Plan Phase Overview

The planning phase provides the primary tools that will determine how to complete a project within a defined time period, budget, and set of resources to meet objectives and benefits. The planning phase answers and/or clarifies the questions *What* (scope and success criteria), *Who* (resources), *When* (schedule), and *How* (management plans and budget). The planning phase deliverables are a set of living documents through the duration of the project. They change as more information becomes available through project execution, or as change requests are approved.

Participants

Executive Sponsor

Project Manager

Project Governance HR-PMO

Subject Matter Expert(s)

Project Team

Project Stakeholders

Budget

Project Sponsor

Business Owner(s)

IT Sponsor

Information Security Officer

Procurement/Contracts
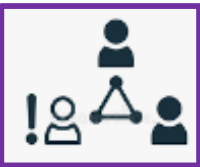
IT Infrastructure
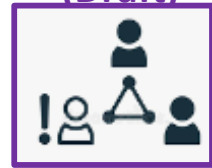

Finance

Inputs

Approved Project Charter

Project Kick-off Meeting (Scheduled)

Information Risk Assessment (Completed if applicable)

Stakeholder Register/RACI Matrix (Draft)

Change Management Plan (Draft)


Objectives

- Review, confirm & update the Project Charter, RACI matrix
- Conduct the Project kick-off meeting
- Verify initiation documentation to clarify goals and/or objectives and expected benefits
- Establish success criteria metrics/measures to ensure stakeholder expectations are met, according to project goals/objectives, benefits, and scope
- Define the deliverables and establish a clear end state with acceptance criteria
- Develop the Project Management Plan and its sub-components with input from the integrated project team
- Determine required skills and negotiate for appropriate resources to successfully execute project work within desired time frames
- Delegate accountability for project tasks required to achieve results
- If applicable, conduct project procurements (hardware, software purchases, contract services for expertise that does not exist on the project team, etc.). Contact Procurement for guidance & approval of procurements
- Identify and standardize processes & procedures that the project team will use throughout the life of the project
- Create the tools necessary to effectively coordinate and organize the work, and track progress during project execution
- Determine, communicate, and plan for projected costs
- Define baseline scope, budget, and schedule against which the team will track progress and performance, Approve the baseline planning artifacts
- Establish a clear understanding of project constraints (budget, scope, time, quality) and the flexibility of each
- Avoid ambiguity and duplication of work
- Increase the probability of success through appropriate risk management and mitigation to reduce uncertainties and avoid unnecessary delays
- Ensure appropriate stakeholder communication and transparency of work
- Optimize artifacts, periodically revise & update the artifacts as new information becomes available

Activities, Tools & Techniques

- Consult with project professionals who have implemented similar technology, worked with the same vendor, or managed Stakeholders with similar characteristics who are willing to share valuable insights to identify lessons learned that could be significant for the current project
- Prioritize high-level scope items and use those priorities to drive project planning and project decisions.
- Subject Matter Experts (SMEs) should develop requirements based on the business case and scope statement(s).
- Consider an incremental or modular approach to be able to deliver new functionality to users continuously
- Develop and rigorously manage the project's schedule.
- Engage security professionals early and often
- Effectively manage the effects of change on people
- Overcome resistance to change through leadership commitment, reinforcing behaviors, and engaging in active communication throughout every level of the organization
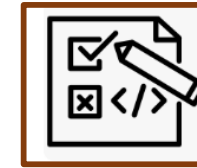
Outputs & Exit Criteria

Project Status Report
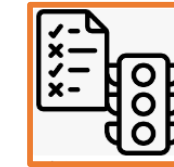
Testing Plan (Draft)

Project Charter (Updated)

Project Management Plan (Baselined)

Information Risk Assessment (Completed)

Change Management Plan (Final)

Stakeholder Register/ RACI Matrix (updated)

Training Plan (Draft)