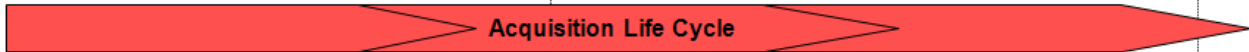




## Project Life Cycle Framework



Initiation Phase	System Concept Development	Planning Phase	Requirements Analysis	Design Phase	Development	Integration & Testing	Implementation	Operations & Maintenance	Disposition Closeout
<ul style="list-style-type: none"> <li>• Pre-Initiation</li> <li>• Business Case</li> <li>• Project Analysis</li> <li>• Technical Feasibility</li> <li>• Economic Feasibility</li> <li>• Project Proposal</li> <li>• Project Charter</li> <li>• Project Checklist</li> </ul>	<ul style="list-style-type: none"> <li>• Cost Benefit Analysis</li> <li>• Feasibility Study</li> <li>• Risk Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Scope Statement</li> <li>• WBS</li> <li>• Schedule</li> <li>• Organize Staff</li> <li>• Change Plan</li> <li>• Communication Plan</li> <li>• Quality Plan</li> <li>• Procurement Plan</li> <li>• Performance Measures</li> <li>• Budget Planning</li> <li>• Project Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Requirement Specifications</li> <li>• Traceability Matrix</li> <li>• Use Case Development</li> <li>• Test Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Project Plan (Baseline)</li> <li>• Apply Management Controls</li> <li>• System Design</li> <li>• Implementation Plan</li> <li>• Conversion Plan</li> <li>• Maintenance Plan</li> <li>• System Administration Plan</li> <li>• Training Plan</li> <li>• User Manual</li> </ul>	<ul style="list-style-type: none"> <li>• Contingency Plan</li> <li>• Software Development</li> <li>• Integration</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Integrated Project Plan</li> <li>• Go-Live Readiness Assessment</li> <li>• Test Analysis Report</li> </ul>	<ul style="list-style-type: none"> <li>• Project Execution &amp; User Acceptance</li> <li>• Implement Approved Training Plan</li> <li>• Conduct Closeout Task</li> <li>• Lessons Learned</li> <li>• Project Transition Checklist</li> </ul>	<ul style="list-style-type: none"> <li>• Closeout Report</li> <li>• Procurement Audit</li> <li>• Contract Closeout</li> <li>• Lessons Learned Archive</li> <li>• Post Implementation Review</li> <li>• EA ROI Report</li> <li>• Performance Measure</li> <li>• Pre-initiate Changes</li> </ul>	<ul style="list-style-type: none"> <li>• Disposition Plan</li> <li>• Project Closeout</li> <li>• Post Termination Review Report</li> </ul>

# Project Life Cycle Framework Templates



## Initiation Phase

### Step 1 - Pre-Initiation Phase: Business Case

The business case aims to inform decision makers of costs, benefits, timelines, risks, and returns on an investment of resources (personnel, time, and money) necessary to address a problem or opportunity. The business case essentially answers the question: "Why should we do this now?" The owner of the business case is the business manager although s/he may have used a project manager or business transition manager to detail this report and presentation for a governing body review.

### Step 2 - Initiation Phase: Strategy

This document serves to further detail the project business case. Essentially, the strategy document details the approved solution (as outlined in the business case). The strategy includes the charter, scope, and general concept, method, processes, activities, and philosophy of managing this endeavor through planning, execution, and closing – detailing the resources (time, money, personnel, et al.) necessary for success.

### Lessons Learned

Use this summary report at the end of each phase. Most projects capture "lessons learned" through means of a "post action review," or "retrospective." The aim of such work is to learn and improve personnel, project, program, and organization efficiency and effectiveness. To continuously improve requires investigation into our successes and failures. Your trends and lessons learned documentation should be a product comprised from all stakeholders based on an open system concept.



## Planning Phase

### Step 3 - Integrated Project Plan

This document serves to further detail the project business case and strategy. Essentially, the integrated project plan documents all core work plans and project facilitation plans, details the approved solution (as outlined in the business case), and incorporates the project charter, scope, and general concept, method, processes, activities, and philosophy of managing the project through planning, executing, and closing, detailing resources necessary for success.

### Step 4 - Communication Plan

The introduction of projects to bring about change normally generates certain amounts of confusion, ambivalence, and conflict. The primary purpose of communication is to mitigate these issues. Starting with an understanding of the problem/opportunity, business goals, and project scope, communication activities detail stakeholders, and key messages, strategies, and tactics to facilitate a success project. In short, the focus is on whom needs what information, when, and how.

### Step 5 - Post Implementation Review

Approval of the Post-Implementation Review of Business Outcomes indicates an understanding and acceptance of the post-implementation results described in this deliverable.



## Execution Phase

### Step 6 - Implementation

Readiness for change is determined "in terms of their [target groups] awareness of the need for change, their skill to make the required changes and their commitment to putting changes into place" There are a number of times throughout a project change endeavor that a Readiness assessment should be conducted – during Initiating and Executing. Each assesses readiness and yields findings of what leaders need to do to intervene for greater readiness.

### Step 7 - Monitoring and Controlling

Monitoring and controlling is essential for successful projects. This is a tool aims to provided the project team, committees, and other stakeholders necessary information that summarizes critical aspects of the project work (accomplishments over a specified period of time and the upcoming work efforts) from which awareness can be gained and planning and decision-making can be conducted.



## Closing Phase

### Step 8 - Transition Support

This plan essentially serves as a final review prior to operations and maintenance and details the service/performance level agreement that all stakeholders share.



## Maintenance and Operations Phase (M & O)

### Step 9 - Performance Measures

The active use of performance measures and metrics is a contributing factor to organizational success. Data associated with key performance indicators are the means for decision making and determination of major project endeavors. This document serves to quantify critical aspects of the business. For greatest effectiveness, measures should be clearly defined, used consistently, and be accompanied with measure baselines and targets.



# <Name of Project Here>

## STEP 1- PRE-INITIATION PHASE: BUSINESS CASE

### Executive Summary & Background:

In 125 words or less – to the next section header – describe the current state of the business and pressures to change – need for this business case and the potential for a project.

Include financial detail, such as, general rough cost expenses and value from investment.

### Peer Industry Best Practices:

List key peer agency/organization and industry contacts. Keep to less than 50 words – to the next section header.

### Personnel Responsible for the Business Case:

<List names>

**Problem Definition/Opportunity Statement:** From a performance measure and metric perspective offer a statement that illustrates the problem or opportunity. Keep this statement to 25 words or less.

**Business/Operational Impact:** Clearly indicate the impact of the problem/opportunity including the impact of the proposed solution. Note if the impact is technology, process, practice, law, personnel, structure, et al. Keep this statement to 50 words or less.

**Recommended Solution:** Detail the proposed solution to the problem statement. Address the benefits, costs, personnel, and time needed to proceed through the next phase of work and estimates for the entire solution (included fully loaded costs). Indicate at a high level the alternative solutions considered prior to making this solution. Keep this statement to 60 words or less.

**Goals & Objectives:** If approved, what are the expected results? Detail important measures and metrics (financial, operational, customer, employee, etc.). Keep this section to less than 25 words.

**Risks of Inaction:** Outlined the top three to five risks associated with inaction or not moving forward with the proposed solution. Keep this section to less than 25 words.

### Business Case Checklist:

The Business Case Checklist has been followed and completed as part of this Pre-Initiation work.

Yes

No

### Top Risk With the Solution:

- 
- 
- 
- 
- 

### Next Steps:

Outline next major work effort, who is responsible, and when it will be complete (for next decision). Keep to less than 50 words – to the next section header.

### Personnel needed for next phase:

Keep to less than 50 words – to the next section header.

### Business Case Approved:

Yes

No

Key contacts: <list any additional key contacts here>



# <Name of Project Here>

## STEP 2 - INITIATION PHASE: STRATEGY

### Executive Summary & Background:

Pull from Business Case Summary and Background --- In 125 words or less – to the next section header – describe the current state of the business and pressures to change – need for this business case and the potential for a project.

Include here the team structure, a clear understanding of project requirement categories (business, technical, facility, personnel, etc.), and major project phases and deliverables.

### Peer State & Industry Best Practices:

<List key peer states and contact information. Keep to less than 50 words – to the next section header>

### Personnel Responsible for the Strategy:

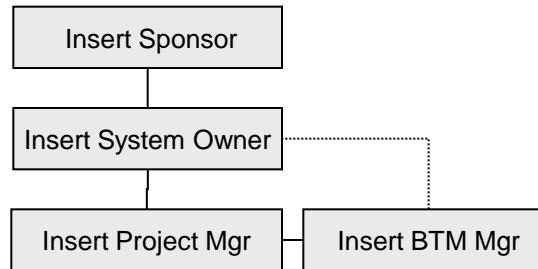
<list names>

### Approved Solution – Scope & Charter:

Detail the proposed solution to the problem statement. Address the benefits, costs, personnel, and time needed to proceed through the next phase of work and estimates for the entire solution (included fully loaded costs). Indicate at a high level the alternative solutions considered prior to making this solution. Keep this statement to 60 words or less.

**Business/Operational Impact:** Clearly indicate the impact of the problem/opportunity including the impact of the proposed solution. Note if the impact is technology, process, practice, law, personnel, structure, et al. Keep this statement to 50 words or less.

**Measures and Metrics:** If approved, what are the expected results? Detail important measures and metrics (financial, operational, customer, employee, etc.). Keep this section to less than 25 words.



### Risks, Assumptions & Mitigations:

1. <pull from Business Case and add brief mitigation plan>
2. <pull from Business Case and add brief mitigation plan>
3. <pull from Business Case and add brief mitigation plan>
4. <pull from Business Case and add brief mitigation plan>
5. <pull from Business Case and add brief mitigation plan>
- 6.

### Next Steps:

Outline next major work effort, who is responsible, and when it will be complete (for next decision). Keep to less than 50 words – to the next section header.

### Personnel needed for next phase:

Keep to less than 50 words – to the next section header.

### Project Strategy Approved:

Yes  No

Key contacts: <list any additional key contacts here>



# <Name of Project Here>

## STEP 3 - PLANNING PHASE: INTEGRATED PROJECT PLAN

Schedule: Double click on schedule and edit accordingly.

	<Year>												<Year>		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	...
<b>&lt;Project Name Here&gt;</b>															
<b>Phase 1</b>															
<b>Phase 2</b>															
<b>Phase N</b>															
<b>Cost</b>															

**Critical Risks & Mitigations:**

- <pull from Strategy>
- <pull from Strategy>
- <pull from Strategy>
- <pull from Strategy>
- <pull from Strategy>

\_\_\_\_\_

\_\_\_\_\_

**Next Steps:**

Outline next major work effort, who is responsible, and when it will be complete (for next decision). Keep to less than 50 words – to the next section header.

**Integrated Plan Approved:**

Yes     No

### Executive Summary & Background:

Pull from Strategy Summary and Background --- In 125 words or less – to the next section header – describe the current state of the business and pressures to change – need for this business case and the potential for a project.

Include here the team structure, a clear understanding of project requirement categories (business, technical, facility, personnel, etc.), and major project phases and deliverables.

Include cost summary for work activities.

### Project Guiding Principles:

- <List and describe one principle here>
- <List and describe one principle here>
- <List and describe one principle here>
- <List and describe one principle here>
- <List and describe one principle here>
- <List and describe one principle here>

### Key Project Personnel:

- <Sponsor, name, email>
- <Project Manager, name, email>
- <Business Transition Manager, name, email>
- <Contractor, names, emails>

Other contacts: <list any additional key contacts here>



# <Name of Project Here>

## STEP 4 - PLANNING PHASE: COMMUNICATION PLAN

### Problem Definition/Opportunity Statement:

Pull from business case and strategy. Succinctly yet clearly describe the business need and rationale for this project.

**Business Goals and Objectives:** Pull from business case and strategy. Succinctly yet clearly describe the business goals the project aims to reach.

**Project Scope:** Pull from strategy. Succinctly yet clearly describe the project scope in terms of the change from current state – new technology, new business processes, new organizational structure, etc.

### Stakeholder Groups and Key Participants:

<Stakeholder Group Name>: <Key Contact>  
Indication of impact and need>

<Stakeholder Group Name>: <Key Contact>  
Indication of impact and need>

<Stakeholder Group Name>: <Key Contact>  
Indication of impact and need>

<Stakeholder Group Name>: <Key Contact>  
Indication of impact and need>

<Stakeholder Group Name>: <Key Contact>  
Indication of impact and need>

<Stakeholder Group Name>: <Key Contact>  
Indication of impact and need>

<Stakeholder Group Name>: <Key Contact>  
Indication of impact and need>

**Primary Value Proposition:** Clearly outline the primary value proposition(s) or result(s) from the successful project completion. This/These will serve as the basis of key categories for talking points throughout the project.

**Message Positioning:** Outline the rationale phraseology for this project and need based (usually something about efficiency, effectiveness, customer needs/responsiveness, ease of use, accessibility, etc.

### Strategies, Activities & Success Determinants:

- Objective #1: <insert objective>  
Tactics: <insert tactics>  
Metrics: <insert means to measure success of tactics>
- Objective #2: <insert objective>  
Tactics: <insert tactics>  
Metrics: <insert means to measure success of tactics>
- Objective #3: <insert objective>  
Tactics: <insert tactics>  
Metrics: <insert means to measure success of tactics>
- Objective #4: <insert objective>  
Tactics: <insert tactics>  
Metrics: <insert means to measure success of tactics>
- Objective #5: <insert objective>  
Tactics: <insert tactics>  
Metric: <insert means to measure success of tactics>

### Communication Checklist:

- Need and Goals are agreed upon
- Need and Goals are clear
- Stakeholder Analysis is complete
- Relationship mapping is complete
- Value proposition and positioning statements are clear and in use
- Roles and Responsibilities are known and accepted
- Strategies and tactics are detailed
- Strategies and tactics have metrics
- An editorial calendar is in use and addresses the project and business
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

### Channels & Mediums in Use

- <list>
- <list>
- <list>
- <list>
- <list>
- <list>
- <list>
- <list>
- <list>
- <list>
- <list>
- <list>

### Communication Plan Approved:

- Yes  No

Key contacts: <list any additional key contacts here>





# PLCF Process of Excellence

Project Management & Business Outcome

## STEP 5 - Post Implementation Review

**Project Charter and Scope Summary:**  
<Based from Business Case>

### Quantitative and Qualitative Benefits

**POLICY  
FULIFILLMNET**

**VALUE FACTOR:** List project's impact on agency's ability to fulfill statute & other mandates:

- [direct mandate or regulation]
- [derived mandate or regulation]
- [improves turnaround time ]
- [compliance results to mandates or regulation]

### Continuous Improvement Plan

Future solutions/needs:

- <list>

### Critical Project Deliverables:

	Met
Goals	-----
•	Y/N
•	Y/N
•	Y/N
•	Y/N
Scope Change	
• <Deliverable 1>	Y/N
• <Deliverable 2>	Y/N
• <Deliverable 3>	Y/N
• <Deliverable 4>	Y/N

**STRATEGIC  
ALIGNMENT**

**VALUE FACTOR** List project's impact to deliver a technology solution aligned with agency's and state's strategic goals & objectives:

- [supports agency & statewide goals]
- [critical need]
- [long-term strategic effort]
- [vision of agency & state]
- [priorities of agency & state]

**This person is responsible for ongoing measures and metrics:** < insert name here >

**ORGANIZATIO  
N IMPACT  
ANALYSIS**

**VALUE FACTOR** List project's impact to deliver a technology solution that supports agency's architecture & standards:

- [project results]
- [project results]
- [project results]

### Lesson Learned:

Top five best practices from project:

- 
- 
- 
- 
- 

Top five things to do differently:

- 
- 
- 
- 
- 

	Planned	Actual
Budget	-----	-----
	\$\$	\$\$
Schedule	Time	Time
ROI	\$\$	\$\$

**FIANCIAL  
ANALYSIS**

**VALUE FACTOR** Identify benefits realized to date and not yet realized:

- [Cumulative Savings]
- [Cost Avoidance]
- [Revenue Generation]
- [Constituent Project Benefits]
- [Financial Forecast]

Signed: \_\_\_\_\_

Project Manager

Signed: \_\_\_\_\_

Sponsor

Date: \_\_\_\_\_



# <Name of Project Here>

## STEP 6 - EXECUTION PHASE: IMPLEMENTATION - READINESS FOR CHANGE/GO-LIVE

Readiness Plan	<insert current date>	Accomplishments	Planned Activities	<insert go-live date>
<b>R</b> Resources		Insert accomplishments regarding preparing the organization for change in terms of this category – resources.	Insert planned activities between now and go-live to increase preparedness/readiness for change in terms of this category – resources.	
This category assesses the physical, financial, and personnel resources needed for the change initiative and time allocation.				
<b>E</b> Education & Training		Insert accomplishments regarding preparing the organization for change – in terms of this category – education and training.	Insert planned activities between now and go-live to increase preparedness/readiness for change in terms of this category – education and training.	
This category assesses personnel development needs typically associated with education or training relative to the change.				
<b>A</b> Awareness & Communication		Insert accomplishments regarding preparing the organization for change in terms of this category – awareness and communication.	Insert planned activities between now and go-live to increase preparedness/readiness for change in terms of this category – awareness.	
This category assesses the communication and involvement from the perspective of building awareness for the change.				
<b>D</b> Dynamics (Organization)		Insert accomplishments regarding preparing the organization for change – in terms of this category – dynamics of the organization.	Insert planned activities between now and go-live to increase preparedness/readiness for change in terms of this category – dynamics.	
This category assesses all the dimensions and dynamics of organizations (technology, structure, practices, processes, etc.)				
<b>I</b> Implementation Plan		Insert accomplishments regarding preparing the organization for change – in terms of this category – implementation planning.	Insert planned activities between now and go-live to increase preparedness/readiness for change in terms of this category – implementation planning.	
This category assesses the business case, strategy, and integrated plan(s) associated with implementing the change project.				

### READI Assessment Plan:

Detail the plan for using the Readiness assessment throughout the project. Was it used for the business case and the strategy? What is the time for its use post Kick-Off and Pre Go-Live: It is recommended (depending on project duration) that this tool be used at least 180 and 300 days post kick-off and 180, 90, and 30 days prior to go-live.

### Overall READI Assessment:



### Top Issues, Risks, & Mitigations:

1. <outline the top five concerns and associated mitigation plan>
2. <outline the top five concerns and associated mitigation plan>
3. <outline the top five concerns and associated mitigation plan>
4. <outline the top five concerns and associated mitigation plan>
5. <outline the top five concerns and associated mitigation plan>

Key contacts: <list any additional key contacts here>

### Readiness Plan Approved:

Yes  No





# <Name of Project Here>

## STEP 7 - EXECUTION PHASE: MONITORING & CONTROLLING

### Executive Summary & Project Summary:

In 125 words or less – to the next section header – describe the current state of the business and pressures to change – need for this business case and the potential for a project.

### Milestones

Description	Plan	Actual	Status
<major deliverable>			

### Overall Project Status:

J	F	M	A	M	J	J	A	S	O	N	D
G	Y	R									

### Current Dashboard Status

Schedule	G	QA Assessment	G
Cost	Y	Business Transition	Y
Scope	R	Infrastructure	R
Changes		Resources	

### Budget Summary

	Project Total	FY 07-2010	FY 09-2011
Budget	\$		
Actual	\$		
<b>Total Forecast:</b>	\$		

### Funding Specifications

Fund Type	FF/GF
Fund Split	50/50
Index / PCA	/ Description

### Schedule Summary

Baseline End Date	
Projected End Date	
% Complete	

### Project Dependencies:

List and describe known dependencies of this project (and major work efforts) and others including those at agency and the like.

### Outside Agency Interaction:

List and describe any outside agency interaction.

### Phases, Stages, & Gates:

Insert project phase information and gates surpassed and planned.

Key contacts: <list names of project manager, sponsor, and additional key contacts here>



# <Name of Project Here>

## STEP 8 - CLOSING PHASE: TRANSITION SUPPORT

### Executive Summary & Background:

Detail the approach and specifics of the transition.

### Major Transition Events

20xx

Jan Feb . . . insert timeline here for the transition . . . Jan Feb

20xx

1. Include system freezes
2. Include system freezes
3. Include system freezes
4. Include system freezes
5. Include system freezes
6. Include blackout dates/times
7. Include blackout dates/times
8. Include blackout dates/times
9. Include blackout dates/times
10. Include blackout dates/times
11. Insert transition / Switch Date(s)
12. Insert communication events
13. Insert communication events
14. Insert communication events

**Business/Operational Impact:** Clearly indicate the impact of the transition on systems, people, and businesses.

**Meeting Times for Transition:** Outline the major risks and mitigations and the planned meetings to review the progress of the transition.

**Measures and Metrics:** Indicated the major measures and metrics that will be tracked pre-, during-, and post-transition.

**Transition Plan Approved:**

Yes  No

### Personnel Responsible for the Transition

#### Support Plan:

<list names>

Key contacts: <list any additional key contacts here>



# <Name of Project Here>

Step 9 - M & O PHASE: PERFORMANCE MEASURES

## Executive Business Summary:

Explain the business – customers, services provided, and the means of providing the service. In essence, briefly outline the high level processes and functions of the business.

### Key Performance Indicators – Internal:

- <List KPI 1 with description.  
Insert baseline, current data, and target>
- <List KPI 2 with description.  
Insert baseline, current data, and target>
- <List KPI 3 with description.  
Insert baseline, current data, and target>
- <List KPI 4 with description.  
Insert baseline, current data, and target>
- <List KPI 5 with description.  
Insert baseline, current data, and target>
- <List KPI 6 with description.  
Insert baseline, current data, and target>
- <List KPI 7 with description.  
Insert baseline, current data, and target>
- <List KPI 8 with description.  
Insert baseline, current data, and target>
- <List KPI 9 with description.  
Insert baseline, current data, and target>
- <List KPI 10 with description.  
Insert baseline, current data, and target>

### Key Performance Indicators – External:

Detail any external indicators being tracked and measured for possible impact on internal indicators.

## Performance Analysis & Findings:

Provide rationale and meaning to the measures here. Explain what the data is saying and determine any decisions that are needed. If room permits, illustrate a trend line for the Key Performance Indicators (KPI's).

## Performance Measures Plan:

Detail the performance measures plan and schedule for reporting here for approval.

### Performance Measures Plan Approved:

Yes  No

Key contacts: <list person(s) responsible for tracking and reporting performance measures here and indicate the next reporting period>



# <Name of Project Here>

## TRENDS & LESSONS LEARNED

- Initiation Phase
- Planning Phase
- Execution Phase
- Closing Phase
- M&O Phase

### The “Triple Constraints” of the Project:

	Under	Met	Over
Scope		x	
Time		x	
Cost		x	

### Critical Project Deliverables:

	Planned/Actual Delivery	Cost
Business Case	x/x	x/x
Scope & Charter	x/x	x/x
RFP/Contracting	x/x	x/x
Requirements	x/x	x/x
Design	x/x	x/x
AS-IS	x/x	x/x
TO-BE	x/x	x/x
GAP Analysis	x/x	x/x
Development	x/x	x/x
Testing	x/x	x/x
Training	x/x	x/x
Go-Live	x/x	x/x
Other	x/x	x/x
Other	x/x	x/x
Other	x/x	x/x
Other	x/x	x/x
Other	x/x	x/x
Total Time and Cost	x/x	x/x

### Personnel Responsible for Trends & Lessons:

<list names>

### Results & Critical Conclusions (Good, Bad, Other):

**Theme:** Document a critical theme here followed by one or more recommendations.  
 Recommendation<sub>1</sub>:  
 Recommendation<sub>2</sub>:  
 Recommendation<sub>3</sub>:

**Theme:** Document a critical theme here followed by one or more recommendations.  
 Recommendation<sub>1</sub>:  
 Recommendation<sub>2</sub>:  
 Recommendation<sub>3</sub>:

**Theme:** Document a critical theme here followed by one or more recommendations.  
 Recommendation<sub>1</sub>:  
 Recommendation<sub>2</sub>:  
 Recommendation<sub>3</sub>:

**Theme:** Document a critical theme here followed by one or more recommendations.  
 Recommendation<sub>1</sub>:  
 Recommendation<sub>2</sub>:  
 Recommendation<sub>3</sub>:

### Top 10 Keepers as Best Practice

10. <list>
9. <list>
8. <list>
7. <list>
6. <list>
5. <list>
4. <list>
3. <list>
2. <list>
1. <list>

### Top 10 Things to do Differently

10. <list>
9. <list>
8. <list>
7. <list>
6. <list>
5. <list>
4. <list>
3. <list>
2. <list>
1. <list>

### Trends and Lessons Accepted:

- Yes  No