Project Plan

Template

  
Version 2.7, August 2023

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1. Delete the template title page (previous page) and this page.

2. Replace [bracketed text] on the cover page (next page) with your project and agency information.

3. Replace [bracketed text] in the header area at the top of page i (Contents page) with the same project and agency information as on the cover page.

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4. Complete the entire template. Each section contains abbreviated instructions, shown in italics, and a content area. The content area is marked with a placeholder symbol (⇒) or with a table. Relevant text from other project deliverables may be pasted into content areas.

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5. Update the table of contents by right-clicking and selecting “Update Field,” then “Update entire table.”

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1. Make sure to complete the Quality Register, Communication Register, Configuration Items Register, Performance Register, and Risk Register in Section 14 as appendices to the document. These registers provide important information that can assist with managing the project effectively.
2. Insert any other relevant appendices.
3. Create a searchable PDF file, including the cover with original signatures, for the submission.

Texas Project Delivery Framework

Project Plan



[Agency/Organization Name]

[Project Name]

|  |  |
| --- | --- |
| Version: [VERSION NUMBER] | Revision Date: [MM/DD/YY] |

*Approval of the Project Plan indicates an understanding of the purpose and content described in this deliverable. Approval of the Project Plan constitutes approval of the project planning results and hereby certifies the overall accuracy, viability, and defensibility of the content and estimates. According to Texas Government Code, Chapter 2054.307, a state agency’s executive director, or the executive director’s designee, must approve. Digital signatures are acceptable.*

|  |  |  |
| --- | --- | --- |
| Agency Head or Designee | | |
| [Name] | [Email] | [Telephone] |
| Signature | | Date [MM/DD/YY] |

**Agencies may add additional signatories depending   
on internal project management governance.**

|  |  |  |
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|  | | |
| [Name] | [Email] | [Telephone] |
| Signature | | Date [MM/DD/YY] |

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|  | | |
| [Name] | [Email] | [Telephone] |
| Signature | | Date [MM/DD/YY] |

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# Section 1. Project Overview

*For this section, please refer to Business Case Section 1 and update below.*

## 1.1 Project Description

*Describe the business problem, and how the project will deliver the expected business outcomes and performance objectives.*

⇒

## 1.2 Project Approach

*Describe the project methodology the team will exercise to carry out the project.*

*If known, indicate project/product methodology and project/product type:*

|  |  |
| --- | --- |
| **Project Methodology** | **Product Type** |
| Agile/Iterative  Waterfall  Hybrid  Other  Unknown/Unplanned | Custom Development  Legacy Migration  Software as a Service (SaaS)  Commercial off the Shelf  Hybrid/Other (describe)  Unknown/Unplanned |

*Enter narrative description here* Þ

## 1.3 QAT Best Practices

*Please select which QAT best practices identified in the QAT Annual Report were considered and which will be implemented for this project.*

|  |  |
| --- | --- |
| **QAT Best Practices Considered** | **Agency will implement** |
| Divide large projects up into less than $10M smaller projects |  |
| Allocate adequate time to identify project requirements, procurement activities, and perform user-acceptance testing |  |
| DCS customers, engage DCS/STS team prior to posting solicitation |  |
| Leverage DIR’s Shared Technology Services Program for project delivery needs related to cloud, application development, maintenance, security, and other technology solutions |  |
| Use of secure Open-Source software |  |
| Utilize agile development and user-centered design |  |
| Build IT systems using loosely coupled parts connected by open and available Application Programming Interfaces (APIs) |  |
| Include security planning throughout project lifecycle |  |
| Engage in IV&V services for projects over $10M |  |
| Defer new scope to a later phase or follow-on project |  |
| Require remediation of system test defects and any performance-testing deficiencies before allowing project to proceed to the user-acceptance testing phase |  |
| Include network performance and capacity testing |  |
| Agile procurement |  |
| Include modular procurement |  |
| Assign a dedicated and empowered agency product owner |  |

## 1.4 Project Scope

*Describe the project scope by defining what the project will and will not accomplish. Provide a narrative or bulleted list of deliverables, services, and/or solutions expected as outcomes of the project.*

| **Project Includes** |
| --- |
|  |
|  |
|  |

| **Project Excludes** |
| --- |
|  |
|  |
|  |

## 1.5 Assumptions

*Describe any project assumptions related to business, technology, resources, scope, expectations, or schedules.*

| **Assumptions** |
| --- |
|  |
|  |
|  |

## 1.6 Constraints

*Describe the limiting factors, or constraints, that restrict the project team’s options regarding scope, staffing, scheduling, and management of the project.*

| **Constraints** |
| --- |
|  |
|  |
|  |

# Section 2. Project Organization

## 2.1 Project Structure

*Specify the organizational structure of the project team and stakeholders by providing a graphical depiction.*

⇒

## 2.2 External Stakeholders

*Specifically describe external project stakeholders by identifying the stakeholder’s function and interest. A Project Contact Register or its equivalent is developed as part of this section.*

| **Function Stakeholder Represents** | **Stakeholder Interest** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |

## 2.3 Roles and Responsibilities

*Describe roles and responsibilities for the project structure and external stakeholders as identified above. A Project Contact Register or its equivalent is developed as part of this section.*

| **Role  *(examples below)*** | **Total** | **Responsibility** | **Skill Set Requirements** | **Dedicated Time** |
| --- | --- | --- | --- | --- |
| Project Sponsor |  |  |  |  |
| Product Owner |  |  |  |  |
| Project Manager |  |  |  |  |
| Business Analyst |  |  |  |  |
| Agile Certified Practitioner/Agile Lead |  |  |  |  |
| Agile Integrator |  |  |  |  |
| Agile Facilitator |  |  |  |  |
| Agile Developer |  |  |  |  |
| Programmer |  |  |  |  |
| Systems Analyst |  |  |  |  |
| Continuous Integration/ Continuous Delivery (CI/CD) Engineer |  |  |  |  |
| Database Administrator (DBA) |  |  |  |  |
| Accessibility SME |  |  |  |  |
| User Acceptance Tester |  |  |  |  |
| Senior Technical Architect |  |  |  |  |
| Quality Assurance (QA) Architect |  |  |  |  |
| Integration/UAT Tester |  |  |  |  |
| Vendor Contract Manager |  |  |  |  |

# Section 3. Project Start-Up

## 3.1 Project Life Cycle

*Specify and describe life cycle model(s) that will be used for the project. If formal standards have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable. Describe how data produced from or used in the project will be classified, and how appropriate data security and retention requirements will be determined, as described under government code Section 441.185.*

*⇒*

## 3.2 Methods, Tools, and Techniques

*Identify the method(s), standards, policies, procedures, programming language(s), reusable code repositories, open source, and other notations, tools, and techniques that may be used to develop and/or deploy the products and/or services for the project.*

**3.2.1 DCS/STS Considerations**

*Please select which Data Center Services and/or Shared Technology Services are being considered, if any, for this project:*

|  |  |
| --- | --- |
| DCS | Backup as a Service  Compute and Storage  Disaster Recovery as a Service  Mainframe Services  Microsoft O365 Subscription Services  Network and Security  Print & Mail  Public Cloud Services  Remote File  Salesforce.com  Texas Imagery Services  Wide Area Application Service  Application Development  Application Maintenance  Application Rate Card |
| Managed Security Services | Digital Forensics  Endpoint Management System Systems  Intrusion Detection and Prevention Systems  Malware Detention and Prevention  Managed Firewall and Web Application Firewall (WAF) Services  Penetration Testing  Risk and Cloud Compliance Assessments  Security Incident and Response Management Services  Security Information and Event Management (SEIM) |
| Texas.gov | Texas.gov Application Services  Texas.gov Payment Services |
| Texas Open Data Portal | Texas Open Data Portal |

*Note: Data Center Services (DCS) agencies should engage the STS team for assistance before finalizing the Project Plan. The team will aid in recommending solution option(s); provide for better long-term network planning; and consult on DCS exemptions from the State Data Center if necessary.*

## 3.3 Estimation Methods and Estimates

*Describe the methods used to estimate the project level of effort, schedule, and budget. Include tools and techniques used to obtain the estimates in the description. Provide estimates for the project dimensions (effort, schedule, and budget), and identify the source or basis of the estimates and the level of uncertainty and risk associated with the estimates.*

| **Estimation Methods and Estimates** | |
| --- | --- |
| Description |  |
| Effort in person-months or person-hours |  |
| Schedule in calendar months |  |
| Budget in dollars |  |
| Source/Basis of Estimates |  |
| Level of Uncertainty |  |

*Modified sample below (delete one of the tables in this section):*

| **Estimation Methods and Estimates [optional]** | | |
| --- | --- | --- |
| Description |  | |
| Effort in person-months or person-hours | Informational cost  person-months or person-hours |  |
| Capital cost  person-months or person-hours |  |
| Schedule in calendar months |  | |
| Budget in dollars (refer to cost mapping tab in BCWB) | Total Informational cost |  |
| Total Capital cost |  |
| Total Project Cost |  |
| Source/Basis of Estimates |  | |
| Level of Uncertainty |  | |

## 3.4 Work Activities

*Provide a reference to the location of the work breakdown structure (WBS) and work packages within the WBS.*

| **WBS Location** | (for internal auditing purposes) |
| --- | --- |

## 3.5 Schedule Allocation

*Provide a reference to the location of the project schedule.*

| **Project Schedule Location** |  |
| --- | --- |

*To highlight major accomplishments as initially planned in the project schedule, identify major project milestones and planned completion dates (mm/dd/yy) for delivery. This list should reflect products and/or services delivered to the end user as well as the delivery of key project management or other project-related work products.*

| **Major Milestone/ Deliverable** | **Planned Completion Date mm/dd/yy** |
| --- | --- |
|  |  |
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## 3.6 Budget Allocation

*Provide a reference to the location of the budget schedule.*

| **Budget Schedule Location** |  |
| --- | --- |

*Identify the budget amount allocated by key budget category (e.g., project milestone or standard cost categories such as personnel, travel), including the time period that may constrain use of the budget.*

| **Key Budget Category** | **Budget Amount** | **Time Period** |
| --- | --- | --- |
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*Sample below*

| Key Budget Category | Budget Amount | Time Period  (Refer to the BCW to determine the time period) |
| --- | --- | --- |
| Personnel Cost (State employees) | $500,000 | FY2024-FY2025 |
| IV&V Cost | $300,000 | FY2024-FY2025 |
| Staff Augmentation (Contractors) | $2,000,000 | FY2024-FY2025 |
| Infrastructure Cost (Hardware/Software) | $2,000,000 | FY2024-FY2025 |
| Total Contingency | $500,000 | FY2024-FY2025 |
| TOTAL PROJECT COST (Estimate) | $5.3M | FY2024-FY2025 |

# Section 4. Monitoring and Control

## 4.1 Change Management

*Describe the process for managing all proposed changes, including how change requests are initiated, logged and tracked, and assigned for analysis and recommendation. Include the change request review process and any additional processes. If formal change management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 4.2 Issue Management

*Describe the process for managing project issues, including the resources, methods, and tools to be used to report, analyze, prioritize, and resolve project issues. Include how the issues will be tracked and managed to closure. If formal issue management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 4.3 Status Reporting

*Describe how project status reporting information will be used to monitor and control the project, including escalation procedures and thresholds that may be used in response to corrective actions identified as part of the reporting process. If formal status reporting policies and procedures for monitoring and controlling projects have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

# Section 5. Quality Management

## 5.1 Quality Management Approach

*Describe the overall, high-level approach to quality management based on project performance. Summarize how quality management activities will be accomplished collectively. If formal quality management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 5.2 Quality Objectives and Standards Identification

*Based on project-specific methods, describe how quality objectives and standards are identified and organized in preparation for executing quality management. A Quality Register or its equivalent, such as the Quality Assessment Surveillance Plan, is developed as part of this section.*

⇒

## 5.3 Project Reviews and Assessments

*Specify the types of project reviews that are directly related to project quality, including frequency, tools used, reviewer(s), and the report(s) that will be generated as a result of the review.*

| Review Type | Frequency | Tools | Reviewer | Reports |
| --- | --- | --- | --- | --- |
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*Based on project-specific methods, describe how the results of project reviews will be monitored, evaluated, and how variance to acceptable criteria will be reported and resolved.*

⇒

## 5.4 Deliverables Acceptance Criteria

*For each project/sprint deliverable, describe the final approval process for acceptance from an overall quality perspective and the objective criteria to be used for stakeholder acceptance.*

| Deliverable | Final Approval Process | Stakeholder Acceptance Criteria |
| --- | --- | --- |
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## 5.5 Process Improvement Activities

*Describe the activities that will be performed periodically to assess the project’s processes, identify areas for improvement, and implement improvement plans.*

⇒

# Section 6. Communication Management

## 6.1 Communication Management Approach

*Describe the overall, high-level approach to communication management for the project. Summarize how communication management activities will be accomplished collectively. If formal communication management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 6.2 Communication Stakeholders and Information Identification

*Based on project-specific methods, describe how project stakeholders and information requirements are identified and organized in order to ensure timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among project stakeholders. A Communication Register or its equivalent is developed as part of this section. Note that an agency-equivalent Communication Register must include, at a minimum, the information identified in the Communication Register Framework supplemental tool.*

⇒

## 6.3 Distribution Groups

*Provide a reference to the location of the project distribution list information or identify and describe distribution groups that will be used to distribute project information, including name and owner.*

| **Project Distribution List Information** |  |
| --- | --- |

| Distribution Group Name | Distribution Group Description | Owner |
| --- | --- | --- |
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# Section 7. Configuration Management

## 7.1 Configuration Management Approach

*Describe the overall, high-level approach to configuration management (CM) for the project. Summarize how configuration management activities will be accomplished collectively. If formal configuration management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 7.2 Configuration Management Tools, Environment, and Infrastructure

*Describe the tools, environment, and infrastructure required for the execution of the project CM activities.*

⇒

## 7.3 Configuration Identification

*Based on project-specific methods, describe the methods for identifying project configuration items (CI) and for placing CIs of the identified baselines under control. A Configuration Items Register or its equivalent is developed as part of this section. Note that an agency-equivalent Configuration Items Register must include, at a minimum, the information identified in the Configuration Items Register Framework supplemental tool.*

⇒

## 7.4 Configuration Control

*Based on project-specific methods, describe how configuration control is imposed on the baselined configuration items.*

⇒

## 7.5 Status Accounting and Reporting

*Describe the configuration status accounting and reporting activities.*

⇒

## 7.6 Audits and Reviews

*Describe the configuration audits and reviews to be held for the project’s CIs.*

⇒

## 7.7 Interface Control

*Describe the interface control activities required to coordinate changes among the project’s CIs and interfacing items outside the scope of the project. Include the external items to which the project’s CIs interface.*

⇒

## 7.8 Vendor Control

*Describe the activities required to incorporate into the controlled environment, CIs for which a vendor has responsibility.*

⇒

## 7.9 Vendor Management Plan

*Describe the activities for general vendor management, e.g., vendor onboarding, vendor status reporting.*

⇒

# Section 8. Performance Management

## 8.1 Performance Management Approach

*Describe the overall, high-level approach to product and/or service performance management. Summarize how performance management activities will be accomplished collectively. If formal performance management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

*Note: Refer to Section 1.7 of the Business Case. The project business goals and objectives identified in the Business Case provide the basis for identifying the performance objectives.*

⇒

*Describe the scope of the performance management effort in relation to the project. The performance scope defines limits in terms of managing the performance of the goods and/or services.*

⇒

## 8.2Performance Objectives and Standards Identification

*Based on project-specific methods, describe how performance objectives and standards are identified and organized in preparation for executing performance management. A Performance Register or its equivalent is developed as part of this section. Note that an agency-equivalent Performance Register must include, at a minimum, the information identified in the Performance Register Framework supplemental tool.*

⇒

# Section 9. Risk Management

## 9.1 Risk Management Approach

*Describe the overall, high-level approach to risk management for the project. Summarize how risk management activities will be accomplished collectively. If formal risk management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 9.2 Risk Assessment

### 9.2.1 Risk Identification

*Based on project-specific methods, describe how risks are identified and organized in preparation for performing risk analysis, such as use of methods and techniques like brainstorming, interviews, and risk factor tables. A Risk Register or its equivalent is developed as part of this section. Note that an agency-equivalent Risk Register must include, at a minimum, the information identified in the Risk Register Framework supplemental tool.*

⇒

### 9.2.2 Risk Analysis

*Based on project-specific methods, describe how risks will be analyzed to establish the project exposure for each risk and to determine which risks are the most important ones to address. Describe scales for rating risks and risk threshold values.*

|  |  |
| --- | --- |
| **Risk Analysis Description** |  |
| **Scales Description** |  |
| **Risk Threshold Values Description** |  |

### 9.2.3 Risk Response Strategies

*Based on project-specific methods, describe how risk response strategies are assigned for each risk.*

⇒

## 9.3. Risk Monitoring and Control

### 9.3.1 Risk Tracking

*Based on project-specific methods, describe how risks will be continually tracked to ensure that effective risk management is performed, such as use of methods and techniques like risk checklists and watch lists.*

⇒

### 9.3.2 Risk Reporting

*Based on project-specific methods, describe techniques to review and present the status of project risks, such as use of reports for examination of risk response strategies in a summarized (collection or risk items) or detailed (single risk item) manner.*

⇒

# Section 10. Project Transition

## 10.1 Vendor Replacement

*In the event vendor is replaced, summarize the plan for transferring the project from an administrative, financial, and logistical perspective.*

⇒

## 10.2 Closeout Plan

*Summarize the plan for closing the project from an administrative, financial, and logistical perspective.*

⇒

## 10.3 Phase Closeout

*Describe phase closeout plans if applicable.*

⇒

# Section 11. References

*Provide a list of all documents and other sources of information referenced in the Plan and utilized in the project. Include for each the document number, title, date (mm/dd/yy), and author.*

| **Document No.** | **Document Title** | **Date mm/dd/yy** | **Author** |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# Section 12. Glossary

*Define all terms and acronyms required to interpret the Project Plan properly.*

⇒

# Section 13. Revision History

*Identify changes to the Project Plan.*

| **Version** | **Date mm/dd/yy** | **Name** | **Description** |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
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# Section 14. Appendices

*Attach the required deliverables and any other relevant information.*

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# Quality Register

|  |  |  |  |
| --- | --- | --- | --- |
| Quality Register | | | |
| Agency/Organization Name |  | Version Number |  |
| Project Name |  | Revision Date mm/dd/yy |  |

*(Please Delete this text before submitting to QAT. The following are example quality measures. You may delete these examples and submit custom quality measures for each project. This quality register should be submitted to QAT along with the project plan and updated throughout the lifecycle of the project.)*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **No.** | **Project Phase** | **Quality Objective** | **Quality Standard** | **Tracking Tool or Measure** | **Result** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# Communication Register

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Communication Register | | | | |
| Agency/Organization Name |  | Version Number |  |
| Project Name |  | Revision Date mm/dd/yy |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| What? | Who? | | When? | How? | | |
| Information  Requirement Description/Title | Provider/ Stakeholder | Recipient/ Stakeholder | Timeframe/ Frequency/Trigger | Format | Medium/Distribution Method | Storage/Disposition Method |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |

# Configuration Items Register

|  |  |  |  |
| --- | --- | --- | --- |
| Configuration Items Register | | | |
| Agency/Organization Name |  | Version Number |  |
| Project Name |  | Revision Date mm/dd/yy |  |

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| **Name** | **Description** | **Item Naming Convention** | **Version Numbering Convention** | **Type/ Classification** | **Controlled Library/ Repository** | **Owner** | **Relationship with Other CIs** | **Unique Management Requirements** | **Management Strategy** | **Security Requirements/ Considerations** |
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# Performance Register

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| Performance Register | | | |
| Agency/Organization Name |  | Version Number |  |
| Project Name |  | Revision Date mm/dd/yy |  |

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| No. | Project Business Goal  and Objective | Product and/or Service  Performance Objective | Performance Standard | Performance Measurement | Performance Monitoring and Evaluation | | | | | |
| Collection Method | Collection Schedule | Review Method | Frequency | Assigned To | Reports |
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# Risk Register

A risk register for all types of projects is provided below. The risk register is organized with the following columns:

**Risk Statement:** a clear and concise explanation of the context of the risk. The risk statement includes the:

* Risk (Event) Description: explanation of the risk event or the occurrence that has caused the risk (e.g., customer submits changes to requirements after requirements are baselined)
* Risk Consequence: potential effect or outcome of the risk (e.g., changes could extend project delivery completion date)

**Risk Trigger/Causes:** act or event that serves as a stimulus and initiates or precipitates the risk.

**Assessment:** a value (e.g., Low=1, Medium=2, High=3) that represents the result of identifying, classifying, analyzing, and prioritizing risk

* **Impact:** result of determining the nature of possible effects of the risk
* **Probability:** degree of likelihood or chance that the risk will occur
* **Level of Control:** extent to which the project team lacks control over the risk being realized.
* **Total:** sum of the Impact, Probability, and Level of Control values; the cell contains a formula that will calculate the sum automatically

**Risk Response Strategy:** one or more options to address the risk.

**Actions Required to Implement Response Strategy:** activities that will be carried out in order to accomplish the risk response strategy (e.g., revising the Project Plan to include additional activities, defining various alternatives to address the risk)

**Risk Owner:** name of the individual(s) or party(s) responsible for managing the risk.

**Completion Date:** date mm/dd/yy the risk response actions were completed.

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| **Risk Register** | | | |
| **Agency/Organization Name** |  | **Version Number** |  |
| **Project Name** |  | **Revision Date mm/dd/yy** |  |

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|  | **RISK STATEMENT** | |  | **ASSESSMENT (Low=1, Medium=2, High=3)** | | | |  |  |  |  |
| **Risk #** | **Risk (Event) Description** | **Impact (Consequence) Description** | **Risk Trigger / Causes** | **Impact** | **Probability** | **Level of Control** | **Total** | **Risk Response  Strategy** | **Actions Required  To Implement Response Strategy** | **Risk Owner** | **Completion Date mm/dd/yy** |
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