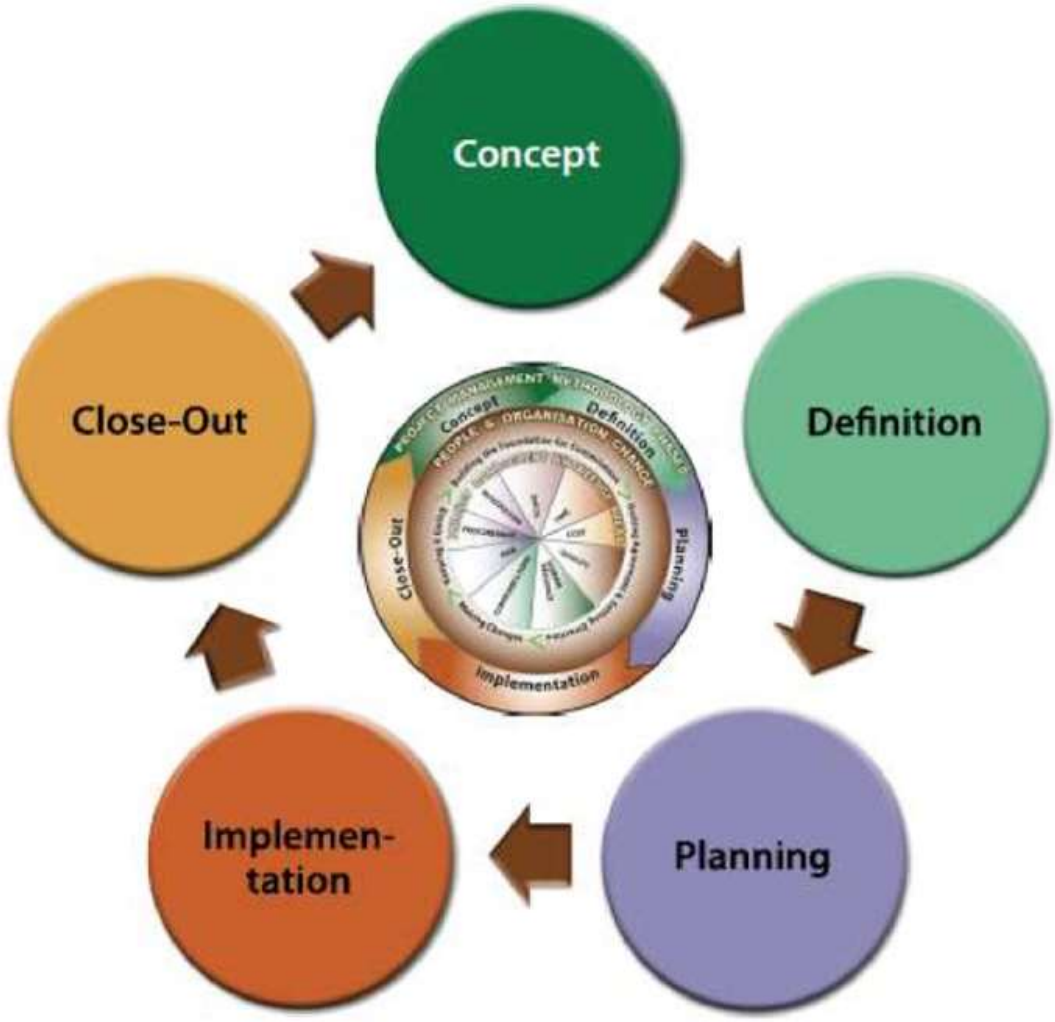
8

PPM **programme & project** management



Guide to Project Planning

Prepared by: **Government Technical Advisory Centre** National Treasury, Republic of South Africa

Version: 4.0
Release Date: April 2016

Copyright & Disclaimer

Available from the Government Technical Advisory Centre, National Treasury

Email: info@gtac.gov.za

Website: http://www.gtac.gov.za

Table of Contents

Acronyms and Abbreviations

AC	Actual Cost
ACWP	Actual Cost of Work Performed
AD	Activity Description
ADM	Arrow Diagramming Method
AF	Actual Finish date
AOA	Activity-on-Arrow
AON	Activity-on-Node
AS	Actual Start date
BAC	Budget at Completion
BCWP	Budgeted Cost of Work Performed
BCWS	Budgeted Cost of Work Scheduled
BOM	Bill of Materials
CA	Control Account
CAP	Control Account Plan
CCB	Change Control Board
CoQ	Cost of Quality
CPFF	Cost-Plus-Fixed-Fee
CPI	Cost Performance Index
CPIF	Cost-Plus-incentive-Fee
CPM	Critical Path Method
CSF	Critical Success Factor
CV	Cost Variance
DD	Data Date
dplg	Department of Provincial and Local Government
DPSA	Department of Public Service and Administration
DU	Duration
EAC	Estimate at Completion
EF	Early Finish date
ES	Early Start date
ETC	Estimate to Complete
EV	Earned Value
EVM	Earned Value Management
FF	Free Float or Finish-to-Finish
FFP	Firm Fixed-Price
FFS	Fees for Services
FPIF	Fixed Price Incentive Fee
FS	Finish-to-Start
FTE	Full Time Equivalent
GERT	Graphical Evaluation and Review Technique
HR	Human Resources
IFB	Invitation for Bid
ISO	International Organisation for Standardisation
IT	Information Technology
LF	Late Finish date
LOE	Level of Effort
LS	Late Start date
NT	National Treasury
OBS	Organisation(al) Breakdown Structure
PALAMA	Public Administration Leadership and Management Academy
PC	Percent Complete
PDLC	Product Development Life Cycle
PDM	Precedence Diagramming Method
PERT	Program Evaluation and Review Technique

PF	Planned Finish date
PM	Project Management or Project Manager
PMBOK	PMBOK@ Project Management Body of Knowledge
PMI®	Project Management Institute
PMO	Programme / Project Management Office
PMP®	Project Management Professional
POC	People and Organisation Framework
PPM	Programme and Project Management
PS	Planned Start date
PV	Planned Value
QA	Quality Assurance
QC	Quality Control
RAM	Responsibility Assignment Matrix
RASCI	Responsibility, Approves, Supports, Consulted, Informed
RBM	Results Based Management
RBS	Risk Breakdown Structure
RDU	Remaining Duration
RFEOI	Request for Expression of Interest
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quotation
RFR	Request for Resources
RFS	Request for Services
RFT	Request for Tender
RSA	Republic of South Africa
SF	Scheduled Finish date or Start-to-Finish
SMART	Specific, Measurable, Achievable, Relevant, Time bound
SME	Subject Matter Experts
SOW	Scope / Statement of Work
SPI	Schedule Performance Index
SS	Scheduled Start date or Start-to-Start
SV	Schedule Variance
T&M	Time and Materials
GTAC	Government Technical Advisory Centre
TC	Target Completion date
TF	Total Float or Target Finish date
TOR	Terms of Reference
TQM	Total Quality Management
TS	Target Start date
VE	Value Engineering
WBS	Work Breakdown Structure

1 Introduction

1.1 Why Projects?

There are many successful projects within the Public Service, but there are also many challenges encountered in managing large-scale projects. The importance of project management as a strategic business tool and enabler of transformational change and the need for expert project management, has been recognised. Developing internal Public Service strategic project management capacity supports:

- achievement of government priorities;
- implementation of results-based plans;
- modernisation of government;
- knowledge transfer; and,
- reduced reliance on external consultants.

1.2 Project Management in the Public Service

There is currently little consistency in the approach to project work in the Public Service. This makes it difficult to accurately quantify the project management maturity of the organisation as a whole. Additionally, not only do most Departments operate very independently, there can be significant variation in rigour, approach and maturity of project management processes, methodologies and expertise. While there are examples of skilled Project Managers applying a disciplined approach with effective results, there are other areas which still have significant room for improvement in their application of project management best practices.

In addition to the varying degrees of project management discipline within the organisation, project management capacity and expertise are also not uniform throughout the Public Service. There are varying levels of skills and expertise across the organisation, even among Project Managers. The variety of job classification levels used for Project Managers, compounded by disparate experience, qualification, training and education levels, make it difficult to ensure that project management discipline is applied uniformly from project to project. Varying knowledge and capacity exists for effective project scoping, planning, cost and duration estimating. The application of „best practice" techniques for tracking, monitoring and reporting between projects is therefore cumbersome.

In addition to the challenges facing internal projects, many large programmes and projects cross departments and require specific expertise in managing these complex partnerships. Large programmes and projects may also be staffed with a combination of resources from various departments and also with external consultants. As is to be expected, this mixture of resources from dissimilar internal and external sources can result in cultural and communication challenges, knowledge transfer issues and HR concerns.

1.3 A Programme and Project Management Methodology

GTAC offers the Public Service an approach to project management through a customised **Programme and Project Management Framework**[1] (PPM Framework). The methodology provides

[1] Refer to the PPM website for the most recent version of the Programme and Project Management Framework (FWK_1)

a standardised, corporate, „best practice" approach for the management of projects in the Public Service with a clear, recommended, step-by-step process. Available via an internal website, the methodology provides project workers an easy-to-follow guide with clear objectives, suggested steps and actions, helpful checklists and links to practical tools, techniques and templates.

The advantage of the corporate approach is that it is based on accepted „best practices" (it is a derivative of the Guide to the Project Management Body of Knowledge, i.e. "The PMBOK® Guide", published by the Project Management Institute, PMI®), but is aligned with existing Public Service policies (e.g. management of risk), directives (e.g. procurement), business practices (e.g. records management) and other corporate initiatives (e.g. knowledge management).

Furthermore, due to the extensive number of stakeholders and partners, whose varying sets of values, principles and expectations need to be considered, especially when carrying out multidepartment or interdepartmental projects, the PPM Framework recognises the importance of people by integrating project management processes and activities with people and organisation change management principles, stages and actions.

The PPM Framework, as illustrated below, recommends a phased methodology for conducting project work with clear objectives and checkpoints for each phase.

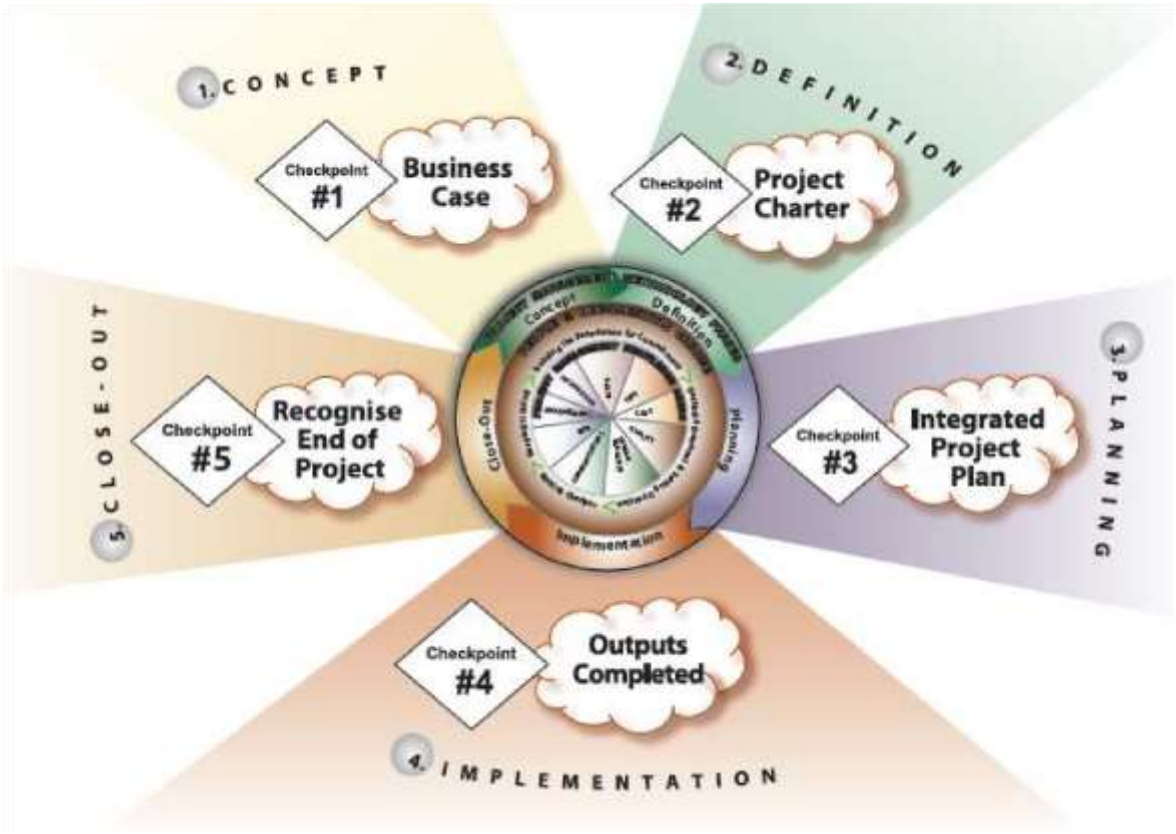


Figure 1: The Programme and Project Management Framework

1.4 Benefits of Adopting a Consistent Approach

The benefits of adopting a consistent, standard approach to project management across the entire organisation include:

- Improved decision-making

- Fast-tracked project start-up
- Improved project scoping
- Greater predictability of results
- More effective use of resources
- Increased satisfaction of those involved and impacted
- Calculated management of risk
- Improved knowledge transfer
- More connected organisation working together across horizontal boundaries
- Reduced duplication
- Better project outcomes

1.5 Scope and Purpose of this Document

The purpose of this document is to complement the PPM Framework and any other departmentspecific project management methodologies that exist in the Public Service, with material suited to the specific process of writing an effective **Project Plan**. It is intended as a guide, providing practical advice and a detailed explanation of the steps in a project planning process that can be used by any department in the Public Service. While primarily targeted for project managers, the guide can also be used by other project management practitioners who have either been asked to lead a project, or are simply interested in improving their understanding or gaining the knowledge needed to develop effective project plans.

This **Guide to Project Planning**[2]:

- Explains why project plans are done and what the benefits of planning are;
- Outlines the key players and their roles and responsibilities during project planning development;
- Provides a process for creating an effective project plan, that is based on “best practices”;
- Provides advice, tips and suggestions that may be helpful during each step of the project planning process;
- References the placement of a project plans within the PPM Framework, as well as available tools, templates and checklists that may be of use during project plan development and how a project plan is used during the latter phases of a **Project Management Methodology**[3].

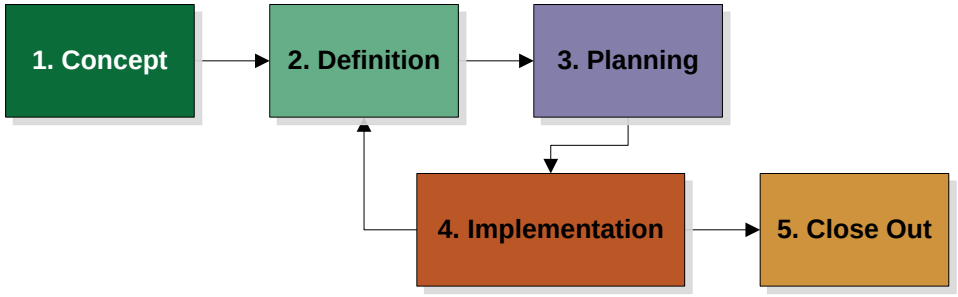
1.6 How to Use this Document

This document contains a process. It is intended for a variety of audiences and can serve as a practical approach to project planning writing for anyone in the Public Service who may be leading, managing or participating in projects.

[2] Refer to the PPM website for the most recent version of the Guide to Project Planning (GUI_4)
[3] Refer to the PPM website for the most recent version of the Programme Management Methodology (MET_1)

1.7 Project Management Context

The figure below shows where the preparation of a Project Plan is integrated into the PPM Framework. There are five phases in the Programme and Project Management Framework, the Project Plan is output of the Planning Phase (phase 3).



The purpose, objectives and deliverables of each phase are as follows:

Phases	Purpose and Objectives	Key Deliverables
Concept	Purpose: determine that a project is needed and, on a high-level, specify what the project should accomplish and who needs to be involved. Objective: obtain official approval to formally initiate a project.	Business Case
Definition	Purpose: define and add structure to the project. Objectives: determine the governance structure, assign the project manager, document the high-level scope and clearly document the project goals, objectives and key constraints (time, budget, resources).	Project Charter
Planning	Purpose: ensure all aspects of the project are identified, planned and appropriately documented. Objectives: define the scope in detail, determine the required resources, time and money, determine the processes to monitor and control the project.	Integrated Project Plan

Phases	Purpose and Objectives	Key Deliverables
Implementation	Purpose: execute the tasks and activities that have been planned and documented in the Integrated Project Plan. Objective: carry out the work needed to complete the project deliverables and achieve the project goals, while monitoring and controlling the project"s progress and performance.	Kick-Off Meeting Change Requests Progress Reports Project Deliverables
Close-Out	Purpose: deliver the end product to the customer and get their approval, review results and make improvements for the future. Objectives: complete all outstanding project activities, create project archives, document lessons learnt, arrange for knowledge transfer and facilitate the transition to operations (if applicable).	Sign-Offs/Approvals Lessons Learnt Project Archives

The project life cycle is iterative in the sense that challenges, obstacles or issues encountered during the implementation phase may require the project manager to re-define or re-plan all or part of the project. In such cases, it is important to ensure that the Project Change Control process is used to document all changes.

Tip: If a change occurs later in the project, and it significantly alters the project"s scope and purpose as outlined in the Project Charter, then a new charter should be created.

2 Project Planning 101

2.1 What is Project Planning?

Project planning involves identifying and documenting scope, tasks, schedules, cost, risk, quality, communications, procurement, staffing needs and all other details required to execute and control the project. In the context of the Project Management Institute"s (PMI) project management framework processes of Initiate, Plan, Execute, Control and Close, planning is defined as “defining and refining objectives and selecting the best of the alternative courses of action to attain the objectives that the project was undertaken to address.”

2.2 What are the benefits of Project Planning?

Fail to plan and you plan to fail. Planning helps you to be pro-active about how the future will unfold in order to reduce risks of failure and increase your potential for success.

You clearly outline expectations and required activities. Team members work better and more productively when they understand their role, interdependencies with others and how everyone contributes to project results. The team whole is made greater than the sum of the individual parts.

You create a process flow and quantitative baseline to manage and demonstrate your progress.

1. You analyse which resources will be required, how many of them will be needed and in what time frame they will be needed.

2. As the quality gurus Deming and Juran say the cost of preventing errors, in this case via pro-active planning, is far less than the cost of reactively correcting errors after they occur.

3. When you plan, you delegate in detail, which ensures that everyone, including yourself, understands what needs to be done. This eliminates misunderstandings which can result in the wrong things being done.

4. If project participants need coaching, the steps in the project plan help them to understand work processes.

5. Proper planning helps you to get the resources you need and helps your boss and project sponsor to agree to realistic timeframes.

6. Even if all project work is just for you, planning helps you to manage your time effectively.
7. Project stakeholders who plan together also build teamwork, a passion to get things done and a strong commitment to success.

2.3 Who is involved in Project Planning?

In order to leverage the expertise of a multidisciplinary work force, empower workers and build strong commitment to the project. Proper project planning involves all primary stakeholders, defined by PMI as follows.

"Stakeholders: Individuals and organisations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or project completion. They may also exert influence over the project and its results."

2.3.1 The Project Manager:

- is accountable for the creation of the project plan
- is responsible for bringing the right people together to effectively discuss, define and complete all sections of the project plan
- is responsible for obtaining sign-off on the project plan from the project sponsor, partners and project team members
- signs the completed project plan indicating agreement to the contents and direction of the project.

2.3.2 The Project Sponsor:

- is responsible for providing the necessary information about the project required by the project manager to complete the plan, in addition to communicating the background, business case and the context for the project
- assists the project manager to acquire the resources needed for the development of the project plan
- supports the project manager in identifying potential partners and negotiating partnership agreements
- validates the project purpose, goals, objectives and performance measures • solicits information and buy-in from the key project stakeholders & partners
- signs the completed project plan indicating agreement to the contents and direction of the project.

2.3.3 Project Partners:

- negotiate partnership agreements and participate, as needed, in the development of the project plan by providing resources and/or contributing to discussions and decisions • validate the project purpose, goals, objectives and performance measures
- signs the completed project plan indicating agreement to the contents and direction of the project.

2.3.4 The Core Project Team:

- drives out the scope and deliverables, assumptions, constraints, project risks and risk response strategies, project team roles and responsibilities, timelines and costs • for large or complex projects, this team also drives out some additional components for the plan i.e. communication requirements, change impacts, linkages to related projects, critical success factors, and/or strategic alignment
- signs the completed project plan indicating agreement to the contents and direction of the project.

2.3.5 Key Project Stakeholders:

- are informed, consulted and/or participate, as needed, in discussion and decisions related to project scope and deliverables, assumptions, constraints, timelines, costs and resource requirements

Tip: An inclusive and collaborative approach helps to get early buy-in from the decision-makers, partners, key stakeholders and the people who will be responsible for delivering the work on the project. It also promotes team building in the Core Project Team.

2.4 When do you create an Integrated Project Plan?

An Integrated Project Plan is part of the process of planning a project. It is created once a formal decision has been made to do the project. In the PPM Framework, the completed and approved Integrated Project Plan marks the end of the Planning Phase (phase 3).

3 Project Plan Approach

An Integrated Project Plan is created once the **Project Charter** has been approved and the definition phase has been completed. A process has been created to assist project managers in creating effective integrated project plans. The process has a number of steps, each of which has a specific goal and specific participants. This process has been integrated with the PPM Framework and uses the project planning tools from the Planning Phase

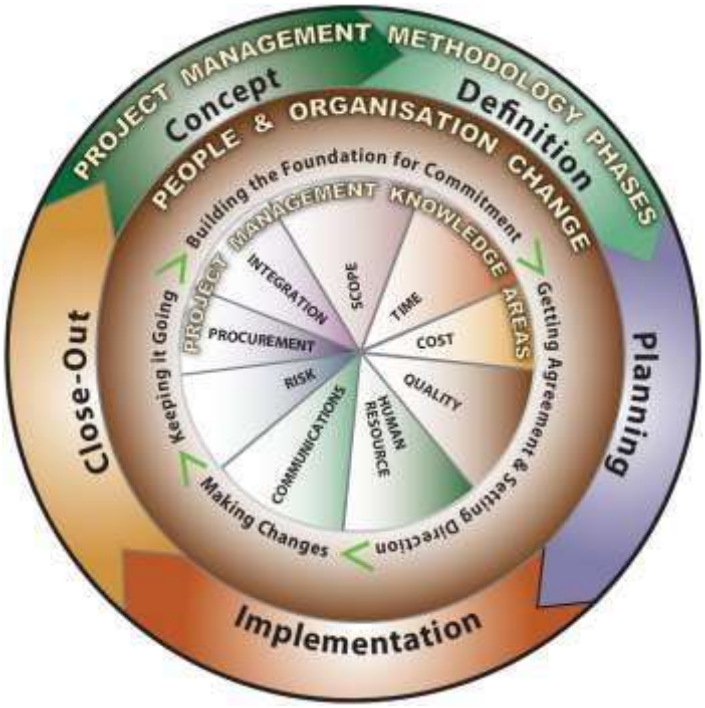
3.1 Principles

There are several principles under which this process was developed:

- It incorporates best practices for project planning, in particular from that of PMI.
- It is scalable i.e. it can be applied to both small and large or complex projects.
- It is inclusive and collaborative and ensures the right people are informed, consulted and/or included as needed.
- It helps to ensure the right information is created in the right way.
- It supports the PPM but also complements other project management methodologies.
- It is based on the PPM project planning templates, but can also be used with any other project planning templates.
- The Integrated Project Planning template,, is an aggregate of individual templates from the planning phase.

3.2 Process

The figures indicate the Planning Process of the PPM Framework.



Define Scope

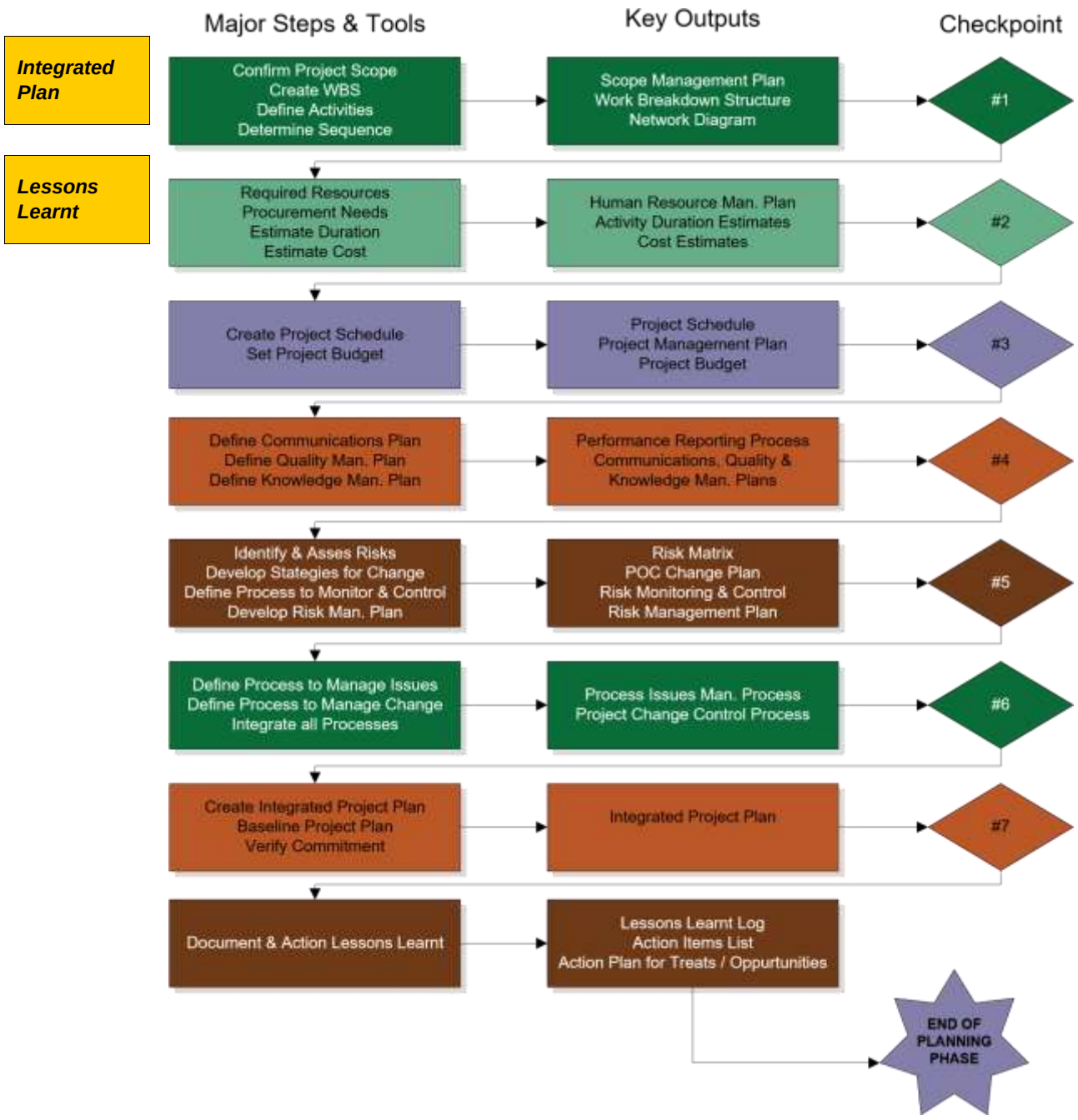
Resource Req.

Schedule & Budget

Management Plans

Managing Risk

Monitor & Control



Step 1 – Define the Scope in Detail

Purpose: Scope describes project boundaries by defining what the project will and will not deliver. It identifies high-level goals and the work required to accomplish them. Scope states the goal(s) of the project, describes expected outcomes and identifies specific project product/service or people/organisation change objectives. It indicates specific features, functions, timelines, costs, quality needs, or other

"must-have" requirements that restrict the project. Scope also provides further detail as to „what is" and „what is not" included under the "IN-Scope" and "OUT-ofScope" sections.

Inputs: Business Case Project Charter

Who: Project Manager, Project Sponsor, Core Project Team, Key Project Stakeholders

Process:

1. Confirm Project Scope

How: Review the **Need/Problem Statement, Vision Statement, Scope Statement** and goals and objectives outlined in the Project Charter.

Define the scope management procedures in the **Scope Management Plan** that will be followed throughout the project to monitor and control project scope

Involve Project Sponsor, Core Team Members, partners and stakeholders in the Planning Phase, where appropriate

2. Create a Work Breakdown Structure (WBS)

How: Execute the Scope Definition Process

Set the structure for the project and organise the work into meaningful components

Identify project products/ services and people and organisation change project deliverables

Ensure project management activities (i.e. regular meetings, status reporting, issues management, etc.) are identified as one of the components in the WBS

3. Define Required Activities

How: Execute the Activity Definition Process

Identify and document the specific activities that must be performed to produce the deliverables and sub-deliverables identified in the WBS

Define Sequence of Activities

How: Execute the Activity Sequencing Process

Set the order for the completion of project activities

Identify the dependencies and relationships between project activities

Outputs: A Scope Management Plan

A Work Breakdown Structure

A list of Project Deliverables

Activity Lists

Step 2 – Determine the Resource Requirements

Purpose: Projects require and consume resources to be completed. This step qualitatively and quantitatively identifies and defines resources and resource management strategies. A fundamental part of this includes activity duration estimating, the process of taking information on project scope and resources and developing durations for input into

schedules. The main objective of activity duration estimating is to determine a realistic estimate of the time required to carry out all project activities and, as a result, achieve all project objectives.

Inputs: A Scope Management Plan

A Work Breakdown Structure

A list of Project Deliverables

Activity Lists

A Network Diagram

Who: Project Manager, Core Project Team

Process:

1. Define the Required Resources

How: Determine what resources (i.e. people, equipment, materials) are needed and in what quantities to complete project activities.

Consider the need for special expertise on the project team to deal with the people and organisation change issues and challenges.

Ensure that appropriate resources are available.

Ensure that the **Human Resource Management Plan** includes transition time for key project staff to allow for appropriate close-out of the project.

2. Determine Procurement Needs

How: Identify which needs of the project can be best met by acquiring products or services from outside the organisation

Obtain appropriate approvals and initiate the Process Estimate

Duration of Activities.

How: Use guidelines for good estimating and knowledge from project team members that have experience in similar projects..

Estimate the amount of time required (both in terms of effort and duration) to complete activities identified

3. Estimate Cost of Activities

How: Estimate labour and non-labour project costs (include both direct and indirect costs).

Include project management specific costs (e.g. PMO set-up costs, tools & software costs, etc.).

Include estimated transition costs.

Include cost of pre-, during- and post-implementation audits.

Outputs: Human Resources Management Plan

Roles and Responsibility Assignment Matrix

Statement(s) of Work

Project Procurement Management Plan

Activity Duration Estimates

Cost Estimates

Project Cost Management Plan

Step 3 – Determine Schedule and Budget for the Project

Purpose: The **Project Schedule** consists of the planned start and finish dates for project activities, indication of dependencies and resource assignments. The Schedule Management Plan includes a description of the procedures that will be followed to ensure that the project is completed within the approved timelines.

A **Project Budget** is arrived at by summing all resource, space, material, or equipment estimates in a meaningful and presentable way. This plan should include a description of the procedures that will be followed to ensure that the project is completed within the approved budget.

Inputs: Human Resources Management Plan

Roles and Responsibility Assignment Matrix

Statement(s) of Work

Project Procurement Management Plan

Activity Duration Estimates

Cost Estimates

Project Charter

Who: Project Manager, Project Sponsor, Core Project Team

Process:

1. Create the Project Schedule

How: Determine the start and finish dates for the project and project activities.

Determine a logical sequence of tasks to deliver the project.

Identify appropriate milestones.

Ensure that the schedule can portray an accurate status of the project at any given time so that it can be used to measure performance and control the project.

Ensure that the schedule can be used to understand the impact of change on the „baseline" schedule.

Verify alignment of project schedule with initial project duration estimates identified in the Project Charter – issue a **Change Request** to modify initial estimates if needed.

Ensure sufficient time in the schedule is provided for:

- Public Service business processes related to approvals, funding, communication, procurement

- project start-up activities
- development & planning
- scope
- transition to operations

2. Set the Project Budget

How: Execute the Cost Budgeting Process

Develop the budget for the project and establish a monitoring system by which the cost and performance of the project can be monitored, tracked and reported

Verify alignment of project budget with initial project cost estimates identified in the Project Charter – issue a Change Request to modify initial estimates if needed

Outputs: Project Schedule

Project Schedule Management Plan

Project Budget

Step 4 – Develop the Communication, Quality & Knowledge Management Plan

Purpose: The **project communication management plan** and the **performance management plan** should outline how information will be collected, updated, controlled, distributed and stored. It should also formalise regular reporting on the status of the project, with regard to project performance, milestones, budget, issues and risks, is a major requirement, especially for larger projects.

The **quality management plan** typically identifies and documents quality control policies, regulations, standards, objectives, assurance, benchmarks and measurement criteria for the project. It should also include quality assurance and control processes.

Inputs: Human Resources Management Plan

Roles and Responsibility Assignment Matrix

Statement(s) of Work

Project Procurement Management Plan

Project Charter

Project Schedule

Project Schedule Management Plan

Project Budget

Who: Project Manager, Project Sponsor, Core Project Team, Key Project Stakeholders **Process:**

1. Define the Communication Management Plan

How: Develop a communication strategy for the project

Define the information needs (who needs what information, when it is needed how and by whom will it be provided) of all project staff, partners and stakeholders

Document the performance reporting process that will be used to collect & share performance measures

Define how information will be collected, distributed and stored and how it will be used for status reporting

Allocate adequate time for meetings & consultations

2. Define the Quality Management Plan

How: Identify and evaluate existing quality policy and standards applicable to the project

Develop the project‟s quality policy and identify specific quality standards and regulations for the project

Develop a plan outlining how quality will be managed throughout the project

3. Define the Knowledge Management and Transfer Plan

How: Determine how the information and knowledge created and accumulated throughout the project will be managed, shared and archived

Align the Project Knowledge Management & Transfer Plan with the Project Communication Management Plan

Ensure sufficient time and appropriate resources are allocated to transfer project knowledge & archives to operations as appropriate

Outputs: Project Communication Management Plan

Performance Reporting Process

Project Quality Management Plan

Project Knowledge Management and Transfer Plan

Step 5 – Plan to Manage Project Risks

Purpose: To negotiate the use of resources for drafting the plan and to get agreement on what will be included in the final project plan.

Risk identification consisting of determining risk events that are likely to affect the project and documenting the characteristics of those risks.

Qualitative risk analysis, prioritising risks according to their potential effect on project objectives. Quantitative risk analysis, to analyse numerically the probability of each risk and its consequence on project objectives.

Risk response strategies including risk avoidance, risk transfer, risk mitigation and risk acceptance.

A **risk management plan** and an associated risk monitoring and control process.

Inputs: (This creative team process requires all possible information as a catalyst).

A list of Project Deliverables

A Network Diagram

A Scope Management Plan

A Work Breakdown Structure

Activity Duration Estimates

Activity Lists

Business Case

Cost Estimates

Human Resources Management Plan

Performance Reporting Process

Project Budget

Project Charter

Project Communication Management Plan

Project Knowledge Management and Transfer Plan

Project Procurement Management Plan

Project Quality Management Plan

Project Schedule

Project Schedule Management Plan

Roles and Responsibility Assignment Matrix

Statement(s) of Work

Who: Project Manager, Project Sponsor, Core Project Team, Key Project Stakeholders

Process:

1. Identify and Assess Project Risks

How: Review the risks identified in the Business Case and the Project Charter.

Decide on the approach to risk management to be adopted by the project.

Identify potential risks.

Conduct qualitative and quantitative risk analysis.

Develop appropriate responses to relevant project risks.

Develop Strategies and Action Plans for Managing People and Organisation Change and Transition

How: Define specific strategies that will be implemented to manage transition of staff and/or clients (e.g. cross-training, changed roles for supervisors, etc.)

Identify the gap from where the organisation is, to where it wants to be – document associated risks

Ensure set targets and goals are realistic and achievable

Define interim targets (quick wins) to reinforce the change efforts and reward those involved

Define the Process of Monitoring and Controlling Project Risks

How: Document the risk monitoring and control process

Develop the tools that will be used to monitor and control risks throughout the life of the project

Develop the Risk Management Plan

How: Document the plan that will be used to manage risks throughout the life of the project

Outputs: Risk List and Risk Matrix

People and Organisation Change Plan

Risk Monitoring and Control Process

Risk Management Plan

Step 6 – Decide how to Monitor and Control the Project

Purpose: To identify the approach to completing this project and identify those things that could jeopardise the success of this project.

Project Issues Management Process describes the steps that have to be followed and the decisions that have to be taken by the various parties involved in this process to ensure that all identified issues are managed in accordance with the predefined procedures. The Project Change Control Process involves the monitoring and reviewing of the factors that could cause change, administrative management, organisation of timely reviews of change request and a communication process to ensure that the project team and stakeholders are informed of changes when they are approved or rejected.

Inputs: A Scope Management Plan

Project Budget

Project Charter

Project Communication Management Plan

Project Procurement Management Plan

Project Quality Management Plan

Project Schedule

Project Schedule Management Plan

Risk List and Risk Matrix

Risk Management Plan

Risk Monitoring and Control Process

Who: Project Manager, Project Sponsor, Core Project Team, Key Project Stakeholders

Process:

1. Define the Process for Managing Project Issues

   How: Document the project issues management process

2. Define the Process for Managing Project Change

How: Document the project change control process

3. Integrate All Project Monitoring and Controlling Processes

How: Ensure that the following project monitoring and controlling processes are integrated and compliment, rather than contradict, each other:

Scope Change Control

Cost Control

Schedule Control

Quality Control

Performance Reporting

Risk Monitoring & Control

Project Issues Management

Project Change Control

Outputs: Project Issues Management Process

Project Change Control Process

Step 7 – Develop the Integrated Project Plan

Purpose: The integration of all outputs from the planning stage creates the Integrated Project Plan. This becomes the initial baseline for the project once approved.

Inputs: Project Scope

Project Governance & Organisation Structures

Resource Requirements

Schedule and Budget

Communication and Quality Management

Risk Management

Monitoring & Control

Constraints And Assumptions

Who: Project Manager, Project Sponsor, Core Project Team, Key Project Stakeholders

Process:

1. Create the Integrated Project Plan

How: Incorporate relevant documentation created and decisions made up to this point.

Document approved scope, cost and schedule baselines.

Document planning assumptions and decisions.

Ensure involvement of project sponsor and core team members.

Facilitate communication among partners/stakeholders.

Verify project"s Performance Measures.

Re-state Critical Success Factors

2. Baseline the Integrated Project Plan

How: Ensure that the Integrated Project Plan provides answers to the following questions:

WHAT – objective, scope, deliverables and statement of work

WHAT-IF – contingency plans, different scenarios

HOW – development approach, work breakdown structures, processes and procedures

WHO – project team membership, governance structure, project organisation structure

WHEN – schedule and milestones

WHERE – office space and facilities required

HOW MUCH – project cost estimates and budget

3. Verify Commitment to Proceed

How: Ensure that a solid foundation of trust is built & commitment is obtained from the partners and key stakeholders

Ensure there is a common understanding of the future **Outputs:**

Integrated Project Plan

Step 8 – Identify the Lessons Learnt

Purpose: Capturing and documenting lessons learnt is beneficial for the current project as well as for future projects. Shared learning helps save money, increase quality and decrease risk.

Inputs: Business Case

Cost Estimates

Human Resources Management Plan

Integrated Project Plan

Performance Reporting Process

Project Budget

Project Charter

Project Communication Management Plan

Project Knowledge Management and Transfer Plan

Project Procurement Management Plan

Project Quality Management Plan

Project Schedule

Project Schedule Management Plan

Risk List and Risk Matrix

Risk Management Plan

Risk Monitoring and Control Process

Roles and Responsibility Assignment Matrix

Statement(s) of Work

Who: Project Manager, Project Sponsor, Core Project Team, Key Project Stakeholders

Process:

1. Document and Action **Lessons Learnt**

How: Conduct review session(s) to gather and document lessons learnt throughout the Planning Phase Identify lessons learnt as:

Team Lessons – to be applied back to the project team for immediate action on current project

Project Lessons – to be shared with Department PMO and/or other PMO"s for use by future projects

Public Service-wide Threats & Opportunities – to be handled by the After Action Process

Identify appropriate action items and submit for consideration/ implementation

Ensure proper archiving of files and documentation

Outputs: Lessons Learnt Log

Action Items List

Action Plan for Public Service-wide Threats and Opportunities

4 Appendix A: Documents and Templates

The table below indicates all documents that form part of the PPM Toolkit. Those that are specifically mentioned in this document are indicated.

For the latest versions and to download templates, please refer to http://www.gtac.gov.za

Toolkit Section	Ref #	Document Name	Guide to Project Start Up
1		**Framework and Methodology and Guides**	
	SUM	Project Management Summary Guide	✓
	FWK1 *	Project Management Framework	✓
	FWK2 *	People and Organisational Change Framework	
	MET1 *	Project Management Methodology	✓
	GUI1	Guide to Project Start Up	
	GUI2	Guide to Project Sponsorship	
	GUI3	Guide to Charter Writing	
		Guide to Project Planning	

	GUI4	Guide to Smaller Projects	
	GUI5	Health Check Guide	
	GUI6	Programme / Project Management Office Set Up Guide	
	GUI7		
2		**Concept Phase**	
	CON1	Environmental Scan	
	CON2	Situational Assessment	
	CON3	Needs Statement	✓
	CON4	Commitment to Change	
	CON5	Stakeholder Analysis	
	CON6	Vision Statement	
	CON7	Impact, Outcomes, Outputs, Indicators	
	CON8	Alignment to Strategy	
	CON9	Options Analysis	
	CON9a	Option Analysis Checklist	
	CON10	Clients and End-User Requirements Business Case	
	CON11	Change Readiness Questionnaire	✓
	CON12	Concept Phase Checklist	
	CON13	Lessons Learnt Gathering Form	
	CON14a	Lessons Learnt Log	✓
	CON14b		
3		**Definition Phase**	
	DEF1a	Governance Structure	✓
	DEF1b	Organisational Structure	✓
	DEF2	Terms of Reference	
	DEF3	Core Team Member Requirements	
	DEF4	Human Resource Management Plan – Core Team	✓
	DEF5	Project Team Member Evaluation	

Toolkit Section	Ref #	Document Name	Guide to Project Start Up
	DEF6	Project Team Directory Roles and Responsibilities Matrix	✓
	DEF7	Team Agreement Establishing Ground Rules	
	DEF8	Operating Effectiveness of Team Elements of Team Work Audit	
	DEF8a		

DEF8b	Scope Statement	✓
	Stakeholder Interests Needs Assessment	
DEF8c	Project Charter	✓
	Definition Phase Checklist	
DEF9	Lessons Learnt Gathering Form	
DEF10	Lessons Learnt Log	✓
DEF11		
DEF12		
DEF13a		
DEF13b		
4	**Planning Phase**	
	Scope Management Plan	✓
PLA1	Work Breakdown Structure	✓
	Project Deliverables Chart	✓
PLA2	Project Budget	✓
PLA3	Project Schedule	✓
	Human Resource Management Plan - Implementation Team	✓
PLA4	Performance Development Plan (Short)	
	Performance Development Plan (Comprehensive)	
PLA5	Communications Management Plan	✓
PLA6	Communications Worksheet	
	Performance Reporting Chart	
PLA6a	Quality Management Strategy	✓
	Quality Assurance &Control Chart	
PLA6b	Risk Management Plan	✓
PLA7	Risk List & Risk Matrix	✓
	Stakeholder Management Plan	
PLA7a	People and Organisation Change Plan	✓
	Building Consensus	
PLA7b	Change Resistance Scale	
PLA8a	Evaluate the Change Plan	
	Project Plan	
PLA8b	Lessons Learnt Gathering Form	✓
PLA9a	Lessons Learnt Log	✓
PLA9b		
PLA10		
PLA11		

	PLA11a		
	PLA11b		
	PLA11c		
	PLA12		
	PLA13a		
	PLA13b		
5		**Implementation Phase**	
	IMP1	Meeting Agenda	
	IMP2	Meeting Minutes	
	IMP3	Action Items List	✓
	IMP4	Weekly Status Report	
	IMP5	Monthly Status Report	
	IMP6	Risk Management Form	
Toolkit Section	**Ref #**	**Document Name**	**Guide to Project Start Up**
	IMP7	Issues Management Process	✓
	IMP7a	Issues Management Form	
	IMP7b	Issues Log	
	IMP8	Change Control Process	✓
	IMP8a	Change Request Form	
	IMP8b	Change Control Log	
	IMP9	Deliverables Acceptance Sheet	
	IMP10	Start-Up Checklist	
	IMP11a	Lessons Learnt Gathering Form	
	IMP11b	Lessons Learnt Log	✓
6		**Close Out Phase**	
	CLO1	Sponsor Sign-Off Form	
	CLO2	Customer Sign-Off Form	
	CLO3	Lessons Learnt Report	
	CLO3a	Lessons Learnt Log	
	CLO3b	Lessons Learnt Gathering Form	
	CLO3c	Facilitating Lessons Learned Sessions	
	CLO4	Project Close-Out Report	
	CLO5	Close-Out Phase Checklist	

7	Smaller Projects	
SML1	Business Case for Smaller Projects	
SML2	Project Charter for Smaller Projects	✓
SML3	Project Plan for Smaller Projects	
SML4	Change Request for Smaller Projects	
SML5	Status Report for Smaller Projects	
SML6	Lessons Learnt for Smaller Projects	