

Methodology – Used to define the processes, policies, and guidelines that are included as part of the framework for project management.

Milestone – A significant event in the project, usually completion of a major deliverable.

Milestone Schedule – A summary-level Schedule that identifies the major Milestones.

Mission Statement – A concise statement, usually one paragraph, summarizing what the project is about and what it will accomplish.

Mitigation – Taking steps to lessen risk by lowering the probability of a risk event's occurrence, or by reducing its effect should it occur

Monitoring – Capture, analysis, and reporting of project performance, usually as compared to plan.

Organizational Change Management –Involves people, process, and maintenance. Since implementing a project may impact how an organization conducts business and the tools with which they conduct business, measures must be taken to anticipate when and how the impacts will occur, and steps should be identified and planned to ease transition and ensure product acceptance, usage and maintenance.

Overall Change Control – Coordination of changes across the entire project.

Performance Reporting – Collecting and disseminating information about project performance to help monitor project progress.

Performing Organization – Departments whose employees are most directly involved in doing the work of the project.

Plan – An intended future course of action.

Planning Process – The second process of a project which begins by defining the specific scope and deliverables the project will provide (overview planning), then moves to elaborating on the scope, activities and tasks need to accomplish objectives (baseline planning) and finally to developing the strategies to manage project activities in order to successfully manage the deliverables (management planning).

Predecessor Activity –A task or activity that precedes, or comes before, another task or activity.

Priority – Imposed sequences desired with respect to the scheduling of activities within previously imposed constraints.

Procedure – Used to define a collection of steps that the organization is responsible for implementing, in order to ensure that policies and process requirements are met.

Procurement - Process of acquiring goods or services from outside the immediate project organization, beginning with determining the need for the supplies or services and ending with contract completion and closeout.

Product – General terms used to define the end result of a project delivered to a customer.

Product Acceptance – Documents the approval and acceptance by the Project Sponsor, and other appropriate Stakeholders that the product is complete.

Product Description Statement – A non-formal, high-level document that describes the characteristics of the product/process to be created.

Program – A group of related projects managed in a coordinated way. Programs usually include an element of ongoing activity.

Progressive Elaboration - A characteristic of projects that integrates the concepts of temporary and unique. Because the product of each project is unique, the characteristics that distinguish the product or service must be progressively elaborated. Progressively means, 'proceeding in steps; continuing steadily by increments," while elaborated means "worked out with care and detail; developed thoroughly. These distinguishing characteristics will be broadly defined early in a project and will be made more explicit and detailed as the Project Team develops a better and more complete understanding of the product.

Project – A temporary endeavor undertaken to create a unique product or service.

Project Administration – Entails making project plan modifications that may result from such changes as: new estimates of work still to be done, changes in scope/functionality of end-product(s), resource changes and unforeseen circumstances. It also involves monitoring the various Executing process activities, monitoring risks, status reporting, and reviewing/authorizing project changes as needed.

Project Change Management Process – A set of tasks or procedures established to ensure that project performance is measured against the baseline, that changes are reviewed, approved or rejected, and that the baseline is updated.

Project Charter – A document approved by senior management that formally documents authorization of the project and provides the Project Manager with the authority to apply organizational resources to project activities.

Project Communications Management – A subset of project management that includes the processes required to ensure proper collection and dissemination of project information.

Project Profile – Document that is the foundation for making a decision to initiate a project. It describes the project purpose and contains high-level planning information for determining project viability.

Project Control – A project management function that involves comparing actual performance with planned performance and, when significant differences exist, taking corrective action to yield the desired outcome.

Project Duration – The elapsed time from project start date through project finish date.

Project Human Resource Management – A subset of project management that includes the processes required to make the most effective use of the people involved with the project. It consists of organizational planning, staff acquisition, and team development.

Project Initiation – A process that occurs before the organization has begun the Project Planning phase, and which denotes a series of steps to have the project externally approved and started, including selection of the Project Manager.

Project Integration Management – A subset of project management that includes the processes required to ensure that the various elements of the project are properly coordinated. It consists of Project Plan Development, Project Plan Execution, and overall Change Control.

Project Management – Application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements.

Project Manager – Individual appointed and given responsibility for management of the project.

Project Organizational Planning – Identifying, documenting, and assigning project roles, responsibilities, and reporting relationships.

Project Phase – A collection of logically related project activities, usually culminating in the completion of a major deliverable.

Project Plan – A formal, approved document used to guide both Project Execution and Project Control. The primary uses of the Project Plan are to document planning assumptions and decisions, facilitate communication among Stakeholders, and document approved Scope, Cost, Quality, and Schedule Baselines.

Project Quality Management – A subset of project management that includes the processes required to ensure that the project will satisfy the needs for which it was undertaken. It consists of Quality Planning, Quality Assurance, and Quality Control.

Project Risk Management – A subset of project management that includes the processes concerned with identifying, analyzing, and responding to project risk. It consists of Risk Management, Strategy Development, Risk Identification, Risk Analysis, Risk Response Planning, and Risk Monitor and Control.

Project Schedule – Planned dates for performing activities and the planned dates for meeting Milestones.

Project Scope Management – A subset of project management that includes the processes required to ensure that the project includes all of the work required, and only the work required, to complete the project successfully.

Project Sponsor - The individual in the performing organization who is part of the project team and is responsible for supporting the mission of the project and securing spending authority and resources.

Project Steering Committee - A project oversight group that provides guidance and support by ensuring intra/inter-Department alignment, appropriate staff involvement, Customer and Stakeholder input, and effective Communication and Risk Management.

Project Time Management – A subset of project management that includes the processes required to ensure timely completion of the project. It consists of activity definition and activity sequencing, activity duration estimating, schedule development, and schedule control.

Projectized Organization – Any organizational structure in which the project manager has full authority to assign priorities and to direct the work of individuals assigned to the project.

Quality – A composite of attributes (including performance features and characteristics) of the product, process, or service required to satisfy the need for which the project is undertaken.

Quality Assurance (QA) – Process of evaluating overall project performance on a regular basis to provide confidence that the project will satisfy relevant quality standards.

Quality Management – A collection of quality policies, plans, procedures, specifications, and requirements that is attained through Quality Assurance (managerial) and Quality Control (technical).

Requirements Document – A formal document that outlines the high-level requirements of a technical project.

Reserve – A provision in the Project Plan to mitigate Cost and/or Schedule Risk. Often used with a modifier (e.g., “contingency reserve”) to provide further detail on what types of risk are meant to be mitigated. The specific meaning of the modified term varies by application area.

Resource – Something that lies ready for use, or which can be drawn upon for aid or to take care of a need.

Resource Leveling – Any form of network analysis in which scheduling decisions (e.g., start and finish dates) are driven by resource management concerns (e.g., limited resource availability or difficult-to-manage changes in resource levels).

Resource Plan - A document used to describe the number of resources needed to accomplish the project work and the steps necessary to obtain a resource.

Resource Planning – Determining what resources (e.g., people, equipment, materials) are needed in what quantities, and when, to perform project activities.

Responsibility Assignment Matrix – A structure that relates the project organization structure to the Work Breakdown Structure, in order to help ensure that each element of the Project's Scope of work is assigned to a responsible individual.

Risk – An uncertain event or condition that, if it were to occur, would have a positive or negative effect on a project's objectives
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Risk Assessment – Review, examination, and judgment of whether or not the identified risks are acceptable. Initial risk assessment is used as a tool to determine project oversight requirements.

Risk Identification – Determination of which risk events are likely to affect the project.

Risk Management – Identifying, analyzing, and responding to risk factors throughout the life of a project, and in the best interests of its objectives

Risk Mitigation – Act of revising the Project's Scope, Budget, Schedule, or Quality in order to reduce uncertainty on the project.

Risk Plan - Documentation of the procedures to be used to manage risk during the life of a project and the parties responsible for managing various areas of risk.

Schedule – Planned dates for performing activities and for meeting deliverables.

Scope – Sum of the products and services to be provided as a project.

Scope Change – Any change to the Project Scope. A Scope change almost always requires an adjustment to the Project Cost or Schedule.

Scope Change Control – The process of changing the Scope of the projects as it progresses, including the review and approval process.

Scope Creep – Gradual addition of new requirements to the original product specifications.

Scope Definition – Decomposition of the major deliverables into smaller, more manageable components in order to provide better control.

Scope Planning – Developing a written Scope Statement that includes the project justification, major deliverables, and project objectives.

Scope Statement – A document capturing the sum of products and services to be provided as a project. The Scope Statement is part of the project plan.

Scope Verification – Ensuring that all identified project deliverables have been completed satisfactorily

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Sequential Activities - Activities that are accomplished progressively one after the other. (For example: Initiation Activities -> Planning Activities -> Execution and Control Activities ->Closeout Activities)

Slippage – Tendency of a project to exceed original estimates of budget and time.

Stakeholder – Individuals and organizations that are involved in, or may be affected by, project activities.

Statement of Work (SOW) – A narrative description of products or services to be supplied under contract.

Status Reports – A report containing information on a specific project, indicating whether the project is ahead of schedule, on schedule, or behind schedule in relation to the project plan.

Steering Committee - The Steering Committee is the key body that is responsible for managing the business issues associated with the project that are essential to ensure delivery of the project outputs and attainment of project objectives. Individual Steering Committee members are not directly responsible for managing project activities, but provide management support and guidance for those who do.

Team Member – An individual, reporting either part time or full time to the Project Manager, who is responsible for some aspect of the projects activities.

Testing – Actual test of the products or processes created within the execution phase.

Workaround – A response to a negative risk event. It is distinguished from "Contingency Plan" in that a workaround is not planned in advance of the occurrence of the risk event.

Work Breakdown Structure (WBS) – A deliverable-oriented grouping of project elements that organizes and defines the total Scope of the project. Each descending level represents an increasingly detailed definition of a project component. Project components may be products or services.

Work Package – A deliverable at the lowest level of the Work Breakdown Structure. A Work Package may be further decomposed into activities.