2018

IT Project Management Framework

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Revisions

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1 Introduction

Information Technology (IT) represents a significant investment as well as a significant enabler of the eOman vision, requiring effective governance and planning. Pursuant to, Royal Decree 52/2006, Information Technology Authority (ITA) is responsible for implementation of the Digital Oman Strategy and to develop Policies, frameworks, standards and guidelines for government agencies.

The Project Management Framework (PMF) is established as a result of IT Governance policy which mandates project management practices to be adopted by government agencies to ensure successful delivery of projects. ITA studied the project success factors and considered the overall maturity of the government organizations therefore this framework is developed to help agencies establish project management practices to make digital transformations successful and achieve the business value.

PMF is designed to help government organizations by providing consistency in processes to improve project success rates across all Government IT or IT enabled projects. It provides best practice approach for project managers to meet organization's expectations for successful and timely delivery of projects, and achievement of project outcomes and objectives. Implementation of this framework for project management will help to reduce risks caused by poorly managed and delivered project. Common causes, include delays to delivery, unexpected cost overruns, failure to meet project objectives, and poor records keeping.

2 Purpose

This framework streamlines basic requirements for a successful project execution, ensures the alignment of the investment portfolio with the enterprise strategy, limits the over allocation of resources, and ensures all project decisions are made based on accurate data and information.

2.1 Objectives

- Provide high-level understanding to the stakeholders on project management importance with respect to e-transformation program in Oman.
- Provide a methodology to manage IT projects to achieve business value and improve project efficiency, quality and success rate.
- Create a consistent IT projects process to be used across the Government sector.
- Provide project management tools and templates to ensure consistency in project management approach across government sector.
- Provide processes and procedures to ensure all project stakeholders have visibility of project performance to enable appropriate decision making.
- Ensure projects use a repeatable transparent process that have clear roles and responsibilities for projects.

3 Scope

- The Project Management Framework applies to all Government entities responsible for delivering any IT project.
- It focuses solely on project management, rather than program management.
- The framework will take into account the nature and size of different projects to determine the complexity of the required documentation and reporting requirements.
- Each project is unique and different, so each might require some additional processes beyond those included in this document.
- The assigned project manager is responsible to assess the project requirements and make recommendation to the project stakeholders accordingly.
- The operational practices are not considered as project components within this framework.

4 Project Governance

Project Governance refers to the set of policies, regulations, functions, processes, procedures and responsibilities that define the establishment, management and control of projects. Project Governance is a necessary part of organizational governance. It gives an organization the required internal controls, while externally, it reassures stakeholders that the money being spent is justified. ITA has published IT Governance Policy through circular # 6/2008 which defines the IT Governance Structure and its roles and responsibilities. For the IT projects in government agencies, the same IT Governance structure is responsible for project governance as well.

Good governance can be demonstrated through:

- the adoption of a disciplined life cycle governance that includes approval gates at which viability is reviewed and approved;
- recording and communicating decisions made at approval gates;
- the acceptance of responsibility by the organization's management board for project governance;
- establishing clearly defined roles, responsibilities and performance criteria for governance;
- developing coherent and supportive relationships between business strategy and projects;
- procedures that allow a management board to call for an independent scrutiny of projects;
- fostering a culture of improvement and frank disclosure of project information;
- giving members of delegated bodies the capability and resources to make appropriate decisions;

- ensuring that business cases are supported by information that allows reliable decision-making;
- ensuring that stakeholders are engaged at a level that reflects their importance to the organization and in a way that fosters trust;
- the deployment of suitably qualified and experienced people; and
- ensuring that project management adds value.

4.1 Project Governance Principles

PMF supports the adoption and application of the following project governance principles:

- Establish a single point of accountability for the success of the project.
- Define governance structure to effectively manage any conflict of interest in accordance with the organizations' policies, procedures and practices.
- Clearly define roles, responsibilities and accountabilities within a project.
- Demonstrate transparency in decision making process.
- Provide a dynamic and agile environment to respond to any evolving circumstances.
- Ensure collaboration between all stakeholders to achieve mutually beneficial outcomes.

4.2 Project Organizational Structure

The organizational structure determines how projects are supported and managed within the organization. It influences how project resources are allocated, the reporting relationships of the project manager and the project team members, and the role of the project within the organization.

The organization of a Project generally have three tier structure based on 'Executive leadership', 'Project leadership' and 'Project operations'.

Executive leadership

The "Executive leadership" consist of senior management of an organization which takes the strategic level decisions. The executive leadership can also be formed as 'Board members' in a professional organization, the approval/denial to initiate/terminate any Project is the sole responsibility of this layer. The Executive leadership also have the responsibility of forming the "Project steering committee" based on approval of a valid "Business case".

The "Head of organization" (CEO/Undersecretary) should head the "Senior management layer" also chaired by senior level staff of an organization to make strategic decisions as per recommendations of Project steering committee.

Project Steering committee

Consist of Project leadership at organization who take management level decisions about Projects and reports to "Executive leadership".

The Project steering committee may be headed by "IT head of division/department", "Head of Finance/Admin" and "Head of relevant divisions. Technical and non-technical business and user etc.

Project Team

The Project manager is responsible to deliver and manage the Project at the operation level by effectively managing the Project team. Several Project teams can be headed by Project manager based on the nature of the Project.

5 Project Management Framework

The Project Management Framework (PMF) is a set of concepts, processes and tools put together to govern the initiation, execution, implementation, evaluation and review of IT projects for government organizations in Oman. It is intended to add value to the government organizations in Oman by improving IT projects management and implementation.

To enhance the implementations of IT projects across the Government, this framework specifically includes:

- Guidelines for the establishment of a project governance structure.
- A structured approach for project management over the entire lifecycle, in a controlled and flexible manner.
- Defined roles and responsibilities to suit project needs.
- Projects' processes that are undertaken in a systematic, organized and controlled manner to improve oversight and visibility and ensure project information is presented consistently.
- Tools and templates, repeatable processes implementing a consistent management approach for project delivery.
- Practices to enhance implementation, monitoring and controlling processes.
- Standardized project management terminology for ease of communication across the project's internal and external environments.

5.1 Framework Major Components

The following are the three components that shape and support the PMF.

Project Complexity Classification

The framework includes sets of project schemes that support IT projects in any level of scope and complexity, which is determined through a complexity/scope classification process.

Project Management Process Lifecycle

To walk the project team through the journey of an IT project, from project origination, to project initiation, planning, execution, and closeout, phase by phase, step by step. Activities will be performed throughout the lifecycle to address the management needs of the project.

Project Management Repository

The framework comes with a conceptual repository that acts as a knowledge area of projects' resources, assets and deliverables in order to provide the team a central place for document retrieval. It also provides many reusable templates and tools that assist project managers to properly manage IT projects based on best practices.

5.2 What is a Project?

According to the Project Management Institute (PMI), a project is a temporary endeavor undertaken to accomplish a unique product, service, or result.

Attributes of a Project:

- **Unique purpose:** Projects goal must be to produce something tangible and of value to the organization by defining a specific and measurable goal in order to provide the project team with a clear direction and to enable them to evaluate the added value after the project is completed.
- **Temporary:** A project is a temporary endeavor that must have a definite beginning and end. Many projects begin on a specific date and the date of completion is estimated.
- **Defined sponsorship:** Although a project may have many stakeholders, it should have a clearly defined sponsor. The sponsor may be an executive, the end user, customer, or the client who has the ability and desire to provide direction, funding, and other resources to the project.
- **Resources:** Projects require many resources, such as time, money, people, and technology. Resources provide the means for achieving a project's goal and also act as a constraint.
- **Uncertainty:** All projects have an element of risk that can occur from many sources, both internal and external to the project team. Similarly, there are many unknown variables associated with projects, and it is important to identify all of the risks and assumptions that can impact the project.

5.3 Project Management

According to PMI, Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

Therefore, it is important to tailor project management procedures to maintain control over the project.

Although the overall project management process remains the same, different projects require different levels of control. It is important to define how best to control the project work and how to examine that control and any occurring change must follow appropriate procedures.

The amount of effort required for project management is associated with the appropriate classification of the project. Larger projects require more detail than smaller projects. Depending on the size of your project, your organization, and the project management framework your organization utilizes, you may need to tailor the management approach and necessary processes.

5.4 Information Technology Project Management

Information technology (IT) projects are undertaken to create a product or system, which includes deliverables such as software, hardware, application and data management.

IT projects require organizational investments, in terms of time, money, and resources with an expectation of realizing a value in return. IT experts must understand the business and aligning the technology services in ways that bring value to the organization.

To improve the chances of success, PMI focuses on providing project management principles and other tools to organizations in order to better manage IT projects.

5.5 Roles & Responsibilities

This section describes the typical roles and responsibilities for projects. However, individuals may be assigned to one or more roles.

- **Project Sponsor:** The project sponsor must have a clear vision of what is to be built and communicate that vision to the rest of the team. The project sponsor must understand the marketplace, the business goals and future trends. Therefore, he/she is responsible for authorizing the projects, as well as providing guidance, direction, oversight, and political support to the project manager and the project team to clearly defining project goals and securing resources and funds.

- **Project Steering Committee:** The Steering Committee is responsible for providing ongoing guidance, and conducting periodic reviews to ensure the success of the project. Not all projects will need a steering committee. The need for a committee is based on the project's complexity, cost, scope and impact.

- **The Project Manager:** The project manager role is accountable for the project's success, as well as ensuring compliance with the project management methodology and lifecycle. He/she is responsible to report and receive direction from the project sponsor. The project manager is also responsible to manage project resources, lead project planning and monitoring, manage risks and communicate with stakeholders.

- **Project Team Member:** The project team member executes activities and produces deliverables as outlined in the Project Plan and directed by the Project Manager.

- **Stakeholders:** Stakeholders are individuals or organizations who are actively participating in the project, or whose interests may be affected positively or negatively by execution or completion of the project. Stakeholders may be internal or external to the organization. The project sponsor and project manager are responsible for identifying the stakeholders.

6 Project Classification

PMF is not a one-size-fits-all framework. Rather it provides an approach to classify IT projects as small, medium, or large based on multiple factors and characteristics. However, the larger the investment involved and allocated in the project, the more work effort and risks are associated with it. Similarly, the amount of documentation should scale to size of each project.

Based on the Project Matrix scoring system (refer to Appendix-C), various factors must be taken into account to identify the appropriate project class. Once a project is classified, agencies can apply the recommended project management practices and activities.

Control Objectives for the successful Project Management

Government entities should manage all programs and projects from the investment portfolio in alignment with enterprise strategy and in a coordinated way. Initiate, plan, control, and execute programs and projects, and close with a post-implementation review.

The objective is to realise business benefits and reduce the risk of unexpected delays, costs and value erosion by improving communications to and involvement of business and end users, ensuring the value and quality of project deliverables and maximising their contribution to the investment and services portfolio.

Government entities should:

- **Maintain a standard approach for program and project management.** - Maintain a standard approach for program and project management that enables governance and management review and decision-making and delivery management activities focused on achieving value and goals (requirements, risk, costs, schedule, and quality) for the business in a consistent manner.
- **Initiate a program.** - Initiate a program to confirm the expected benefits and obtain authorization to proceed. This includes agreeing on program sponsorship, confirming

the program mandate through approval of the conceptual business case, appointing program board or committee members, producing the program brief, reviewing and updating the Business case, developing a benefits realization plan, and obtaining approval from sponsors to proceed.

- **Manage stakeholder engagement.** – Manage stakeholder engagement to ensure an active exchange of accurate, consistent and timely information that reaches all relevant stakeholders. This includes planning, identifying and engaging stakeholders and managing their expectations.
- **Monitor, control and report on the program outcomes.** – Monitor and control program (solution delivery) and enterprise (value/outcome) performance against plan throughout the full economic life cycle of the investment. Report this performance to the program steering committee and the sponsors.
- **Manage program and project risk.** – Eliminate or minimize specific risk associated with programs and projects through a systematic process of planning, identifying, analyzing, responding to, and monitoring and controlling the areas or events that have the potential to cause unwanted change. Risk faced by program and project management should be established and centrally recorded.
- **Monitor and control projects.** – Measure project performance against key project performance criteria such as schedule, quality, cost and risk. Identify any deviations from the expected. Assess the impact of deviations on the project and overall program, and report results to key stakeholders.
- **Close a project or iteration.** – At the end of each project, release or iteration, require the project stakeholders to ascertain whether the project, release or iteration delivered the planned results and value. Identify and communicate any outstanding activities required to achieve the planned results of the project and the benefits of the program, and identify and document lessons learned for use on future projects, releases, iterations and programs.

- **Close a program.** - Remove the program from the active investment portfolio when there is agreement that the desired value had been achieved or when it is clear it will not be achieved within the value criteria set for the program.

6.1 IT Projects Classification Factors

- **Cost:** Budget assigned to the project.
- **Project Fund Budgeting and Allocation:** Budget authorization and allocation status.
- **Audience/Customers:** The actual users of the project deliverables whether they are from internal departments, or from multiple organizations, or public.
- **Timeframe/Duration estimates:** The estimated duration of the project.
- **Complexity of Project (Multiple subprojects):** The project complexity based on the design and structure.
- **Urgency:** The level of urgency based on the organization's priorities.
- **Technical Skills and Knowledge:** The project team technical experiences and skill set.
- **Project Team/Resources:** The project team whether they are internal or outsourced.
- **Technology:** The technology used to develop the project whether it is proven and tested.

7 Project Management Repository

Project management documents provide a record of decisions and agreements that are usually generated by the Project Manager and Project Team, and approved by the Project Sponsor and/or Project Steering Committee.

Project documentation for each project must be maintained by the Project Manager during the course of the project. The project templates are available to cover the project management documentation outlined in this framework, however, smaller projects might require less documentation as the various elements can be effectively covered in the Project Business Plan.

(Refer to the PM Template files listed in Appendix D)

8 Project Management Process Lifecycle

8.1 Overview

Manage of all projects from the investment portfolio module in alignment with enterprise strategy and in a coordinated way. Initiate, plan, control, execute, and close projects with a good implementation culture are the main phases of the Project Management Methodology. (Refer to IT Governance Manual)

8.2 Initiation

8.2.1 Purpose

To recognize formally that a new project exists and to kick start the project with the project team

8.2.2 Key Objectives

- A commitment is made to provide the necessary resources
- Project Approval Process
- Procurement strategy
- Manage Sponsors and other stakeholders Expectations
- Manage customer expectations

8.2.3 Key Inputs and Output

Input	Output
• High level business case • Client contract	Project Charter Assumptions & Constraints log

8.2.4 Key Deliverables

- Project Manager Assigned
- Project Kick Off
- Project Charter
- Assumptions & Constraints log
- Action Plan

8.3 Planning

8.3.1 Purpose

To develop and finalize requirement baseline document as the framework for future project decisions and create plans to manage project to closure.

Define, integrate and coordinate all subsidiary plans into a project management plan.

8.3.2 Key Objectives

- Signoff on the project requirement baseline that would perform the service(s) specified in the contract.
- Develop all the necessary plans to manage scope, schedule, resources, quality, cost, and project issues.
- Reach mutual agreement on project plan.

8.3.3 Key Inputs and Outputs

Input	Output
• Project Charter • Scope of Work (SOW) • Work Breakdown Structure (WBS) • Approvals & Contracts • Other Procurement documents • Historical Information /Organizational • Environmental Factor • Organizational Process documents • Constraints & Assumptions	A comprehensive project management plan with the other supporting details like: • Scope management plan • Schedule management plan • Cost management plan • Change management plan • Project Requirements • Methodology Document • Procurement management plan • Resource Management Plan

	- Communication plan - Risk management plan - Execution plan - Evaluation and monitoring plan - Quality Assurance Plan - Closure and transition plan

8.3.4 Key Deliverables

A comprehensive Project Management Plan which includes the below mentioned elements

- Methodology doc.
- Risk and Issue Control Plans
- Plan to Manage Change Request
- Scope Management Plan
- Schedule Management Plan
- Cost Management Plan
- Quality control and evaluation plans

8.4 Execution

8.4.1 Purpose

This describes the process involved to manage the scope, change request, schedule, risk, issues, team, cost, communication and deliverables.

Controlling process for the next stage of the project and reviews the current stage and also gives all the relevant information which help assessing and improving the project. The process also covers what should be done for a stage that has gone outside its tolerance levels. Finally, the process dictates how the end of the stage should be reported.

8.4.2 Key Objectives

- Manage scope, deliverables, schedule, resources, quality, cost, change, project issues & risk.

8.4.3 Key Inputs and Output

Input	Output
- Stakeholders/Vendors' request for change - Project Schedule - Communication plan - Escalation items - Resource plan - Risk Management Plan - Issue Management Plan - Change Management Plan - Vendor Management Plan	- Manage vendors - Manage Scope - Manage Schedule - Manage Change Request - Manage Risks - Manage Issues - Manage Deliverables - Team performance report - Executive status report - Corrective / preventive action log.

- Procurement Plan	- Escalation status

8.4.4 Key Deliverables

- Updated Project Plan
- Performance Reports
- Project Status Reports

8.5 Monitoring and Controlling

8.5.1 Purpose

In this document, Monitoring and Controlling process takes place throughout the entire project management processes in order to monitor and resolve both known risks documented during risk identification and unanticipated risks that arise as the project progresses.

8.5.2 Key Objectives

- Reevaluate and analyze project risks during project reviews.
- Plan responses for all significant new risks.
- Estimate consequences of changes on schedule, cost, and other project factors.
- Specify resources needed for requested changes.

8.5.3 Key Inputs and Output

Inputs	Output
• Project Management Plan • Assumption and Constraint Log • Schedule Management Plan • Cost Management Plan • Change Management Plan • Risk Management Plan • Resource Management Plan	• Project Status Report • Schedule control • Cost control • Risk Register • Change Request Log • Meetings

8.5.4 Key Deliverables

- Project Status Report
- Updated Assumption and Constraint Log
- Updated Issue Log
- Updated Risk Register
- Updated Change Request Log
- Updated Corrective / preventive action Log
- Minutes of Meeting

8.6 Closing

8.6.1 Purpose

This covers the activities that should be done towards the end of the implementation of a project before handing over to the operational team. This process covers all the activities to exit out of the implementation phase. The project should be formally de-commissioned and resources freed up for allocation to other activities. Follow on actions should be identified and the project should be formally evaluated.

To provide a formal acceptance of the project as well as project team and activities assessment to capture lessons learned.

8.6.2 Key Objectives

- Communicate to the stakeholders and other vendors
- All purchase orders related to the phase to be addressed for payment closure
- To archive the project phase related material, sign off
- Project phase closure review and close out the current engagement and transit to the post implementation phase.

8.6.3 Key Inputs and Output

INPUTS	OUTPUT
• Deliverable acceptance Form • Project Status Reports • Closed Statement of work	• Deliverable Sign Off • Project Evaluation Review • Phase/Project Closure Report • Lessons learned document • Handover documents

8.6.4 Key Deliverables

- Project Closure report
- Hand over documents
- Statement of work sign off
- Lessons Learned document
- Project /Phase evaluation

9 Glossary & Acronyms

Activities	A set of activities performed for tracking and controlling projects
Exit gates	At the end of each phase, the project must go through a checkpoint before continuing. The gate can be governed by the project board, steering committee or the executive and ensures the project is ready to proceed to the next phase.
IT	Information Technology
ITA	Information Technology Authority
PMF	Project Management Framework
PMI	Project Management Institute
PMO	Project Management Office
Project Management Lifecycle	5 distinct phases, Initiating, Planning, Executing, Monitoring & Controlling, and Closing; commonly used to achieve project oversight.
Program	A group of related projects that address a common business goal or problem / opportunity
Tools & Templates	Resources used to document, monitor and control the progress of the project.
WBS	Work Breakdown Structure.

10 References

IT Governance Policy (published by ITA circular #6/2010)

IT Governance Charter (published by ITA circular #6/2010)

PRINCE2

Project Delivery Framework – Texas Government

Project Management Body of Knowledge – PMI

Project Management Methodology – ITA

Project Management Methodology – The Ohio State University

IT Governance Policy

IT Governance Charter

11 Related Guidance

ITA published "IT Governance Policy" to assist government organizations in implementation of this Framework.

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Project Classification

Consider the 7 project factors listed in the table and determine the project risk. Enter the value in the right column and when all rows are completed, add all the values to arrive at the project risk total score to determine the project risk level				
Project Risk Matrix				
Factors	**Low (1)**	**Medium (2)**	**High (3)**	**Score**
Audience / Customers	Internal departments	Some outside organizations	Provide public services	
Timeframe / Duration estimates	< 6 months	6 months – 12 months	> 12 months	
Complexity of Project (Multiple sub-projects)	New standalone solution or Upgrade system	Some integration with another system	New system needs to integrate with several others, and/or are critical systems	
Urgency	Low	Medium	High	
Technical Skills and Knowledge	Expert	Familiar	New	
Project Team/ Resources	All resources are internal	Mix of internal and external resources	All resources are outsourced	
Technology	Technology selected is proven and has been in use for multiple times	Technology selected is proven but has not been in production before	Technology selected is unproven and untested	
			Total Score	

Project Classification Calculation	**Low (1)**	**Medium (2)**	**High (3)**	**Score**
Project Fund Budgeting and Allocation	Not budgeted and not allocated	Available budget but not allocated	Budgeted and allocated	
Project Cost	< 10,000 OMR	10,000 OMR – 100,000 OMR	> 100,000 OMR	
Risk Level	0 - 3	4 - 8	9 - 12	
			Total Score	

Classification Score Table

Project Classification	**Small**	**Medium**	**Large**
	1 - 4	5 - 8	9 - above

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Project Deliverables by Classification

Phase	Deliverables	Template	Project Classification		
			🟩 Small	🟨 Medium	🟥 Large
		Origination			
Origination	Request for Proposal (RFP)				X
	Business Case	doc	X	X	X
	Project Classification & Sizing	xls	X	X	X
		Initiation			
Initiation	Project Charter	doc		X	X
	Stakeholder Analysis Matrix	doc		X	X
	Stakeholders Requirements	xls		X	X
	Stakeholder Register	xls	X	X	X
	Phase Sign-off/Closure Document	doc	X	X	X
		Planning			
Planning	Planning Kick-Off (Minutes of Meeting)	doc		X	X
	Roles and Responsibility Log	doc	X	X	X
	Project Plan Management	doc	X	X	X
	Activity List	xls		X	X
	Communications Management Plan	xls		X	X
	Quality Management Plan	doc		X	X
	Procurement Management Plan	doc		X	X
	Deliverables Schedule	xls		X	X
	Resource Allocation Planner	xls			X
	WBS Diagram	doc			X
	WBS Dictionary	doc			X
	Weekly Schedule Planner for PM	xls			X
	Phase Sign-off Document	doc		X	X
		Execution			
Execution	Project Execution Kick-off (Minutes of Meeting)	doc		X	X
	Task Report	xls		X	X
	Change Request Log	xls		X	X
	Phase Sign-off/Closure Document	doc			X
		Closure			
Closure	Formal Acceptance	doc		X	X
	Transition to Operations Documentation	doc		X	X
	Contract Closure	doc	X	X	X
	Lessons Learned	doc		X	X
	Project Sign-off/Closure Document	doc	X	X	X

Monitoring & Controlling					
Monitoring & Controlling	Project Status Report	.docx		X	X
	Assumption and Constraint Log	.xlsx			X
	Issue Log	.xlsx		X	X
	Meetings Tracker	.xlsx			X
	Risk Log	.xlsx		X	X
	Change Request Log	.xlsx	X	X	X

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Project Management Activities

Project Origination

	Steps	Responsible	Description
1.	Evaluate and authorise Business Case	Sponsor	Develop Business Case
2.	Identify Stakeholders	Sponsor	Identify parties being impacted by the project, details to assist. Information about their interests and engagement towards project success.
3.	Appoint Project Manager	Sponsor	

Project Initiation

	Steps	Responsible	Description
1.	Develop Project Charter	Project Manager	
2.	Identify Assumptions & Constraints	Project Manager	Create the Assumptions & Constraints Log

Project Planning

	Steps	Responsible	Description
1.	Prepare Project Management Plan	Project Manager	
2.	Collect Requirements	Project Manager	Identify stakeholder needs
3.	Define Scope	Project Manager	Describe the project
4.	Create Scheduling Plan	Project Manager	Sub-divide the project deliverables into smaller, more manageable component
5.	Define Activities	Project Manager	Define specific actions to produce project deliverables

6.	Sequence Activities	Project Manager	Define relationships between activities.
7.	Estimate Activity Resources	Project Manager	Estimate the type and quantities of materials, people, equipment or supplies required for each activity
8.	Estimate Activity Durations	Project Manager	Estimate the duration required to complete individual activities with estimated activity resources.
9.	Develop Schedule	Project Manager	Analyze activity sequences, resource requirements and scheduling constraints to create project schedule.
10.	Estimate Costs	Project Manager	Approximate funds required to complete individual activities.
11.	Determine Budget	Project Manager	Aggregate the estimated costs to establish an authorized cost baseline.
12.	Plan Quality Management Plan	Project Manager	Identify quality requirements and/or standards for the project and define how these will be achieved.
13.	Develop Human Resource Plan	Project Manager	Identify and define project roles, responsibilities and skills required.
14.	Plan Communication Management	Project Manager	Determine stakeholder communication needs and a communication methodology.
15.	Plan Risk Management	Project Manager	Define how to conduct risk management activities for the project.
16.	Identify Risks	Project Manager	Determine project risks and document their characteristics.
17.	Perform Qualitative Risk Analysis	Project Manager	Prioritize risks for further analysis by assessing and combining their

			probability of occurrence and impact.
18.	Perform Quantitative Risk Analysis	Project Manager	Numerically analyze the effect of identified risks on the overall project objective.
19.	Plan Risk Responses	Project Manager	Develop options and actions to enhance opportunities and to reduce threats to project objectives.
20.	Plan Procurement Management	Project Manager	Document purchasing decisions

Project Execution

	Steps	Responsible	Description
1.	Direct and manage project execution	Project Manager	Perform the work defined in the project management plan to achieve the project's objectives
2.	Perform Quality Assurance	Project Manager	Audit the quality control measures to ensure appropriate quality standards are followed
3.	Form Project Team	Project Manager	Confirm human resource availability and obtain the team necessary to achieve project objectives
4.	Train Project Team	Project Manager	Assess project team skill levels and identify further training requirements if required
5.	Manage Project Team	Project Manager	Track team member performance, provide feedback, resolve issues and manage change to optimize project performance.

6.	Manage Scope	Project Manager	Update Change Request and Issue Register
7.	Manage Stakeholders	Project Manager	Make relevant information available to stakeholders as planned in Communication Plan including working with stakeholders to meet their needs.
8.	Conduct Procurements	Project Manager/ Procurement Manager	Perform procurement.

Project Monitoring and Controlling

	Steps	Responsible	Description
1.	Monitor and Control Project Work	Project Manager	Track, review and regulate the progress to meet the objectives defined in the Project Management Plan
2.	Perform Integrated Change Control	Project Manager/ Project Steering Committee	Review, recommend and manage changes to deliverables, documents and the Project Management Plan
3.	Verify Scope	Project Manager	Formally accept the project deliverables
4.	Control Scope	Project Manager	Monitor and manage the scope baseline
5.	Control Schedule	Project Manager	Monitor the progress and manage the schedule baseline
6.	Control Costs	Project Manager	Monitor the project costs and manage budget baseline
7.	Perform Quality Control	Project Manager	Monitor the quality activities to assess performance and recommend actions

8.	Report Performance	Project Manager/ Project Steering Committee	Collect and distribute performance information including status reports, progress measurements and forecasts.
9.	Monitor and Control Communication Strategy	Project Manager	Monitor communication strategy ensuring engagement of stakeholders
10.	Monitor and Control Risks	Project Manager	Implement risk response plans, track identified risks, monitor residual risks, identify new risks and evaluate risk process effectiveness
11.	Manage Contractual Obligations	Project Manager	Manage procurement relationships and monitor contract performance

Project Closing

	Steps	Responsible	Description
1.	Close Project or Phase	Project Manager/ Steering Committee	Finalize all activities of the project and obtain sign-off of deliverables from the business
2.	Close Contractual Obligations	Project Manager/ Procurement team	Complete project procurement for contracts
3.	Complete Project Review	Project Manager	Conduct a post project and impact review to formally close the project.

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Project Management Templates Index

Document ID	Template Name	Phase
D-01	Business Case	Project Origination
TL-[illegible]	Project Classification Tool	Project Origination
Document ID	**Template Name**	**Phase**
D-02	Project Charter	Project Initiation
D-03	Stakeholder Analysis Matrix	Project Initiation
TL-[illegible]	Stakeholders Requirements	Project Initiation
TL-[illegible]	Stakeholder Register	Project Initiation
TL-[illegible]	Assumption and Constraint Log	Project Initiation
Document ID	**Template Name**	**Phase**
TL-[illegible]	Roles and Responsibility Log	Project Planning
D-04	Project Plan Management	Project Planning
TL-[illegible]	Activity List	Project Planning
TL-[illegible]	Communication Management Plan	Project Planning
D-[illegible]	Quality Management Plan	Project Planning
D-07	Procurement Management Plan	Project Planning
TL-07	Deliverables Schedule	Project Planning
TL-[illegible]	Resource allocation planner	Project Planning
D-05	WBS Diagram	Project Planning
D-06	WBS Dictionary	Project Planning
TL-[illegible]	Weekly Schedule Planner for IPM	Project Planning
Document ID	**Template Name**	**Phase**
D-10	Minutes of Meeting	Project Execution
TL-[illegible]	Task Report	Project Execution
Document ID	**Template Name**	**Phase**
D-11	Project Closure Report	Project Closure
D-12	Deliverable Acceptance Form	Project Closure
D-13	Lessons Learned	Project Closure
Document ID	**Template Name**	**Phase**
D-14	Project Status Report	Project Monitoring & Controlling
TL-[illegible]	Update Assumption and Constraint Log	Project Monitoring & Controlling
TL-[illegible]	Issue Log	Project Monitoring & Controlling
TL-[illegible]	Meetings Tracker	Project Monitoring & Controlling
TL-[illegible]	Risk Register	Project Monitoring & Controlling
TL-[illegible]	Change Request Log	Project Monitoring & Controlling