



# PROJECT MANAGEMENT PLAN

<MONTH 20XX>

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Document revision history			
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# PART A: BUSINESS CASE

## Project Scope

### Goal

X

### Expected outcomes

- X

### Purpose

X

### Domains of change

Domains of change are very similar to key performance indicators. They are the areas in which we are expecting to see significant and specific changes, due to the impacts of the project. These are the areas in which we will be recording and measuring change.

- **Community cultural capital:** By the end of the X-year project, significant changes are expected to be made in community cultural capital (i.e. community attitudes, values, aspirations and sense of self-efficacy) and behavioural intentions regarding emergencies and disasters, as measured by the repeated Community Readiness Survey.
- **Culture change drivers:** By the end of the X-year project, significant developments are expected to be demonstrated in each of the four culture change drivers (i.e. engage, enable, encourage and exemplify), as evidenced in the project scope management records.
- **Behaviour change:** By the end of the X-year project, significant behaviour changes are expected to be demonstrated in the targeted communities of interest\*, as evidenced by the repeated Community Readiness Survey.

\*A 'community of interest' is a population of people who are either particularly vulnerable to the adverse impacts of emergencies or disasters, or who could become effective champions for emergency and disaster readiness within their own communities.

# Objectives

## 1. Community profile

To develop a community profile to identify our specific communities of interest and set emergency and disaster (E&D) readiness goals for each.

### Performance Indicators:

- *U-4-72 Community Profile* completed and submitted to Project Management Group by <date>.

### Activities:

- 1.1 X.
- 1.2 X
- 1.3 X.
- 1.4 X.
- 1.5 X.

## 2. Stakeholder engagement, communications and promotion

To undertake stakeholder analysis and communications management planning and obtain formal support from political and corporate stakeholders.

### Performance Indicators:

- Communications Management Plan completed and submitted to Project Management Group by <date>.
- Official written endorsement obtained from <list> by <date>.

### Activities:

- 2.1 X.
- 2.2 X.
- 2.3 X.
- 2.4 X.
- 2.5 X.

## 3. Prepare Resources

To prepare resources to take out to community during the A-PAR and C-PAR cycles.

### Performance Indicators:

- X

### Activities:

- 3.1 X.

3.2 X.

3.3 X.

3.4 X.

3.5 X.

## 4. Community Facilitators

To identify and engage people from our partnering agencies and the community to undertake participatory action research training and become official members of our U-4-72 Community Facilitators Team.

### Performance Indicators:

- X

### Activities:

4.1 X.

4.2 X.

4.3 X.

4.4 X.

4.5 X

## 5. Agency Participatory Action Research (A-PAR) cycles

To undertake A-PAR workshops with identified key agencies within our community.

### Performance Indicators:

- “A-PAR Results Report”, including Agency baseline data, prepared and submitted to project Management Team by <date>.

### Activities:

5.1 X.

5.2 X.

5.3 X.

5.4 X.

5.5 X.

## 6. Community Participatory Action Research (C-PAR) cycles

To undertake C-PAR cycles with our key communities-of-interest groups.

### Performance Indicators:

- “C-PAR Results Report”, including community preparedness baseline data, prepared and submitted to project Management Team by <date>.

**Activities:**

- 6.1 X.
- 6.2 X.
- 6.3 X.
- 6.4 X.
- 6.5 X.

## **7. Behavioural Drivers and Policy Interventions**

To identify, develop and roll out suitable behavioural drivers and policy interventions to support and enhance readiness.

**Performance Indicators:**

- Will depend on what is identified through the A-PAR and C-PAR processes.

**Activities:**

- 7.1 X.
- 7.2 X.
- 7.3 X.
- 7.4 X.
- 7.5 X.

## **8. Monitor, evaluate and report**

To implement project monitoring and evaluation processes, and undertake project reporting and evolution.

**Performance Indicators:**

- X

**Activities:**

- 8.1 X.
- 8.2 X.
- 8.3 X.
- 8.4 X.
- 8.5 X.



# Project stakeholders

## Stakeholder Analysis Matrix

Stakeholder	Interest (positive/negative)	Current or potential impact on project (High, Medium, Low)	Engagement & Participation Level/Method	Who	When

# Costs

## Project costs

Item	Costs
<b>YEAR ONE:</b>	
Project staff	\$0
Associated non labour and corporate overheads	\$0
Red Cross Staff and Resources:	\$0
▪ Desktop Research & community profiling	\$0
▪ Social Network Analysis	\$0
▪ Stakeholder engagement	\$0
▪ Resources development	\$0
▪ A-PAR Cycles	\$0
▪ Community Facilitation Team establishment	\$0
▪ C-PAR (35% of total)	\$0
<b>YEAR ONE PROJECT BUDGET</b>	<b>\$0</b>
<b>YEAR TWO:</b>	
Project staff	\$0
Associated non labour and corporate overheads	\$0
Red Cross Staff and Resources	\$0
▪ C-PAR (65%)	\$0
▪ Social Network Analysis	\$0
▪ Behavioural drivers and policy interventions	\$0
▪ Monitor, compile, evaluate, report	\$0
▪ Project incidentals	\$0
<b>YEAR TWO PROJECT BUDGET</b>	<b>\$0</b>
<b>TOTAL PROJECT BUDGET</b>	<b>\$0</b>

## Resource contribution from stakeholders

X.

## Cost implications post-project

Once the project is completed there may be cost implications to the key stakeholders in relation to the continued work on behavioural drivers and '4E' policy interventions (i.e. engage, encourage, enable and exemplify). However, the exact nature of this work cannot be known at this stage.

## **Overall project risk**

The overall project cost risk is low.

# PART B: PROJECT MANAGEMENT

## 1. Integration Management

### Integration with the organisational environment

This project will be managed within the existing organisational systems of the City of Bunbury (CoB). Each project at the CoB is loaded into the Interplan reporting system and must be reported upon on a quarterly basis in order to assess percentage progress towards key objectives over time. Project progress will be reported at monthly Project Management Group meetings, at regular Manager meetings of the City Development Services Division, at Executive Leadership Meetings (frequency to be determined), and at Council Briefings (frequency to be determined).

As this is a major project of the CoB, it will also be reported in the organisational Annual Report.

### Implementing Project Activities throughout the Project Life Cycle

Agreed Project Phases	Agreed Approval Points	Agreed Review Points
Desktop Research & U-4-72 Community Profile	End August 2012 with the acceptance of the U-4-72 Community Profile.	End August 2012 to determine how results of Community Profile affect ongoing project objectives.
Readiness Survey questionnaire development	End September with the acceptance of the Readiness Survey questionnaire.	End November 2012 when the survey has been part trialled through A-PAR, to make any necessary modifications and test before the end of A-PAR.
Stakeholder Engagement process	Acceptance of Stakeholder Communications Management Plan by early June 2012.	Mid-October 2012 with the completion of all Stakeholder Engagement activities.
A-PAR Cycles	End October 2012, with the finalisation and approval of the A-PAR engagement plan.	End June 2013, with the completion of the A-PAR cycles, and submission of the A-PAR Results Report in July 13.
Establishing Community Facilitation Team	End June 2013, with the signing of agreement by all Community Facilitators.	End July 2013, with the completion of training by all Community Facilitators.
C-PAR Cycles	End February 2014, with the finalisation and approval of the C-PAR engagement plan.	POINT 1: End October 2013, when Community Facilitators have been operational for 3 months. POINT 2: End February 2014, when Community Facilitators have completed C-PAR cycles.
Monitor, Compile, Evaluate, Report	End July 2014, with the completion of the Project Monitoring and Evaluation Plan.	End June 2014, with the completion of the Project Completion Report.

## **Arrangements for finalisation**

The project will be finalised by submitting a Completion Report to the National Disaster Resilience Program as per contractual obligations, and by submitting the same report to the Director of Planning and Development Services, and to the Executive Leadership Team at the City of Bunbury.

Once this project is completed, any follow-on projects associated with behavioural drivers and policy interventions will be treated as discrete projects, for which separate funding and project management arrangements will be secured.

## **2. Scope Management Plan**

### **Application of Scope Controls**

**Agreed scope management procedures and processes**

**Agreed change control procedures and processes**

**Agreed progress/results review & recording procedures and processes**

*(Describe how progress will be reviewed and results recorded to assess the effectiveness of scope management procedures)*

**Agreed Lessons Learned Knowledge Database arrangements**

*(Describe how issues and recommended improvement will be recorded and passed on to a higher project authority for application in future projects)*

**Expected stability of project scope**

*(Assess and document how stable you think the scope of this project is. How vulnerable is it to scope change?)*

### 3. Time Management Plan: Project Schedule & Responsibility Allocation

**CODES:** JK = J. Kowal    PN = P. Nolan    LW = L. Winter    RC = R. Cotton    MH = M. Howard    PMG = Proj Mgt Grp    PT = Project Team    CF = Comm Facilitators

#### Months 1-6

Objectives & Activities	July 2012				August 2012				Sept 2012				Oct 2012				Nov 2012				Dec 2012			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Objective 1: Desktop Research &amp; Profiling</b>																								
1.1 Investigate existing profiles					RC																			
1.3 Develop profiles using ABS data					RC																			
1.4 Id. communities of interest & goals					RC																			
1.6 Produce Community Profile							RC																	
<b>Objective 2: Stakeholder engagement</b>																								
2.1 Allocate responsibilities from Plan					LW																			
2.2 Undertake engagement						LW with PT			LW with PT				LW	LW										
2.3 Dev & impl Strat Comms Mgt Plan															RC		RC develop for PMG			RC develop for PMG				
<b>Objective 7: Resource development &amp; testing</b>																								
7.1 Develop participant handout							RC																	
7.2 Prepare Emergency Go Packs							LW/PN/MH		LW/PN/MH				LW/PN/MH				LW/PN/MH			LW/PN/MH				
7.3 Test out during APAR sessions																								
7.4 Modify resources as necessary																								
<b>Objective 3: Agency PAR (A-PAR)</b>																								
3.1 Agree on agencies and facilitators															LW/PMG									
3.2 Develop Preparedness Survey															RC									
3.3 Produce PPoint, video & materials															RC & LW									
3.4 Arrange sessions															LW & PN		LW & PN			LW & PN				
3.5 Facilitate A-PAR sessions																	LW/RC/PN			LW/RC/PN				

### Months 6-12

Objectives & Activities	January 2013				February 2013				March 2013				April 2013				May 2013				June 2013				
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
<b>Objective 3: Agency PAR (A-PAR)</b>																									
3.5 Facilitate A-PAR sessions	LW/RC/PN				LW/RC/PN				LW/RC/PN				LW/RC/PN				LW/RC/PN								
3.6 Modify PAR process as needed	LW/RC/PN				LW/RC/PN				LW/RC/PN				LW/RC/PN				LW/RC/PN								
3,7 Analyse survey data	MH				MH				MH				MH				MH				MH				
3.7 Lessons Learned Workshop (5.1)																								PT	
3.8 Produce A-PAR Results Report																								RC	
<b>Objective 4: Establish Community Facilitation Teams</b>																									
4.1 Employment conds & pay																	JK & PN								
4.2 Pre-arrange payment methods																		JK & PN							
4.3 Develop Facilitators Training Pgm																					RC				
4.4 Identify potential facilitators																		PMG/PT				PMG/PT			
4.5 Meet with candidates																								JK/PN	
4.6 Deliver information sessions																								JK/PN	
4.7 Formalise agreements																								JK	

### Months 13-18

Objectives & Activities	July 2013				August 2013				Sept 2013				October 2013				Nov 2013				Dec 2013			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Objective 4 ctd: Establish Community Facilitation Teams</b>																								
4.8 Deliver facilitators training			RC & LW																					
4.9 Develop facilitator work plans				PN																				
<b>Objective 5: Community PAR (C-PAR)</b>																								
5.1 Review A-PAR lessons for C-PAR	Completed in June																							
5.2 Modify C-PAR tools, as necessary	RC																							





Throughout project (note different timeframes in top row)

Objectives & Activities	Jun-Dec 2012				Jan-June 2013				Jul-Sept 2013				Oct-Dec 2013				Jan-Mar 2014				Mar-Jun 2014			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Objective 9: Monitor, compile, evaluate, report</b>																								
9.1	Develop project monitoring system		PMG/RC																					
9.2	Implement system		PT		PT				PT				PT				PT							
9.3	Reporting framework		PMG/RC																					
9.4	Project evolution arrangements		PMG/RC																					
9.5	Develop Project Evaluation Plan		RC/PMG																					
9.6	Gather evaluation data		PT		PT				PT				PT				PT							
9.7	Submit project evaluation reports																				PT			
9.8	Develop "How To" guide template		RC																					
9.9	Ensure photo documentation		PT		PT				PT				PT				PT							
9.10	Ensure video documentation		PT		PT				PT				PT				PT							
9.11	Document activity for Guide		PT		PT				PT				PT				PT							
9.12	Produce final Guide																				RC			

## **3b. Time Management Plan**

### **Implementation of Project Schedule**

#### **Measuring, recording and reporting progress**

(Describe the mechanisms you will use to measure, record and report progress of activities in relation to the agreed schedule and plans)

#### **Ongoing options analysis**

(Describe how you will identify variances and forecast the impact of changes to the schedule)

#### **Schedule changes**

(Describe how you will implemented schedule changes to ensure consistency with changing scope, objectives and constraints related to time and resource availability)

### **Assessing Time Management Outcomes**

(Describe how time management issues and recommended improvements will be recorded and passed on to a higher project authority for application in future projects)

## **4. Cost Management Plan**

### **Monitoring & Controlling Project Costs**

#### **Agreed financial management processes and procedures**

(Describe how these will be implemented to monitor actual expenditure and to control costs)

### **Financial Completion**

#### **Activities**

(Describe the activities that will signify financial completion.)

#### **Determine effectiveness of cost management**

(Describe how you will review project outcomes using available records and information to determine the effectiveness of cost management processes and procedures – and how recommended improvements will be recorded and passed on to a higher project authority for application in future projects)

## **5. Quality Management Plan**

### **Quality Assurance arrangements**

#### **Determining compliance**

(Describe how the results of project activities and product performance are measured and documented throughout the project life cycle to determine compliance with agreed quality standards)

## Corrective & preventive recommendations

(Describe how the causes of unsatisfactory results will be identified and how appropriate actions will be recommended to a higher project authority to enable continuous improvement in quality outcomes)

## Quality control

(Describe how inspections of quality processes and quality control results will be conducted to determine compliance of quality standards to overall quality objectives)

## Quality management system

(Describe how you will enable effective recording and communication of quality issues and outcomes to a higher project authority and stakeholders)

## Quality Improvement

### Change implementation

(Describe how processes will be reviewed and agreed changes implemented continually throughout the project life cycle to ensure continuous improvement to quality)

### Determining effectiveness

(Describe how project outcomes will be reviewed against performance criteria to determine the effectiveness of quality management processes and procedures)

## Agreed Lessons Learned Knowledge Database arrangements

(Describe how issues and recommended improvements will be recorded and passed on to a higher project authority for application in future projects)

# 6. Human Resource Management Plan

## Governance

### Structure

(Describe how the various project 'bodies' and individuals will be structured relative to each other – include a structure chart, if you wish.)

### Roles and responsibilities

Project role	Name/s	Responsibilities
Project Sponsor	John Kowal	
Project Manager		
Project		

## Key decision points (ie. higher authority)

Key project decision points	Higher authority for approval/sign-off
Approval of project plan	
Release of project funds	
Status reports	
Exception reports	
Significant variations to project plan	
Approval to progress to finalisation phase (final status report)	
Project completion report	

## Human Resource Training & Development

### Clarify understanding

(Describe how you will communicate designated staff responsibilities, authority and individual performance measurement criteria to the project team and other relevant stakeholders to ensure clarity of understanding of the work and to provide a basis for ongoing assessment)

### Development & training

(Describe how you will identify, approve and implement ongoing training and development for project staff to achieve HRM and overall project objectives.)

### Individual performance measurement

(Describe how you will measure individual performance against agreed criteria and initiate actions to overcome shortfalls in performance and encourage career progression.)

## Managing Project Team & Stakeholders

### Interpersonal communication, counselling & conflict resolution

(Describe how you will establish procedures for interpersonal communication, counselling and conflict resolution to maintain a positive working environment.)

### Stakeholder expectations

(Describe how you will continually review stakeholder expectations to resolve expectation variance and ensure the project is on track to deliver expected outcomes.)

### Agreed Lessons Learned Knowledge Database arrangements

(Describe how HRM issues and recommended improvements will be recorded and passed on to a higher project authority for application in future projects)

## 7. Communications Management Plan

# Communications Matrix for Project Reporting

(Use Stakeholder Analysis Matrix as your foundation)

What	How	With/To Whom	When/how often

## Reporting issues and problems

(Describe how communication and information management system problems will be identified and reported to a higher project authority, and agreed remedial actions are implemented to ensure project objectives are met.)

## Information Management

Document Type/Name	Electronic Location	Hard copy location

## Information validation processes

Describe how information validation processes will be implemented, modified, monitored and controlled to optimise quality and accuracy of data (e.g. version control)

## Assess Communications Management Outcomes

### Finalisation

(Describe how finalisation activities will be conducted to ensure agreed ownership of, and responsibility for, information collected.)

## Agreed Lessons Learned Knowledge Database arrangements

(Describe how HRM issues and recommended improvements will be recorded and passed on to a higher project authority for application in future projects)

## 8. Risk Management Plan

### Risk Management Matrix

Risk	Causes	Impact H/M/L	Likeli- hood H/M/L	Trigger date	Risk Management	
					Preventive (Who)	Treatment (Who)

# Monitoring & Controlling Project Risks

## Responding to variance

(Describe how progress will be monitored against project sub-plans to identify variances and recommend responses to a higher project authority for remedial action.)

## Reflecting changing project objectives

(Describe how sub-plans will be modified to reflect changing objectives in an uncertain environment)

# Assessing Risk Management Outcomes

## Determining effectiveness

(Describe how project outcomes will be reviewed to determine the effectiveness of risk management processes and procedures)

## Agreed Lessons Learned Knowledge Database arrangements

(Describe how risk management issues and recommended improvements will be recorded and passed on to a higher project authority for application in future projects)

# 9. Procurement Management Plan

## Establishing Agreed Procedures

### Determine contribution of procurement to the project

(Describe how information will be obtained from established sources capable of fulfilling procurement requirements to determine how project objectives can be met.)

### Selection processes

(Describe how established selection processes and selection criteria (including OHS requirements) will be adopted and communicated to stakeholders and prospective contractors or suppliers to ensure fair competition.)

### Approvals

(Describe how approvals for procurement processes to be used for the project will be obtained from a higher project authority to enable formal discussions to be conducted.)



# Conducting Contracting and Procurement Activities

## Communicate proposals/specifications

(Describe how agreed proposals and/or specifications will be communicated to prospective contractors or suppliers to ensure clarity of understanding of project objectives.)

## Evaluation & selection

(Describe how responses will be evaluated and preferred contractors or suppliers selected in accordance with legal requirements and agreed selection processes.)

## Negotiate contract

(Describe how negotiations will be conducted with the preferred contractor or supplier, with guidance of a higher project authority if necessary, to agree on contract terms and conditions, establish common goals and minimise uncertainty.)

# Implementing the Contract and/or Procurement

## Modifications

(Describe how established procurement management plan will be implemented and modifications made with a higher project authority approval to ensure a common approach to achievement of objectives.)

## Change management

(Describe how progress will be reviewed and agreed changes managed to ensure timely completion of tasks, resolution of conflicts and achievement of project objectives within the legal framework of the contract.)

## Reporting issues and problems

(Describe how procurement management problems will be identified and reported to a higher project authority, and agreed remedial actions are implemented to ensure project objectives are met.)

# Managing Contract and Procurement Finalisation Procedures

## Finalisation activities

(Describe how finalisation activities will be conducted to ensure contract deliverables meet contractual requirements.)

### Determining effectiveness

(Describe how project outcomes will be reviewed using available procurement records and information to determine the effectiveness of contracting and procurement processes and procedures.)

### Agreed Lessons Learned Knowledge Database arrangements

(Describe how procurement management issues and recommended improvements will be recorded and passed on to a higher project authority for application in future projects)

### Recommendations and decisions

Recommendations	
<input type="checkbox"/> Progress to implementation phase  Comments:	<b>Prepared by</b>  Name:  Division:  Date:
Approval/decision	
<b>Next Step</b>  <input type="checkbox"/> Progress to implementation phase  <input type="checkbox"/> Revise project plan-present again  Comments:	<b>Project Sponsor</b>  Name:  <b>Higher Authority:</b>  Name:
<b>Resources approved?</b>  <input type="checkbox"/> Yes                      Amount \$  <input type="checkbox"/> No  <input type="checkbox"/> N/A	<b>Parameters of Project Manager authority</b>  Time:  Cost:  Quality:  Other:

Name:	Signed:
Position:	Date: