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| **PROJECT GOVERNANCE OFFICE** |  |

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| --- |
| Project Management Plan[PROJECT NAME] |

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| --- |
| Document Purpose |
| The Project Management Plan is the outcome of detailed project planning and documents the approach to project control, deliverables, implementation and transition to business as usual.  |

Revision History

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Revision Date** | **Summary of Changes** | **Amended By** |
| V0.1 |  | Initial draft |  |
| V0.2 |  |  |  |
| V0.3 |  |  |  |
| V1.0 |  | First release |  |

Document Owners

This document requires the following owners to be accountable for its contents.

|  |  |  |  |
| --- | --- | --- | --- |
| **Project Role** | **Name** | **Position** | **Signature** |
| **Project Sponsor** |  |  |  |
| **Project Owner** |  |  |  |
| **Project Manager** |  |  |  |

Approvals

This document requires the following approvals. A signed copy must be placed within the Project Site of Project Online.

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| **Name** | **Title** | **Signature** | **Date of issue** | **Version** |
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Distribution

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Scaling the Project Management Plan

To ensure the Project Management Plan has sufficient detail appropriate to the project size, assess and map and highlight the project against the criteria below:

1. Enterprise Risk Level: An initiatives risk should be assessed against UQ’s Enterprise Risk Matrix[[1]](#footnote-2).
2. Business Unit Involvement: Representation of the different business units across UQ that will support the role of implementation partner.
3. Project Duration: The estimated duration of the project.
4. Complexity: Technical complexity has been identified as a known hindrance to the successful delivery of a project. The considerations are listed below:
	1. The team/vendor have had no/limited previous implementation experience.
	2. Number of technologies involved. (IT only)
	3. Number of interfaces, business processes involved (IT only)
	4. The product/release is a first for higher education being piloted in UQ.
	5. Rollback requires significant effort and/or is not possible. (IT only)
	6. Solution is complex with multiple dependencies.
5. Scope Impact: Scope of the proposed solution should be assessed not only in terms of complexity, but the change impact to the University.
6. Project Budget: Estimated budget of the initiative.

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | **Minor** | **Medium** | **Major** |
| **Enterprise Risk Level** | Low | Medium | High/Extreme |
| **Business Unit Involvement** | Simple and contained within a business. | Spans two (2) business units. | Spans multiple business units. |
| **Project Duration** | < 3 months | 4 – 12 months | > 12 months |
| **Complexity** | Low technical and business complexity. | Moderate technical and business complexity. | High technical and business complexity. |
| **Scope Impact** | Only within originating business unit. | Only the Information Technology (IT) community within UQ. | Outside of IT community at UQ. |
| **Project Budget** | Less than 100K | 100k – 500K | >500K |

Examples:

1. A project with low enterprise risk will not need a detailed risk assessment, as part of this PMP and a statement on how risk is to be managed should suffice. Should the risk level be High/Extreme however, a statement will not be sufficient and a separate Risk Management Plan may be required.
2. A project that has a minor scope (Change) impact should not need a detailed Change Management Plan and a statement on how Change is to be managed in this PMP should suffice. If however the Scope Impact stretches from internal stakeholders to the IT community externally, then a separate Change Management Plan would probably be required.

Use this approach to guide the level of detail required for each section across the PMP.

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1. Project Overview
	1. Project Synopsis

*Source project synopsis from the Executive Summary of the approved Business Case.*

* 1. Objectives

*Source objectives from the approved Business Case. Note any assumptions that may have changed.*

* 1. Lessons Incorporated

Provide details of relevant lessons from previous similar projects/change initiatives which have been reviewed and resulted in a reasonable adjustment to this plan.

1. Scope
	1. Project Outputs

Clearly articulate the tangible outputs in scope the project plans to deliver. These outputs will enable the desired outcomes and associated benefits to be realised. Finance are to be engaged for guidance on capitalisation and inclusion on the asset register.

* 1. Approach

The approach is a high-level statement indicating the framework to be adopted for delivery how it will support successful execution.

* 1. Assumptions

*If an assumption breaks down or becomes invalid, it will need to be reviewed against the project to ensure the project’s key deliverables are not put at risk. Some of these assumptions may need to be recognised as a risk in the project risk register and a cost applied when they are assessed in the estimate. A ‘project variation request’ will be required to be submitted to the project Steering Committee. List any assumptions that have been made when planning the project. If there are no assumptions, please state this.*

The following assumptions have been made during the planning of this project:

|  |  |
| --- | --- |
| Function | Description |
|  |  |
|  |  |
|  |  |

* 1. Constraints

*List any constraints that have been placed on the project. If there are no constraints, please state this.* Some of these constraints may need to be recognised as a risk in the project risk register and a cost applied when they are assessed in the estimate. If a constraint is having an effect on the project’s key deliverables, *a ‘project variation request’ will be required to be submitted to the project Steering Committee.*

The following constraints have been placed on this project:

|  |  |
| --- | --- |
| Function | Description |
|  |  |
|  |  |
|  |  |

* 1. Dependencies

*List any dependencies that relate to this project, these may be where other divisions are relying on the output of this project (upstream) before they can commence their project, or where this project is relying on the output of another (downstream) before this project can commence. If there are no dependencies, please state this.* Some of these dependencies may need to be recognised as a risk in the project risk register and a cost applied when they are assessed in the estimate. If a dependency is having an effect on the project’s key deliverables, *a ‘project variation request’ will be required to be submitted to the project Steering Committee.*

The following dependencies have been placed on this project:

|  |  |
| --- | --- |
| Function | Description |
|  |  |
|  |  |
|  |  |

* 1. Related Initiatives

*List any projects or programs that relate to this project in terms of them being dependent on the outcome of this project or vice-versa.*

The projects and other initiatives shown in the table below have a bearing, or are in some way dependent on this project:

|  |  |  |
| --- | --- | --- |
| Function |  Related program/project | Nature of the relationship |
|  |  |  |
|  |  |  |
|  |  |  |

* 1. Exclusions

*Refer to Out of Scope detail within the Business Case. These exclusions are listed to assist with clearly defining the boundaries of the scope, and ensure all key deliverables are mutually agreed and* understood.

The following items have been agreed by the Steering Committee as out of scope:

|  |  |
| --- | --- |
| Function | Description |
|  |  |
|  |  |
|  |  |

1. Governance
	1. Steering Committee

*List the members of the project Steering Committee and their associated roles and responsibilities. A project organisation chart may be attached as an appendix. A Steering Committee Terms of Reference is required to be completed including the frequency of project health checks and other assurance activities.*

| **Role** | **Name** | **Responsibilities** |
| --- | --- | --- |
| Project Sponsor  | Name |  |
| Project Owner  | Name |  |
| Project Manager | Name |  |

Steering Committee Terms of Reference: [Path location]

* 1. Project Reporting

*Status reports provide information to the relevant governance committees and groups on project performance against original plans. At a minimum, Project Managers are to report on budget, scope, schedule, risk and issues at each Steering Committee.*

*List the project reports, frequency and distribution method required throughout the project lifecycle.*

The following status reports will be developed:

|  |  |  |
| --- | --- | --- |
| **Report Name** | **Frequency** | **Distribution** |
| Project Status Report | Fortnightly | Project Portfolio Management System |
| Steering Committee Status Reports | [frequency of reporting] | [name/role/committee][name/role/committee] |

1. Project Organisation
	1. Project Resources

*List the project resources, their role and engagement type e.g. Contractor, Fixed Term, Secondment. A team structure may be attached as appendix. Insert proposed resource plan as per approved business case. The plan should include the tasks and resources (internal and external) required to successfully deliver the project. Resource plan can be attached as an appendix.*

|  |  |  |
| --- | --- | --- |
| **Name** | **Role(s)** | **Engagement Type** |
|  |  |  |
|  |  |  |

*In the table above, highlight any significant labour recruitment that may need to be undertaken to support delivery of the project. The approach should be determined in consultation with Human Resources*

* 1. Stakeholders

*Articulate the key partnerships required for the successful delivery of the project. A stakeholder map may be attached as an appendix.*

* 1. Roles and Responsibilities

*Provide a RASCI matrix to summarise the project artefacts and involvement for each role in the creation and maintenance of those listed. The RASCI can be provided as an appendix.*

1. Financial Management Plan
	1. Financial Management Approach

*Provide an overview on the approach intended to capture, track and report on project financials. Ensure reporting frequency and audience is included.*

* 1. Budget

*Insert approved budget details and funding source, as per approved business case.*

* 1. Expenditure Estimate

*As the initial project budget is approved based on a high-level estimate, it is responsible and good practice to re-estimate the anticipated project expenditure after the project schedule and resource profile have been refined. Any change should be submitted to the project Steering Committee for approval. Management Accounts will then record this the Finance Financial Workbook and represent it as the approved budget for expenditure reporting purposes.*

 *Provide a breakdown of project expenditure using the Project Budget Management Plan.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **[Project Name]** |   |   |   |   |   |
| **(Sponsor); (Project Manager)** | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|   | 20xx | 20xx | 20xx | 20xx | 20xx |
| **Approved Funding sources** |   |   |   |   |   |
| *Source1* |   |   |   |   |   |
| *Source 2* |   |   |   |   |   |
| **Total Funding** | **0** | **0** | **0** | **0** | **0** |
|   |   |   |   |   |   |
| **Project Implementation Costs** |   |   |   |   |   |
| Salaries |   |   |   |   |   |
| Consultants |   |   |   |   |   |
| Equipment |   |   |   |   |   |
| Other |   |   |   |   |   |
| **sub -total Implementation Costs** | 0 | 0 | 0 | 0 | 0 |
|   |   |   |   |   |   |
| **Ongoing Costs (if applicable post implementation)** |   |   |   |   |   |
| Salaries |   |   |   |   |   |
| Consultants |   |   |   |   |   |
| Equipment |   |   |   |   |   |
| Other |   |   |   |   |   |
| **sub-total ongoing costs** | 0 | 0 | 0 | 0 | 0 |
|   |   |   |   |   |   |
| **Total Costs** | **0** | **0** | **0** | **0** | **0** |
|   |   |   |   |   |   |
| **Financial Savings (Benefits)** |   |   |   |   |   |
| Salaries |   |   |   |   |   |
| Consultants |   |   |   |   |   |
| Equipment |   |   |   |   |   |
| Other |   |   |   |   |   |
|   |   |   |   |   |   |
| **Total Financial (Savings) Benefits** | **0** | **0** | **0** | **0** | **0** |
|   |  |  |  |  |   |
| **Net Cost/Benefit**  | **0** | **0** | **0** | **0** | **0** |
|   |  |  |  |  |   |
| **Shortfall in funding** | **0** | **0** | **0** | **0** | **0** |
|  **Financial Assumptions**1.2.3.4.5.6. |  |  |  |  |   |
|   |  |  |  |  |   |
|   |  |  |  |  |   |
|   |   |   |   |   |   |

* 1. Expenditure Control

*All expenditure shall be captured initially in UQ’s Financial Management System (UniFi) and subsequently entered into the Project Online (PPM) at the commencement of each month. The Project Manager will undertake a monthly reconciliation in collaboration with their Management Accountant to capture any discrepancies or errors.*

*Forecasting: Monthly forecasts by phase are to be undertaken. These are to be consolidated and reported to the Management Accountant at the start of each month.*

*Variations and contingency: The management and approval of project variations and contingency will be in accordance with Steering Committee’s delegation. Please refer to the Delegations Policy on the PPL for guidance. Contingency is the amount of money and time which are included in the estimate and schedule, and provides for uncertainties in quality, pricing, productivity, activity duration and timing which are within the defined scope of the Project. The Steering Committee will determine the usage of these funds.*

*Escalation: Refer to “Project Controls” for guidance on when and how to escalate financial matters.*

1. Procurement/ Vendor Management Plan

*If procurement activities are to be undertaken, consult with Enterprise Procurement/ICT Procurement for assistance with a procurement plan and document the agreed approach.*

1. Project Schedule
	1. Schedule

*Insert the project schedule diagram that summarises the key timeline and phases / work streams from the project schedule. The schedule can be exported from your Project Online site, and included as an appendix. To support reporting to different stakeholders, the following views of the schedule should be available:*

* *Level 1 - Management Level Schedule/Roadmap: provide an overview for senior management and include key KPIs, Major Milestones and high-level summary activities*
* *Level 2 - Project Level Schedule: Traditional project schedule listing key tasks and activities.*
* *Level 3 - Control Level Schedule: View showing all the relationships between the various disciplines and related projects/interdependencies.*
	1. Key Project Milestones

*Insert key project milestones in the table below. This may also include required approval gates. Define the acceptance criteria for the achievement of the milestone as agreed with the Project Sponsor/Owner.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Phase | Milestone | Acceptance Criteria | Owner | Estimated Due Date |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

1. Issue Management Plan
	1. Managing Issues

*An issue is defined as an event/problem/matter that HAS occurred or a risk that has materialised and IS affecting the project. The issues management process requires early identification, regular review and management and escalation where required. The project team will take following approach to managing issues that arise throughout the project lifecycle:*

* *All issues will be captured and monitored using the Project Issues Register, which will be located within Project Online or equivalent.*
* *Any team member may log issues within their respective area of the project.*
* *New issues are to be entered in the Issues Register and assigned a severity level according to the UQ’s Risk Standards.*
* *The initial severity rating of an issue will be determined by the person raising the issue.*
* *The Issues Register will be reviewed during the* ***[insert appropriate governance forums e.g. weekly Project Working Group/Team Meeting]*** *meetings to assign owners, discuss resolution actions, set target dates for resolution and update resolution progress.*
* *Issues with potential for material impact to project scope, interdependencies, benefits, budgets, and / or timelines will be escalated to the Sponsor and/or Steering Committee, respectively for visibility and to assist with resolution.*
* *All Critical and Significant issues are to be stored within the Issues Register on Project Online (PPM).*

*Discuss the project’s approach to managing issues in consideration with the above requirements.*

* 1. Issues Register

*A Project Issues Register shall be used to capture all issues identified by the Project Team.*

Issues Register location: [Location Path]

1. Risk Management Plan
	1. Managing Risks

*The Risk Management Plan identifies the risks and the mitigation strategies required to reduce or eliminate this project’s risks. All risk management activities are to be in alignment with the Enterprise Risk Management Framework.*

*The project team will take following approach to managing risks that arise throughout the project lifecycle:*

* *The project will develop a Risk Register to document and monitor all identified risks.*
* *The Project Manager is accountable for risk identification in consultation with the Project Team, SME’s advice, external and internal stakeholders, and the Project Sponsor/Owner.*
* *Risks will be classified according to the UQ’s Enterprise Risk Management Framework and will include identification and assessment of risks (Enterprise, Program & Project) and mitigation strategies/plans to eliminate or address each risk. Mitigations for each risk will be documented and regularly reviewed by project management and relevant stakeholders in the [governance body e.g. Project Steering Committee.*
* *Risks rated as “Extreme” and “High” will be escalated to the Steering Committee to expedite their management / resolution.*
* *The Risks Register will be reviewed during the* ***[insert appropriate governance forums e.g. weekly Project Working Group/Team Meeting]*** *meetings to assign owners, discuss resolution actions, set target dates for resolution and update resolution progress.*
* *Realised risks will be documented as a corrective action and the treatment strategy implemented.*
* *Risks that are realised that have not been captured in the risk register and no mitigation strategy exists will have mitigation strategies developed and implemented.*
* *Risks that are realised and / or treated are captured in the project’s lessons learnt file.*
* *Risks are classified as either open, closed, or realised risk. If a risk is realised, it may be necessary to submit a project variation as per the agreed change management/variation process.*
* *Risks under active management will be regularly reviewed and reported on the Status Report to the [role / governance body receiving status report.*

*Discuss the project’s approach to managing risk in consideration with the above requirements.*

* 1. Risk Register

*A Project Risk Register shall be used to capture all risks identified by the Project Team. It includes the risks identified and mitigation strategies.*

Risk Register Location: [Path]

1. Quality Management Plan

*To ensure the highest quality of deliverables, the Project team will ensure:*

* *Sufficient involvement of appropriate stakeholders to ensure that requirements are understood and subsequently reflected in the work products;*
* *The consistent application of the Capital Investment Management Framework (CIMF) and industry leading practice project management processes and techniques and regular review to ensure proper application.*
* *Application of standard methodologies which include proven techniques to produce defined work products and deliverables.*
* *The development and agreement of acceptance criteria for each deliverable to be produced so that quality assurance processes can be applied to result in deliverables that meet these criteria and hence the expectations of Project Owner and per discipline for each delivery partner e.g.IT, HR, P&F).*
* *The development and enforcement of consistent and formal procedures with embedded checkpoints for the review of work products and final deliverables produced by each team member – measured against the agreed acceptance criteria.*
* *The development and continuous improvement of engagement team skills through training and skills and knowledge transfer.*

*Provide detail on the project’s approach to quality management.*

* 1. Quality Expectations

The project must meet the following quality expectations to gain acceptance:

|  |  |
| --- | --- |
| ***Quality expectations (Project Owner, Information Technology, Property & Facilities)*** | *What is the quality expected of the project’s product and what standards and processes will need to be applied to achieve that quality e.g. Project Owner, Information Technology and Property and Facilities expectations? Where possible, expectations should be prioritised.* |
| ***Acceptance criteria*** | *What is the prioritised list of criteria that the project’s product must meet before the customer will accept it – i.e. measurable definitions of the attributes that must apply to the set of products to be acceptable to key stakeholders (and, in particular, the users and the operational, maintenance and support areas). Examples are: ease of use, ease of support, ease of maintenance, appearance, major functions, development costs, operational and support costs, capacity, availability, reliability, security, accuracy or performance.* |
| ***Project-level quality tolerances*** | *What are the tolerances that may apply for the acceptance criteria? Ideally, these should be prioritised.* |
| ***Acceptance method*** | *What is the means by which acceptance will be confirmed? This may simply be a case of confirming that all the project’s products have been approved, or may involve describing complex handover arrangements for the project’s products, including any phased handover of the project’s products.* |
| ***Acceptance responsibilities*** | *Who will be responsible for confirming acceptance?* |

* 1. Compliance

*Identify all quality standards associated with the project’s area of impact e.g. IT, P&F, HR.*

1. Organisational Change and Communications Plan
	1. Organisational Change

*Provide details of how the organisational change aspects of the implementation phase will be covered. For more complex projects, this section may reference a separate organisational change plan. Large initiatives may require a Change and Communication Management Strategy.*

1. Communication Strategy

*Provide details of the communications activities that will be delivered to support the execution phase. For more complex projects, this section may reference a separate communications plan. See appendix 1 for guidance on minimum requirements if a separate plan is not required.*

1. Benefits Realisation Plan
	1. Benefits Profile

*Source from approved Business Case. List the expected benefits and dis-benefits of the project. These statements form the heart of the business case and need to be carefully presented and phrased in terms of outcomes, not outputs. A supporting Benefits Management Plan and profile for each benefit will be required to be developed*. Benefits definitions can be found on the ITS Project Management webpage.

The planned benefits for this project are detailed in the following table:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Benefit Classification | Benefit Description | Beneficiaries | Benefit Owner | Priority |
| Choose an item. |  |  |  | Choose an item. |
| Choose an item. |  |  |  | Choose an item. |
| Choose an item. |  |  |  | Choose an item. |
| Choose an item. |  |  |  | Choose an item. |

Benefits Realisation Plan: [Path]

1. Transition to operations
	1. Acceptance Criteria

*Define specific acceptance criteria that will be required to be met, in order for the project deliverables to be transitioned into operations. These should be agreed with key stakeholders, including the business owner and support functions.*

* 1. Hand Over

*Describe items, information or knowledge that will be provided upon, who will provide it, and who it will be provided to e.g. System Operating Model, Support Manual, Support Process, User guides, copy of all project documentation, completed Project Implementation Review, etc.).*

* 1. Post Implementation Support

*Provide an overview on how support will be handled and deployed during the transition to operations. Include resourcing and timing*

* 1. Business as Usual Support

*Provide information about how support will be provided to the system/product/process beyond the transitional period.*

1. Project Closure
	1. Post Implementation Review

*Articulate the Post Implementation Review approach and timing.*

* 1. Formalising Closure

*Describe what measures will be taken to formally close the project. This should include a formal project review, checklist and confirmation of agreed project outputs, lessons learned sessions with the project team, archiving of project documentation, etc.*

*Project Closure report shall be prepared by the Project Manager and submitted to the Steering Committee and relevant governance committees at UQ. This occurs when the PMP documents are completed and authorisation to close this project is received from the Project Sponsor.*

| Acceptance Criteria | Verification Document | Stakeholder | Action/Key Deliverable | Approval Channel |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
|  |  |  |  |  |

1. Project Controls
	1. Document Management

*Describe how documentation will be managed, stored, etc. for the project’s duration. Approved project artefacts are to be stored within UQ’s Records Management System. It is recommended a copy of all approved core project artefacts are stored within Project Online.*

* 1. Tolerances

*Articulate the project tolerances as agreed with the project Steering Committee. The Steering Committee and Project Manager should be familiar with the Financial Delegations Policy on the PPL and manage expenditure as appropriate.*

*See Appendix 3 for Project Thresholds and Performance Indicators.*

The following tolerances have been established to provide guidance on permitted deviations to project parameters.

The project manager will report exceptions to the project board if at any time:

1. the forecast schedule tolerance of +/- *#* weeks ( or *#*%) on the target project end date of <date> will not be met, or
2. the financial expenditure target of $*#####*, is likely to vary by +/- *#*/%, or
3. scope changes may erode business benefits anticipated; and
4. risks and issues (as per Risk and Issue Management Plan).
	1. Project Variation Requests and Escalation

*Variations required because of exceeded tolerances will be managed through the formal project variation request procedure, detailed below:*

* *The variation request is documented within the Variation Request Template.*
* *The project manager will present the variation request to the appropriate governance committee (Steering Committee, Capital Management Group) for consideration. If the tolerance has been exceed, an out of session communication should be undertaken.*
* *The project manager will inform the relevant parties of the outcome and, if necessary, the Schedule, Scope and/or Budget will be updated to reflect the change.*

1.

# Change & Communication

* 1. Stakeholder Map

|  |  |  |
| --- | --- | --- |
| Stakeholder | Position Title | Impact  |
|  |  |  |
|  |  |  |
|  |  |  |

* 1. Communication Strategy

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Activity | Description of Activity/Information Required | Audience/Stakeholder | Channel (Method) | Coordinator | Approver | Frequency |
|  |  |  |  |  |  |  |

#

# Tolerance Thresholds and Performance Indicators

|  |
| --- |
| **Tolerance Thresholds and Performance Indicators** |
| **Tolerance Areas**[[2]](#footnote-3)**/Performance** | **Tolerance****Exceeded**  | **Within Tolerance - Requires Attention** | **Within Tolerance** |
| **Schedule****+/-** amounts of time on target milestone dates | >= 10%  | >= 6 – 9% | >= 1 – 5% |
| **Budget****+/-** amount of estimated/approved budget | >= 20% | >= 10 – 19% | >= 1 – 9% |
| **Scope** | The scope has significantly changed from the approved Business Case and won’t support benefits identified. | Minor changes to original scope from baseline. | Scope is in line with approved Business Case. |
| **Risks[[3]](#footnote-4)**Open Risks | Where Likelihood is Very High/High/Medium and Consequence is Major or Critical. | Where Likelihood is High/Medium/Low and Consequence is Moderate or Minor | Where Likelihood is Medium/Low and Consequence is Minor or Insignificant. |
| **Issues[[4]](#footnote-5)**Open Issues | Where Priority for one or more is Critical or High. | Where Priority for two or more is Medium. | Where Priority is Low or Priority for one is Medium. |
| **Quality***(Awareness only and not considered part of overall health as will be captured in risks and/or issues)* | High likelihood deliverables are not fit for purpose; issues and/or potential defects will cause significant delays and/or cost. | Moderate likelihood that deliverables are not fit for purpose; issues and/or potential defects may cause delays and/or cost. | Quality meets defined quality criteria. Low likelihood that deliverables are not fit for purpose; potential defects and/or issues will not cause delays. |
| ***Resources*** *Allocation/availability of resources**(Awareness only and not considered part of overall health as will be captured in risks and/or issues)* | *Resources unavailable. Roles and responsibilities unclear.*  | *Known gaps in resourcing to satisfy roles and responsibilities currently being addressed.* | *No gaps in resourcing with all roles and responsibilities satisfied.*  |
| ***Stakeholder engagement and communication****(Awareness only and not considered part of overall health as will be captured in risks and/or issues)* | *Key stakeholders are not engaged. Little visibility of project provided to key stakeholders and UQ community. Communications plan activities unsatisfactory.* | *There is some engagement with key stakeholders but participation is limited. Lack of visibility of project to key stakeholders and UQ community.*  | *Key stakeholders are engaged and participating positively. Communications are undertaken according to agreed communications plan.*  |
| **Overall Health[[5]](#footnote-6)** *Red = 2 points**Yellow = 1 point**Green = 0 point* | Total >=2 points and at least one category is red.  | Total >=2 points and no categories are red. | Total <= 1 point |

1. Enterprise Risk Management Framework <<https://governance-risk.uq.edu.au/files/392/Enterprise_Risk_Management_Framework_Policy_20171012.pdf> > [↑](#footnote-ref-2)
2. Modelled on Prince2 Best Management Practice. [↑](#footnote-ref-3)
3. Enterprise Risk Matrix <https://governance-risk.uq.edu.au/files/392/Enterprise_Risk_Management_Framework_Policy_20171012.pdf> [↑](#footnote-ref-4)
4. Criteria established in Issues table. [↑](#footnote-ref-5)
5. Overall Health is calculated by Schedule, Budget, Scope, Risks & Issues only. [↑](#footnote-ref-6)