

## **PROJECT PLAN EXAMPLE**

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### **SCOPE EXERCISES**

The scope of this project is to produce a quarterly newsletter to be mailed or e-mailed to subscribers. This newsletter will be about project status and team members' accomplishments. It will range in size from 6 to 10 pages.

### **PROJECT OVERVIEW**

The purpose of the Project Team Newsletter Project is to produce a newsletter to facilitate communication between the Project Team and other organizational entities.

The newsletter will be published quarterly and will include articles about the ongoing activities of the Project Team.

Members of the Project Team will provide short articles describing the projects they are working on and the implication for the organization.

The newsletter will have six to ten pages per issue and will be distributed by interoffice mail and e-mail.

### **PROJECT OBJECTIVES**

To publish a quarterly newsletter informing the organization about the ongoing activities of the Project Team.

1. Inform other teams/divisions about hardware upgrades and how they benefit and/or affect their personnel
2. Inform other teams/divisions about software upgrades and how they benefit and/or affect their personnel
3. Inform other teams/divisions about networking upgrades and how they benefit and/or affect their personnel
4. Inform other teams/divisions about advances in Internet and Intranet capabilities and how they benefit and/or affect their personnel
5. Facilitate communication with the Process Engineering Team so that the latent benefits and drawbacks of the Project Office's activities can be assessed with respect to potential effects on workflow
6. Facilitate communication with the Human Resources Team so that necessary training can be planned and scheduled prior to implementing new technologies
7. Limit the length of the publication to no longer than 10-15 pages
  - ✓ To keep cost of publication within available budget

- ✓ To maintain focus of the newsletter's articles
- ✓ To increase the probability it will be read by the intended audience

## **ORGANIZATIONAL GOALS OF THE PROJECT TEAM NEWSLETTER PROJECT**

- ◆ To reduce the loss of corporate productivity resulting from premature implementation of information systems technology
- ◆ To provide a framework for a more comprehensive and holistic MIS strategy
- ◆ To increase the Return On Investment (ROI) relative to hardware, software, and process-reengineering efforts
- ◆ To reduce employees' frustration and improve their morale by having appropriate training prior to implementing new technology?
- ◆ To take better advantage of the Corporate Knowledge Base relative to implementing new information technologies
- ◆ To reduce the need for costly re-engineering efforts by giving stakeholders an opportunity to contribute to the process of implementing information technologies

## **GENERAL APPROACH**

The Project Team Newsletter Project will be carried out using existing resources. Personnel from the Project Office Department will be chosen (or volunteer) to provide newsletter articles each quarter. The articles will be selected based upon the importance and potential impact of ongoing projects with respect to corporate activities.

Existing hardware and software systems have been determined to be adequate for all aspects of the project's activities; therefore, no additional expenditures for technology will be necessary for this project.

Current staff with expertise in these areas will accomplish editing and layout of the newsletter. Initially, the newsletter staff will require some additional work. It is estimated that as the need for documents of a similar nature decreases, so will the time spent producing individual communications pertaining to ongoing activities.

This will result in an overall savings in terms of resource time spent on such activities once the newsletter is being published on a regular basis.

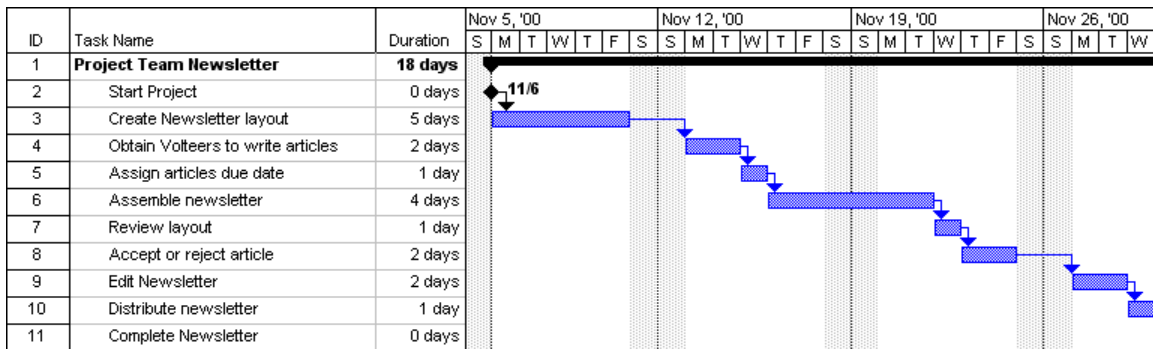
The MIS Newsletter Project will be managed by the Assistant MIS Director and will be reviewed and approved by the Director of MIS prior to release for publication. A list of persons to be contacted concerning specific issues pertinent to the newsletter will be provided once the project has been approved.

## PROJECT WORK BREAKDOWN STRUCTURE (WBS)

### Project Team Newsletter

- ✓ Create newsletter layout
- ✓ Pick article topics
- ✓ Obtain volunteers to write articles
- ✓ Assign articles due date
- ✓ Assemble newsletter
- ✓ Review layout
- ✓ Accept or reject article
- ✓ Edit newsletter
- ✓ Distribute newsletter
- ✓ Complete newsletter

## PROJECT SCHEDULE



## PROJECT RESOURCES

Task Name	Resources Name	Estimated Hours
Create newsletter layout	Bill	40
Obtain volunteers to write articles	Judy	16
Assign articles due dates	Donna	8
Assemble newsletter	Robert	32
Review layout	Pam	8
Accept or reject articles	Donna	16
Edit newsletter	Judy	16
Distribute newsletter	Pam	8

## PROJECT COST

<b>Task Name</b>	<b>Resources Name</b>	<i>Estimated Cost</i>
Create newsletter layout	Bill	<b>\$1400</b>
Obtain volunteers to write articles	Judy	<b>\$320</b>
Assign articles due dates	Donna	<b>\$160</b>
Assemble newsletter	Robert	<b>\$640</b>
Review layout	Pam	<b>\$320</b>
Accept or reject articles	Donna	<b>\$640</b>
Edit newsletter	Judy	<b>\$640</b>
Distribute newsletter	Pam	<b>\$320</b>
	<b>Total Estimated Cost</b>	<b>\$4440</b>

## PROJECT CONTRACTS

This is an internal contract between the Newsletter Project Manager and the Project Team that they will put out a quarterly newsletter to help the team understand the project's progress.

## PROJECT RISK ASSESSMENT

**Risk 1** – 10% probability of the team member in charge of putting together the newsletter to get sick and be out of work for over 2 days.

**Plan for Risk 1** – The team will have a backup person trained in how to put together the newsletter.

**Risk 2** – 20% probability of the printer breaking down when we need it to print out the newsletter to be distributed to the team.

**Plan for Risk 2** – Have a backup printer and a service contract on the current printer.

## COMMUNICATION PLAN

The project reporting will be done on a monthly basis, at the end of each month. The Project Manager is responsible for creating the following reports monthly:

- ♦ **Project Summary** – a summary of the number of tasks and resources, project cost, start and finish dates, and total amount of work.
- ♦ **Critical Tasks** – a list of critical tasks showing the scheduled start and finish dates, plus the predecessors and successors of each task
- ♦ **Project Budget** – a list of task showing the budgeted cost of each task and the variance between budgeted costs and current cost

## QUALITY PLAN

The quality of the project will be evaluated quarterly by performing a readers' survey to find out if the team is happy with the newsletter format and information content.



## Analyst Observations Form

(This form should be filled out during a client meeting and finished right after the meeting)

**Describe the Clients needs in terms of ...**

**BUSINESS ANALYSIS**

**SYSTEM ANALYSIS**

**TECHNOLOGY ENHANCEMENTS**

**GENERAL COMPUTER/ SOFTWARE REQUIREMENT**

**LIST DESIGN REQUIREMENTS**

**MANAGEMENT INFLUENCE and BACKING**

**PROJECT FINANCIAL INFLUENCES**

**RESPONSIBILITY FOR THIS PROJECT**

**LIST KEY PLAYERS IN THE DECISION MAKING PROCESS**

**DESCRIBE PROJECT DIRECTION (analyst perception)**

**Analyst Comments:**

**CLIENT GOALS:**

**SENSITIVE AREAS:**

**PERSONAL NOTES ON CLIENT (family, sports teams, office indicators):**

**OTHER OPERATIONS:**

**DESCRIBE THE PROJECT DETAILS IN YOUR OWN WORDS:**

## Change Order Request Form

The original Statement of Work must accompany this request.  
Obtain approval and submit to financial management for processing.

<b>Project Number</b>	
<b>Project Name</b>	
<b>Action to be taken</b>	
<b>Change Project Size</b>	
<b>Change Project Type</b>	

**Change the Project Header as follows:**

Describe change in Scope:  
Provide a reason for the change in Scope:

**YOU MUST ATTACH A COPY OF YOUR REVISED PROJECT PLAN.**

Revised Budget Hours: From	To
Revised Completion Date: From	To

<i>Revised the Account Distribution</i>				
<i>MBJO/WO</i>	<i>CO</i>	<i>Account Number</i>	<i>%</i>	

ISD Project Manager:	Team Number:	Date:
ISD Client Manager:		Date:
Direct Report Approval:		Date:
Customer Approval Authority:		Date:
Special Considerations:		

***Do not write below***

Payroll Account Code:

ISD Financial Management Tam:	Date:
ISD Project Control Administration:	Date:

## Client Information Form

<b>Client Company Name</b>		
<b>Company Address</b>		
<b>Primary Contact Name</b>		
<b>PC Job Title</b>		
<b>PC Reports to</b>		
<b>Primary Contact Phone</b>	<b>Fax</b>	<b>Other</b>
<b>Alternate Contact Name</b>		
<b>Alternate Job Title</b>		
<b>Alternate reports to</b>		
<b>Secondary Contact Phone</b>	<b>Fax</b>	<b>Other</b>
<p><b>Client Market:</b>            Local _____ Statewide _____ National _____ International _____ Other</p> <p><b>Client Industry:</b>            _____ Communications _____ Consulting _____ Government _____ Insurance            _____ Legal            _____ Manufacturing _____ Pharmaceutical _____ Utility _____ Other</p>		
<p><b>Describe the client's business:</b></p>   		
<p><b>Is the industry governed by external regulations (federal, state)? What agency?</b></p>   		



## Computer System Request Log – Example 2

<b>Requester:</b>	<b>Section:</b>	<b>Phone:</b>	<b>CSR No.</b>
<b>Reason For Request</b>			
<b>Criteria</b>			
<b>Sign Offs</b>			
<b>Opportunity Evaluation</b> Proceed to preliminary analysis		Signature: Cancelled provide Customer with reason	
<b>Preliminary Analysis</b> Proceed to system architecture		Signature: Cancelled provide customer with reason	
<b>System Architecture</b> Proceed to functional design		Signature: Cancelled provide customer with reason	
<b>Functional Design</b> Proceed to system construction		Signature: Cancelled provide customer with reason	
Reviewed customer test report and accepted design.			
<b>System Construction</b> Proceed to implementation		Signature: Cancelled provide customer with reason	
<b>Implementation</b> Design implemented		Signature: Cancelled provide customer with reason	
Reviewed customer test report after implementation and the system meets the criteria above.			
Design schedule updated and complete			
Evaluations written and Reviewed			
Branch Information Systems Section Head:		Date:	

## **Current Process Description – Example 1**

- 1. System / Process Name:**
- 2. Project definition Statement:**
- 3. Describe in words or diagrams the current business process:**
- 4. Client stated objectives:**
- 5. Size / volume of current process:**
- 6. Potential anticipated growth**
- 7. Who owns the process?**
- 8. Security issues**
- 9. Number of users** (computer literacy level)
- 10. Describe output requirements:**
- 11. Describe transaction intensity:**
- 12. Describe interfaces to other systems** (existing and planned):
- 13. Define system scope in relationship to business** (enterprise-wide, departmental, etc.):
- 14. Describe remote access requirements:**
- 15. Why is the system being replaced or created?**
- 16. List specific needs not being met by current system** (Required of new system or wish list):
- 17. Who will maintain the new system?**
- 18. What is the overall impact of the system on the organization?**
- 19. Other important information:**

**Current Process Description – Example 2**

	Data Base name	Current Data Structure	# of Records	size	Convert	Comments
Exp.	Marketing DB	Lotus123 5.0	14,000	22 MB	Yes	Add 2 more fields
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

**Include new system profile here:**

## Exception Approval Report

**Project Name:**

**Project Number:**

**Project Phase:**

**Project Manager:**

**Nature of Exception:**

**Reason:**

**Consequences:**

**Pro:**

**Con:**

**Approvals:**

## Extra Work Authorization – Example 1

<b>To</b>	
<b>From</b>	
<b>Project Name</b>	
<b>Job Number</b>	
<b>Date</b>	

We are sending  Attached  Under separate cover via: \_\_\_\_\_ the following items:

- |   |   |                                       |                                  |
|---|---|---------------------------------------|----------------------------------|
| <input type="checkbox"/> Shop                   | <input type="checkbox"/> Prints         | <input type="checkbox"/> Plans        | <input type="checkbox"/> Samples |
| <input type="checkbox"/> Specifications Drawing | <input type="checkbox"/> Copy of letter | <input type="checkbox"/> Change Order | <input type="checkbox"/> Other   |

Copies	Dates	Number	Description

**These are Transmitted as checked below:**

- |                                       |  |  |
|---------------------------------------|--|--|
| <input type="checkbox"/> For approval | <input type="checkbox"/> Approved as submitted | <input type="checkbox"/> Resubmit ____ Copies for approval   |
| <input type="checkbox"/> For your use | <input type="checkbox"/> Approved as noted     | <input type="checkbox"/> Submit ____ Copies for distribution |
| <input type="checkbox"/> As requested | <input type="checkbox"/> Returned for          | <input type="checkbox"/> Return ____ Corrected prints        |
| <input type="checkbox"/> For review   | <input type="checkbox"/> For bids due          | <input type="checkbox"/> Prints returned after loan to us    |
| <input type="checkbox"/> Other        |  |  |

**Remarks:**

## Extra Work Authorization – Example 2

<b>FWO</b>								
<b>Contact:</b>				<b>Project:</b>				
<b>Date:</b>				<b>Cost Code:</b>				
<b>Description of Work Performed:</b>								
Is this the final daily report against this FWO?    Yes:                      No: If No, Physical % complete?								
<b>LABOR:</b>								
Name	Craft	Hrs. Worked			Rate			
		Straight Time	Time & Half	Double Time	\$ST	\$T&H	\$DT	Totals :
					\$0	\$0	\$0	\$0
					\$0	\$0	\$0	\$0
					\$0	\$0	\$0	\$0
					\$0	\$0	\$0	\$0
					\$0	\$0	\$0	\$0
<b>Totals:</b>					<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EQUIPMENT:</b>								
Description	Quantity	Hrs. Worked	Rate	Amount	Notes			
				\$0				
				\$0				
				\$0				
				\$0				
				\$0				
<b>Totals:</b>		<b>0.00</b>		<b>\$0</b>				
<b>MATERIAL:</b>								
Description	Quantity	Unit	Unit Price	Amount	Notes			
				\$0				
				\$0				
				\$0				
				\$0				
				\$0				
				<b>\$0</b>	<b>Grand Total: \$0</b>			

### Extra Work Authorization – Example 3

<b>Project Name</b>	
<b>Project Number</b>	
Originator: _____ Date: _____ Project: _____ EWA#: _____ Area#: _____ Contractor: _____ PO#: _____ Reason Codes: _____ Budget Charge Code: _____	
<b>Reason Codes</b>	
1. Engineering Error 2. Engineering Omission 3. Filed Condition 4. Incidental (Unrelated to original Scope) 5. Project Scope Addition (with Separate Budget) 6. Construction Error / Omission Back charge to: _____ Budget Charge Code: _____	
<b>Key Description:</b>	
<i>(Summarize for logging and follow up purpose)</i>	
<b>Drawing Numbers:</b>	
<b>Problem:</b>	
<b>Work required:</b>	
Contractor's Price: _____ Verified (UCC Engineer) _____ Pricing Code: _____. Price code:            1, Lump Sum            2. Unit Cost            3. T&M	
<b>Authorized Contractor's Signature:</b>	
Date to Contractor: _____ Expected Completion Date: _____	
<b>UCC approvals:</b>	
Project Manager: _____ Director of Projects: _____ (if over \$10,000) Vice President Eng. _____ (if over \$25,000)	

## Initial Project Request

### *To be completed by requester*

Submitted By:

SRF#:

Date:

Description of Opportunity:

What do you want the system to do?

Who or what is impacted:

Benefit Expected:

Cost: (Check Potential Costs)

CRT's

PC's

Printers

Other

Priority: (See I.T. Priority Worksheet)

Constraints:

		1	2	3
Time (data required)	TIME	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost (available resources)	COST	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scope (minimum breadth)	SCOPE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*\*prioritize each of the individual constraints between 1-3, 1 being the highest.*

### **\* To be completed by Business / Information System Analyst**

Initial Evaluation & Recommendation:

Risk Assessment:

Status of Project Request:

Prioritize

Deny

Return to requester for additional information

Status Comments:

## PM Plan Outline

<b>Mission</b>			
<b>Project Management Plan</b>			
<b>Project Team</b>			
<b>Name of Project Personnel</b>	<b>Function</b>	<b>Status</b>	<b>Responsibilities</b>
	Project Sponsor/Economics	Part Time	Coordinate w/ Marketing, Determine Economics
	Project Manager	Full Time	Cost, Schedule, Engineering, Coordination
	Project Engineer	Full Time	Refinery/Construction Coordination, Technical Lead
	Electrical Engineer	Part Time	Electrical Engineering Design, Procurement
	Instrument Engineer	Part Time	Instrument Engineer Design Procurement
	Process Engineer	Full Time	Process Engineering Design/Support/Approval
	Senior Designer	Part Time	OBSL Detailed Design/Drafting Coordination
	Project Secretary	Part Time	Project File, Refinery Communication Contact
	Construction/Constructability Coordinator	Part Time	Implement/Coordinate Constructability and Construction
	Operations Representative	Part Time	Provide Operational Input
	Maintenance Representative	Part Time	Provide Maintenance Input
	Reliability Representative	Part Time	Provide Reliability Input
	Inspection Contact	Part Time	Coordinate Inspection
	Safety Representative	Part Time	Design Input/Safety Coordination during Con.
	Off-sites Project Engineer	Part Time	Design/Manage Off-sites
	Purchasing	Part Time	Refinery purchasing, Contract Administration
	Environmental Engineer	Part Time	Environmental Permit
	Loss Prevention	Part Time	Consult During Design

Problem and Change Record		
Originator:	Record Reference: PCR/ /	
Company:	Date:	
Telephone:	Configured Item:	Issue:
Location:	Title:	
Problem/Query/Reason for Change:		
Response:		
Name:	Date:	Signature:
Details of proposed changes:		
Consequential Changes:		
Details of Re-verification Required:		
Proposed By:		
Authorized by:	Change Completed by:	New Identity:
Date:	Date:	Issue/Version:
Signature:	Signature:	Entered into Configuration Control:



## Project Change Request Summary Sheet

Project Name:

Project Manager:

### Project Change Request Summary Sheet

#	Description	Date Raised	Date Required	Accepted (Y)es (N)o	Comments

### Project Planning Checklist – Example 1

No.	Item/Comments	Y	N	Planned Completion	Actual Completion	Actual Effort (hrs)
1.	Goals and Objectives Defined					
2.	Scope Defined					
3.	Major Deliverables Defined (Deliverables Plan)					
4.	Work Breakdown Structure completed					
5.	Top-down Estimates Created					
6.	Major Milestones Defined					
7.	Master Intergraded Schedule completed					
8.	Product and Services Requirements defined					
9.	Phase Plan completed					
10.	Organization Plan completed					
11.	Performance, Evaluation, and Test Plan completed					
12.	Change Control Plan completed					
13.	Problem Tracking Plan completed					
14.	Documentation Plan completed					
15.	Education Plan completed					
16.	Communication Plan completed					
17.	Legal and Regulatory Requirements Plan completed					
18.	Risk Assessment completed					
19.	Risk Management Plan completed					
20.	Reliability, Availability, Usability Plan completed					
21.	Preliminary Support Plan completed					
22.	Interdependences Plan completed					
23.	Resources Plan completed					
24.	Project Plan completed					
25.	Opportunity Costs calculated					
26.	Budget specified					
27.	Financial Analysis completed					
28.	Integrated Business and Realization Plan updated					
29.	Functional Deliverables defined					
30.	Top-level Architecture Specification complete					

No.	Item/Comments	Y	N	Planned Completion	Actual Completion	Actual Effort (hrs)
31.	High-level Functional Specification(s) complete					
32.	Bottom-up task estimates created by Functional Groups					
33.	Detailed Functional Planning and Schedule completed					
34.	Functional Schedule Critical Path Analysis completed					
35.	Master Schedule Critical Path Analysis completed					
36.	Functional Coach Approval and Commitment					
37.	Master Schedule & Plan aligned with Functional Groups					
38.	Planning Phase Checklist completed					
39.	Development Phase agreement finalized					

## Project Planning Checklist – Example 2

No.	Item/Comments	Y	N	Planned Completion	Actual Completion	Actual Effort (hrs)
1	Goals & Objectives defined					
2	Scope defined					
3	Major deliverables defined					
4	Work Breakdown Structure completed					
5	Top-down planning estimated created					
6	Major Milestones defined					
7	Master Integrated Schedule completed					
8	Product & Service Requirement defined					
9	Phase Plan completed					
10	Organization Plan completed					
11	Performance, Evaluation & Test Plan completed					
12	Change Control Plan completed					
13	Problem Tracking Plan completed					
14	Documentation Plan completed					
15	Education Plan completed					
16	Communication Plan completed					
17	Legal & Regulation Plan completed					
18	Risk Assessment completed					
19	Risk Management Plan completed					
20	Reliability, Availability, Usability Plan completed					
21	Preliminary Support Plan completed					
22	Interdependencies Plan completed					
23	Resources Plan completed					
24	Project Plan completed					
25	Opportunity Costs calculated					
26	Budget specified					
27	Financial Analysis completed					
28	Integrated Business & Realization Plan updated					
29	Functional Deliverables defined					

No.	Item/Comments	Y	N	Planned Completion	Actual Completion	Actual Effort (hrs)
30	Top-level Architecture Specification completed					
31	High-level functional Specification/s complete					
32	Bottom-up task estimates created by Function Groups					
33	Detailed Functional Planning & Schedules completed					
34	Functional Schedule Critical Path Analysis completed					
35	Master Schedule Critical Path Analysis completed					
36	Functional Coach Approval & Commitment					
37	Master Schedule & Plan aligned with Functional Groups					
38	Planning Phase Checklist completed					
39	Development Phase agreement finalized					
<b>Total Hours</b>						<b>0:00</b>

<b>Proposal Coordination Checklist</b>			
<b>Proposal</b>			
<b>Coordination</b>			
<b>Checklist</b>			
<b>Sales Rep.:</b>	<b>Proposal No.:</b>		
<b>Proposal Mgr.:</b>	<b>Proposal Admin.:</b>		
<b>Activity</b>	<b>Initiated/Requester</b>	<b>Completed</b>	
• Received RFP			
• Screening Meeting			
• Proposal Manager Assignment			
• Returned Bid Acknowledgement when requested in the RFP			
<input type="checkbox"/> Maintain master set of inquiry documents, including correspondence to & from client			
• Distribute Inquiry Documents			
• Proposal Outline			
<b>Sales Rep.:</b>	<b>Proposal No.:</b>		
<b>Proposal Mgr.:</b>	<b>Proposal Admin.:</b>		
<b>Activity</b>	<b>Initiated/Requester</b>	<b>Completed</b>	
• Received RFP			
• Screening Meeting			
• Proposal Manager Assignment			
• Returned Bid Acknowledgement when requested in the RFP			
<input type="checkbox"/> Maintain master set of inquiry documents, including correspondence to & from client			
• Distribute Inquiry Documents			
• Proposal Outline			
<b>Sales Rep.:</b>	<b>Proposal No.:</b>		
<b>Proposal Mgr.:</b>	<b>Proposal Admin.:</b>		
<b>Activity</b>	<b>Initiated/Requester</b>	<b>Completed</b>	
• Received RFP			
• Screening Meeting			
• Proposal Manager Assignment			
• Returned Bid Acknowledgement when requested in the RFP			
<input type="checkbox"/> Maintain master set of inquiry documents, including correspondence to & from client			
• Distribute Inquiry Documents			
• Proposal Outline			

## HUMAN RESOURCES FORMS

### Resource Request Form

**Provide the following information and submit to financial management for processing.**

Action to be taken:  
 Resource User ID:  
 Resource Name:  
 Resource Title:  
 Category Code: (must be continued for contractors)  
 Resource Type:  
 Billing Type: (actual rate required for contractors)  
 Department Code:  
 Admin Manager:  
 Employee Classification: (must be "c" for contractors)  
 Team #:  
 Time to Payroll: (must be "n" for users, "p" in order to print Timesheets)  
 Electronic Time Approval? (should be "y" if Time to Payroll = p)  
 Time Approver Name:  
 Time keeper or Vendor ID/Name:  
 Name/number of project which Contractor was hired:  
 Start Date:  
 Hours Per Week: (if different than default)  
 Overtime Rate: (if different from default)  
 Time Entry Required? (Must be "y" unless user, then its optional or "m")  
 Print Timesheet? (Must be "y" for Contractors)  
 Terminate Date: (for terminations, contract expirations, requirements, etc.)

#### Account Distribution

MBO/WO	CO	Acct#	%	Resource Payroll Account Code

<b>Project Manager / Team Rep Sign off:</b>	<b>Date:</b>
<b>ISD Final Team Signoff:</b>	<b>Date:</b>
<b>PCA Signoff:</b>	<b>Date:</b>



## Conflict Analysis Worksheet

Who is the conflict with? (Be specific)


What is the conflict about?


Why is the conflict occurring?


## Statement of Objectives

How important is the issue?


How much time can be spent resolving it?


What is your relationship with the other person?


What impact will the conflict have on the relationship?


**Strategy Selection Form**

**AVOID**


**FORCE**


**ACCOMMODATE**


**COMPROMISE**


**COLLABORATE**


## Strategy Evaluation Form

What did I gain?


What did I lose?


What did the other person gain?


Is there anything that I would do differently, should this type of conflict happen again?


## PROCUREMENT FORMS

Client System Acceptance Form	
<b>Project Name</b>	
<b>Client Name</b>	
<b>Client Address</b>	
<b>Client Contract</b>	
<b>Client User Contract</b>	
<b>Project Manager</b>	
<b>Development Team</b>	
<p>I (We), the undersigned, acknowledge and accept delivery of the above mentioned customer software application on behalf of the <i>Client Name</i>. My (Our) signature(s) attest to my (our) approval of the application and my (our) acceptance of this software this date _____, 2000. Without exceptions, I (we) believe that this application meets the requirements and needs of the <i>Client Name</i> that were set forth at the initiation of this development effort. I (We) understand that the <i>Client Name</i> will be billed at the then current billing rate for any future changes, modifications, enhancements or improvements, except where covered by any applicable support contracts.</p> <p>I (we) am (are) the duly appointed representative(s) of the <i>Client Name</i>.</p>	
<b>Your Name:</b>	<b>Client Name:</b>
<b>Signature:</b>	<b>Signature:</b>
<b>Name (Print):</b>	<b>Name (Print):</b>
<b>Title:</b>	<b>Title:</b>
<b>Date:</b>	<b>Date:</b>

## Contract Review

	General Supervisor has registered the customer request
	Technical General Supervisor has forwarded contract and out documents to Contract General Supervisor.
	Contract General Supervisor has prepared tender documents and obtained bids.
	Contract General Supervisor has prepared form 501-A.
	Contract General Supervisor has confirmed the estimate for accuracy.
	Contract General Supervisor has reviewed the customer's needs and requirements and that they meet the Construction Branch's
	Contract General Supervisor has confirmed manpower availability.
	Contract General Supervisor has confirmed Construction Services capability of meeting the customer's requirements.
	Contract General Supervisor has prepared form 501-A to customer.
	Contract General Supervisor has received the customer's agreement.
	Contract General Supervisor has confirmed that the customer's agreement is correct.
	Contract General Supervisor has confirmed that the conditions agree with the quotation including the scope of work, dates, dollars and payment terms.
	Contract General Supervisor has confirmed that the I.P.O. is correct.
	Contract General Supervisor has identified and resolved differences from the quotation.
	Contract General Supervisor has reviewed the customer agreement for the needs of the customer and the Construction Branch are met, including:  Documented scope changes.  Changes of quality, time and cost agreed to by the company.  Approved by the customer.
	Contract General Supervisor has filed this form in the project file.
<b>Comments:</b>	
I have reviewed and accepted this project:	
Signature:	Date:
Position: Contract General Supervisor – Engineering Services	

## Customer Order / Resource Assignments

### *Clerk*

<b>Customer's Name</b>			<b>Customer's Phone</b>		
Estimate Number		Contract Cost		Due Date	
<b>Account Number</b> (valid corp. clearing house number)	<b>Unit</b>		<b>Sys.</b>		<b>Acc.</b>
<b>Customer's LOB</b>			<b>Customer's Site</b>		
<b>Project Description</b>					
<b>Project Manager</b>			<b>Customer's Reference</b> (PO, EKR, etc.)		
<b>Type (check one)</b> EWO      Expense      Capital			Mult. Units		Qty of Units

### *Assigned by Planner*

SEQ#	Description	Name	Insurance Numbers	Hours	Start Date	Due Date
010	Elec Design					
020	Mecg Design					
030	Optical Design					
040	Software					
050	Electrical Engineering					
060	Mechanical Engineering					



## Notice to Start Contract

To:

Regarding:

This letter is to advise you that all bonding and insurance for this project is in place.  
Please begin work according to the tender documents.

Your truly,

**Contract Supervisor**

**Date:**

**Distribution list:** Contractor  
Materials Management  
Customer

**Project File**  
**Other:**

## Proposal

Date:

To:

Propose to furnish all the materials and perform all labor / services necessary to complete the following:

All the above work to be completed in a substantial and professional manner for the sum of \_\_\_\_\_ Dollars (\$ \_\_\_\_\_). Payments to be made each \_\_\_\_\_ as work progresses to the value of \_\_\_\_\_ per cent (\_\_\_\_\_% ) of all work completed. The entire amount of the contract to be paid within \_\_\_\_\_ days after completion.

Any alterations or deviations from the above / attached specifications involving extra cost of materials or labor will only be executed upon written orders of same, and will become an extra charge over the above sum mentioned in this contract. All agreements must be made in writing.

Respectfully submitted,

### Acceptance

You are hereby authorized to furnish all materials, labor and services required to complete the work mentioned in the above / attached proposal, for which \_\_\_\_\_ agrees to pay the amount mentioned in said proposal, and according to the terms thereof.

*Signature, Title*



## Statement of Work 1

Project Name:

Project Number:

ISD Project Manager:

Date:

The Following Deliverables Attached

Milestone Dates:

Staffing:

Cost:

Billing Option:

Customer Approval Authority:

Date:

## Statement of Work 2

### Project Name

Business Owner(s):

Project Manager:

Date of First Draft:

Version:

Date Agreement Reached:

Latest Version #

Latest Reversion Date:

### Project Description

Project Goal:

Measure of Success:

Request Summary:

See Attached Document:

Business Benefits (Why):

Scope of Statement of Work (What major deliverables/functions, etc., **are and are not** included for this SOW:

## QUALITY FORMS

### Assessment Check List

As the Project Leader responsible and accountable for

**Project:**  
**In**

**Department:**

I certify that the project is applying the framework to the extent possible and that the responses to the to the attached questions are accurate. Where compliance with the framework is indicated by an affirmative response, supporting documentation is available upon request.

**Signature:**

**Title:**

**Date:**

Framework Element	Yes	No	Comment/Explanation
<b>Principle:</b> Information Technologies projects are aligned with, and support, business directions and priorities.			
Is the project consistent and compatible with the department's mission, goals and priorities as described in the annual Business Plan?			
Is the project consistent and compatible with ongoing or planned re-engineering initiatives designed to change fundamental business process?			
Is the project consistent with the department's long-term capital Plan?			
If the department has produced an Information Management Plan within the past year, is the project consistent with this plan?			
Is the project consistent and compatible with the department's information and technology direction, strategies, architectures and infrastructures?			
Is the project consistent and compatible with government wide strategies for the delivery of services as described in the <u>TBS Blue for Renewing Government Services Using Information Technology</u> ?			
Does the project conform to approved common information technology standards, infrastructures and architectures, i.e. the public key infrastructure and architecture elements provided by Government Technology and Information Service?			
Is Approval for the project based on a business-case analysis that relates the investment directly to the business function and demonstrates the benefits of the investment to the department or government as a whole?			
Is the business case based on the full cost of the system from initiation through development, implementation and the estimated annual cost of operation?			
Will the business case be reviewed and revalidated at each scheduled gate and whenever there is a significant change to the project or business function?			
If the business case changes, does the project need to be re-approved by the department?			
Has the project manager ensured that all types of clients are represented in the project so that each group can influence requirement definition, system design and implementation?			
Have clients been given a clear picture of what the system will do for them and how it will interact with them while there is opportunity to recommend improvements?			
Will clients formally sign off on the reviews at the projects gates and be involved in decisions on the propjets future?			
Has the project leader ensured that representatives of clients groups have formally committed to the level of effort required to meet their defined responsibilities?			

Framework Element	Yes	No	Comment/Explanation
Have client names and explicit responsibilities been included in the project charter?			
Are clients seen as full team members who take part in all requirement definition, design and implementation decisions of the project, rather than as people to bounce ideas off or to "approve" decisions of the project team?			
Are clients involved in the decision to release funds and continue the project at project gate reviews?			
Principle: Clear accountabilities are established			
Are overall departmental accountabilities for the project defined in a Project Charter?			
Is senior management of the department taking an active role in overseeing and monitoring the project?			
Is there a <u>project sponsor*</u> responsible for ensuring that the department understands the value and importance of the project and, ultimately, for realizing the benefits predicted for the project? <u>*The project sponsor is typically a senior official in the organization responsible for the business function that the project will support.</u>			
Is there a <u>Project Leader*</u> who has overall responsibility for the project and is accountable for all external and internal aspects of it? <u>*The Project Leader is typically a senior departmental official.</u>			
Is there a <u>Project Manager*</u> who has specific accountability for achieving all of the defined project objectives within the time and resources allocated. <u>*The Project Manager performs the day-to-day management of the project. Without diluting the responsibility of the overall project manager, he or she may be supported by one or more deputy or assistant project managers who have similar responsibilities over specific portions or sub-projects of the overall project.</u>			
Have specific responsibilities and obligations of these 3 essential project officials, as well as others who may share responsibility for the successful delivery of the project, been documented in a formal project charter?			
Has the project manager ensured that the project team has all the necessary competencies required by the project?			
Does a deputy project manager directly manage each sub-project?			
Are all core project responsibilities and functions under the complete control of departmental management?			
If it has been necessary to outsource any management functions, are they being acquired from a supplier other than that involved in the primary development contract?			
Do all departments involved in the delivery of the project...			
Do all departments involved understand and agree with all of the other departments' objectives, roles and levels of participation?			
Do senior officials of each department sign the above documented in memoranda of understanding or a project charter?			

Framework Element	Yes	No	Comment/Explanation
Has each department established a project management structure for their part of the project?			
Has the designated lead department established an overall project office, separate from its project team? With an overall project sponsor, project leader and project manager staffed at a sufficiently senior level to be able to intercede at the appropriate level in the participating departments?			
For projects to which another department has attached requirements such as regional economic benefits...			
Have both departments reached a formal consensus on the degree to which these requirements are achievable without compromising the successful completion of the project?			
Is there a process whereby a department can obtain relief from the imposed obligations on presentation of evidence that the obligations cannot be met without compromising the success of the project?			
Where the department setting the requirements has operational responsibilities in the area of the requirements has that department committed to help meet those requirements through a memorandum of understanding?			
<b>Principle:</b> Project managers are developed and work within a corporate discipline			
Did the department perform a preliminary assessment of the project's scope, complexity and risk before finding and assigning a project manager?			
Does the assigned project manager have the knowledge, skills and experience required to manage the project's scope, size, complexity and risk profile?			
Does the department use an apprenticeship program whereby beginning project managers and project managers ready to move up to a higher level obtain experience on existing projects before being appointed as project managers of new projects?			
Are there other project managers in the organization with relevant knowledge, skills and experience from whom project managers can receive advice and support?			
<b>Principle:</b> Project management decisions are based on risk management precepts.			
Has an off-the-shelf product or a solution that performs similar functions and services been adapted to the department's needs rather than develop a custom system?			
Is the overall project being delivered via a set of sub-projects each of which is less than 12 months in duration and costs less than \$1 million?			
Does each sub-project team consists of 10 or fewer people?			
Does the management approach being used ensure the coordination of all the individual sub-project, ensuring communication among the different sub-project teams, and address shared or horizontal issues?			

Framework Element	Yes	No	Comment/Explanation
Does the project have scheduled checkpoints or "gates" when it will be reviewed and where management will decide on its future, and if necessary, take appropriate action?			
Have only the funds needed to reach the next gate been allocated to the project?			
Has the project or any related contracting been structured to avoid incurring major penalties due to the gating process?			
Is the contractor required to provide complete information on project performance and progress?			
Are scheduled reviews specified in the contract?			
Is an option to cancel the project at scheduled gates specified in the contract?			
Are the criteria upon which a project cancellation decision would be made specified in the contract?			
Have contingency plans for potential problems at these gates been developed in advance?			
Has a project risk assessment using one of the common tools (ASEC's S: PRIME or SEI's Taxonomy-Based Risk Management) to identify and quantify the risks?			
Are plans in place to manage the known risks?			
Are plans in place to review and update the risk assessment over the course of the project either when there is significant change or at pre-defined times during a long project?			
Are SEI's Team Risk Management processes, techniques and tools being used to systematically manage risks in software-dependent development aspects of the projects?			
Has SEI's Capability Maturity Model evaluation been applied to the organization involved in system development (either Crown or Contractor or both, as applicable)?			
Has project complexity been determined at the initiation of the project using Function Point Analysis (FPA)?			
Is the complexity of any changes also being determined using FPA?			
Has the project been structured such that each sub-project in the project is less than 1500 function points?			
Have project risks been mitigated with a project implementation strategy such as RAD or RAAD that produces results in smaller Incremental pieces (i.e. less than 1500 function points) - each piece designed to be completed in a relatively short time yet provide immediate benefit to the business process?			
Is there a change in management process in place to ensure that changes are analyzed quickly to determine their impact (cost, time and risk) and that this information is brought to the attention of the appropriate level of management as soon as possible?			

Framework Element	Yes	No	Comment/Explanation
Do existing contracts bind contractors to the department's change management process and provide for third party intervention to resolve any disputes over the cost to implement changes?			
Is a performance measurement tool based on the national standard, C/SPMS, being used to provide data to the (Crown) project manager on the time and money expended and on work completed at frequent intervals?			
Have PWGSC procurement officers been involved early in the project planning so as to develop a procurement process that reduces delays, and to design a procurement plan that best aligns the contracting plan with the project plan?			
Are there oversight reviews by a senior steering committee planned at each gate?			
Is a management and technical review by an independent party such as the Auditor General, Mitre Corporation, or a private sector consultant planned at a key checkpoint or gate to identify any environmental changes, overrun of time and cost targets, or other problems?			
Has funding been set aside for unscheduled independent reviews to be undertaken?			
Are internal peer reviews (with other project and sub-project managers and others in the system development, maintenance and operations groups) regularly scheduled to allow the project manager to present performance and progress data, to discuss upcoming challenges, and to identify any horizontal issues			
Are external peer reviews (with other departments or organizations) planned to provide different perspectives and bring a wide range of expertise to bear on project strategies, plans and issues?			
Are regular sessions held whereby project team members can review the continued relevance of the project, project performance and concerns about actual or potential problems in a non-incriminating way?			
Does the department's internal audit group have plans to review the performance of the project within the next year?			

*Section 2*

*Formula  
Study Guide*

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## FORMULA TABLE

Formula or Variable	Name	Comments
AC	Actual Cost	Actual Cost of Work Performed
PV	Planned Value	Estimated value of the work planned to be done
EV	Earned Value	Estimated value of the work accomplished
BAC	Budget At Completion	The estimated cost of the total project
ETC	Estimate To Completion	From this point on, how much more is the estimated cost of the project
$CV = EV - AC$	Cost Variance	Negative result means you are over budget - positive means you are under budget - zero means you are on budget
$CPI = EV / PV$	Cost Performance Index	Less than 1 means you are getting less than \$1 for each dollar spent - more than 1 means you are getting more than \$1 for each dollar spent - 1 means you are getting \$1 for each \$1 spent and are on budget
$SV = EV - PV$	Schedule Variance	Negative result means you are behind schedule - positive means you are ahead of schedule - zero means you are on schedule
$SPI = EV / PV$	Schedule Performance Index	Less than 1 means you are progressing at less than 100% - more than 1 means you are progressing at greater than 100% - 1 means you are on schedule
$EAC = BAC / CPI$	Estimate At Completion	<b>MOST OFTEN USED</b> - Used if no variances from the BAC occurred or the project will continue at the current rate of spending
$EAC = AC + ETC$	Estimate At Completion	When initial budget estimate was flawed
$EAC = AC + (BAC - EV)$	Estimate At Completion	When current variances are not expected to continue - one time occurrence
$EAC = AC + (BAC - EV) / CPI$	Estimate At Completion	When current variances are expected to continue

$ETC = EAC - AC$	Estimate At Completion	How much more will the project cost
$VAC = BAC - EAC$	Variance At Completion	Over or under budget for the project
$(O + (4 * M) + P) / 6$	PERT	PERT Activity duration
$SD = (P - O) / 6$	PERT Standard Deviation	Also used to compute the SD of the Critical Path activities