

**Projects Office**

*Tari Kaupapa*

**Project Methodology Template Examples**

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# Templates

|  |  |  |
| --- | --- | --- |
|  | **Project Management** | **Standard Deliverables** |
| **Propose** | Project Notification Project Priority calculation Terms of ReferenceRisk Register Project Control BookI-Tools Project Registration | Business User Requirements RFIRFAFeasibility study Business Case |
| **Prepare** | Work Breakdown Structure Communication Plan Quality Assurance Plan Implementation Plan Project Management Plan | System User Requirements Master Test PlanTraining Plan |
| **Produce** | Statement of Work Change Request Form Change Request RegisterProject Team Meeting Notes Project Status ReportsPeer Review Risk Form Issue Form Issue RegisterCommunication RegisterDeliverable sign-off | Individual Test Plan Defects RegisterTraining Material/User Guides |
| **Present** | Post Implementation Review Project Closure Statement | Handover signoff |

### *Project Notification Example*

**Project Information**

|  |  |
| --- | --- |
| Project Description: | *<Brief description, 1 paragraph>*A new Contract Management System is required to enable managers to manage contract effectively and reduce the risk to the University of potentially damaging contracts. |
| Date: | *<of this notification>*Today |
| Project Ownership: | *<areas responsible for this project>*Someone Important |
| Project Contacts: | *<name, position, phone, email>*Me, Manager, 5555, me@massey.ac.nz |
| Project Approval: | *<Authority for project funding (e.g. Capital budget)>*A Big Committee |

**Objectives**

*<Reasons for the project, overall aims & outcomes>*

* + - To enable the effective monitoring of contracts, including status and expiry date for renegotiation
		- To enable management reporting of contracts to reduce the risk to the University of potential damage
		- To have a central repository of contracts in the University for easy access and maintenance.

# Scope

*<The activities and tasks contained in the project, showing project boundaries including activities outside scope>*

* To document the business, user and system requirements of a new System at the University
* To identify and document options for the purchasing/developing of a system that recognises the needs of the University
* To purchase a new System
* To implement the new System within the University environment
* To document the process for the University.

# Dependencies

*<A statement of the expected impact of project outcomes on Massey systems and process, as well as impacts on the project of other key systems and processes where applicable. Projects must integrate with Massey business dates, with existing processes, services and systems and with each other.>*

1. That all existing contracts are not included, are incorrect or incomplete within the current spreadsheets and filing cabinets.
2. Staff unaware that the new Contract Document Management System has been implemented, continue managing their own contracts on an ad hoc basis, future contracts may not be collected
3. Scope creep threatens delivery in timeframe
4. Software application restricts decisions that are made within this project.

# Costs

*<A rough estimate of the funding required that is envisaged for the project>*

Lots

### *Project Priority Calculation Example*

**Project Prioritisation Tool**

#### Project name Overview of project Sponsor

|  |  |
| --- | --- |
| Contract Management Project |  |
| This project will replace the current manual workarounds of contracts |
| University Registrar |  |
| Today |  |

**Date**

**Type of project** Legal Compliance

**Criteria for prioritisation**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Criteria*** | ***Result*** | ***Rating*** | ***Raw Points*** | ***Total Raw Points*** | ***Weight******%*** | ***Weighted Points*** |

**Link to 10 year plan** Available here

**Research & Creative Works**

No impact or insignificant impact 0

0

*Describe how the project will assist to achieve the objectives highlighted*

Moderate impact 2

Significant impact 5

High impact 10

**Teaching & Learning**

No impact or insignificant impact 0

0

*Describe how the project will assist to achieve the objectives highlighted*

Moderate impact 2

Significant impact 5

High impact 10

**Treaty of Waitangi**

No impact or insignificant impact 0

0

*Describe how the project will assist to achieve the objectives highlighted*

Moderate impact 2

Significant impact 5

High impact 10

**Students**

No impact or insignificant impact 0

0

*Describe how the project will assist to achieve the objectives highlighted*

Moderate impact 2

Significant impact 5

High impact 10

**Staff**

No impact or insignificant impact 0

0

*Describe how the project will assist to achieve the objectives highlighted*

Moderate impact 2

Significant impact 5

High impact 10

**The University & the wider community**

No impact or insignificant impact 0

0

*Describe how the project will assist to achieve the objectives highlighted*

Moderate impact 2

Significant impact 5

High impact 10

**Internationalism**

No impact or insignificant impact 0

0

*Describe how the project will assist to achieve the objectives highlighted*

Moderate impact 2

Significant impact 5

High impact 10

**Organisation & Management**

No impact or insignificant impact 0

*This project will assist managers to effectively manage contracts – when they are due, conditions, risk*

5

Moderate impact 2

Significant impact 5

High impact 10

**Total Link to 10 year plan** 5 30 15

**Areas 1**

#### Risk Impact

10

**Compliance Risk Rating** Low 0

*What is the consequence to compliance of not doing the project - provide a brief reason for the rating*

Medium 2

High 5

Critical 10

**Strategic Risk Rating** Low 0

*What is the consequence to strategy of not doing the project - provide a brief reason for the rating*

2

Medium 2

High 5

Critical 10

**Total Risk Impact** 12 50 30

#### Financial Impact:

2

**Payback period** Over 3 years 0

*Provide information to justify the raw score: Amount of time for financial benefits to recoup expenditure*

Between 2 years and up to 3 years 2

Between 1 year and up to 2 years 5

Within 1 year 10

**Benefit-Cost ratio** Benefits less than cost 0

5

Benefits between 1 and 2 times of

*Provide information to justify the raw score: Number of times the benefits (revenue or cost avoidance) covers the cost (initial investment)*

cost 2

Benefits between 2 and 3 times of

cost 5

Benefits more than 3 times cost 10

**Total Financial Impact** 7 20 7

Total Priority Points 52

Calculated Priority 2

Should Do

***Priority Recommendations:***

**1-Must Do -** 60-100 points **2-Should Do** - 33-59 points **3-Could Do** - 21-32 points **4-Review Doing** - 0-20 points

Recommended Priority

### *Terms of Reference Example*

**Purpose**

The purpose of this document is to provide an overview of what is in the Contract Management project and the results required. It provides authority to the project manager to conduct a project within scope, quality, time, cost, and resource constraints as laid down in the document, as well as defining the governance and project role responsibilities.

# Audience

The intended audience is the project team and the following identified stakeholders:

* + - Risk Committee
		- Chief Operating Officer

# Assumptions

The creation of this document assumes the following:

That all parties have been fully informed of events to date.

That all parties are familiar with Massey University’s project methodology.

# Associated Documents

There are no documents to be read in conjunction with this document.

# Definitions

The following definitions apply to this document:

* + - Contract: A legal document that binds two parties to an agreement
		- System: A computer program

# Terms of Reference

|  |  |
| --- | --- |
| **Project Description** | New Contract Management System Project |
| **Responsible To** | A Big Committee |
| **Sponsors** | University Registrar |
| **Business Process Owners** | Department Manager |
| **Identified Stakeholders** | Departments this affects |
| **Date initiated** | 1 December 2005 |
| **Background** | The University has been undertaking the task of managing contracts manually. The process to date involves receiving of contracts, photocopying them and filing them and recording the summary information in a spreadsheet.Currently we are unable to monitor the status of contracts and it does not provide the necessary management reporting.The University has undertaken to investigate a new System in order to effectively manage contracts entered into by the University. |
| **Project Aim (Scope)** | * To document the business, user and system requirements of a new Contract Management System at the University
* To identify and document options for the purchasing/developing of a Contract Management System that recognises the needs of the University
* To purchase a new Contract Management System
* To implement the new Contract Management System within the University environment
* To document the process for the University.
 |
| **Project Objectives** | * To enable the effective monitoring of contracts, including status and expiry date for renegotiation
* To enable management reporting of contracts to reduce the risk to the University of potential damage
* To have a central repository of contracts in the University for easy access and maintenance.
 |

|  |  |
| --- | --- |
| **Key Results Required** | * The process defined and developed for contract management across the University
* Current and future needs for an integrated system defined that will support contract management across the University
* The implementation of a new system within the University that will:
	+ Reduce duplication of reporting for contract management across the University.
	+ Ensure a consistent set of contract management reports is developed and maintained
* The existing data integrated in the new system
 |
| **Benefits** | * A single repository for the management of contracts across the University.
* Improved access to the contract management system for identified users
* Increased control of tracking and monitoring of all contracts
* Improved contract management reporting
* Improved risk management of contracts
 |
| **Project Leader****Project Control Group** | Project Manager Project Administrator* Lots more interesting people
 |
| **Project Parameters** Timeframe Resources Required Estimated Cost | Complete by a date in the futureTeam plus Information Systems person, Vendor$100,000,000 |
| **Reporting Procedures** | Weekly Project Team meeting6 weekly Sponsor Group meeting |
| **Possible Constraints** | **Threat/Risk/Constraint**1. That all existing contracts are not included, are incorrect or incomplete within the current spreadsheets and filing cabinets.
2. Staff unaware that the new Contract Document Management System has been implemented, continue managing their own contracts on an ad hoc basis, future contracts may not be collected
3. Scope creep threatens delivery in timeframe
4. Software application restricts decisions that are made within this project.
 |

|  |  |
| --- | --- |
| **Attachments**List of appendices and/or related documentation | None |

#### Approval of Terms of Reference

SPONSOR GROUP

………………………………………………. ……/……/…… Signature Date

PROJECT CONTROL GROUP

………………………………………………. ……/……/…… Signature Date

PROJECT MANAGER

………………………………………………. ……/……/…… Signature Date

### *Risk Register Example*

Project Methodology Template Examples

Risk is anything that threatens or limits the ability of a project to achieve its goal, objectives, or the production of project deliverables. It includes capturing risks that are outside the project, but have the potential to impact on the project. Risk management is a process of thinking systematically about all possible undesirable outcomes before they happen and setting up procedures that will avoid them, minimize their impact, or cope with their impact. The following is an extract from the University’s Risk manager Handbook relating to the classification of risks.

##### Raw Risk level

|  |  |
| --- | --- |
| **Likelihood** | **Consequences** |
|  | Insignificant 1 | Minor 2 | Moderate3 | Major 4 | Catastrophic 5 |
| A (certain) | **H** | **H** | **E** | **E** | **E** |
| B (likely) | **M** | **H** | **H** | **E** | **E** |
| C (possible) | **L** | **M** | **H** | **E** | **E** |
| D (unlikely) | **L** | **L** | **M** | **H** | **E** |
| E (rare) | **L** | **L** | **M** | **H** | **H** |

**E *extreme risk*** – immediate executive action required.

**H *high risk*** – senior management attention needed

**M *moderate risk*** – management responsibility must be specified

**L *low risk*** – manage through routine procedures

##### Effect of Controls on Risks

If the resultant risk is consider Low, no further action is required, and can be noted as Accepted.

|  |  |
| --- | --- |
| *Control* | **Level of Raw Risk** |
| Extreme Risk | High Risk | Moderate Risk | Low Risk |
| Excellent | **L** | **L** | **L** | **L** |
| Good | **L** | **L** | **L** | **L** |
| Adequate | **M** | **M** | **L** | **L** |
| Inadequate | **E** | **H** | **M** | **L** |
| Non-existent | **E** | **H** | **M** | **L** |

The table that follows evaluates this project risk in relation to the above classifications.

|  |
| --- |
| **Risk Register** |
| **No** | **Risk Name** | **Owner** | **Consequence** | **Likelihood** | **Raw Rating** | **Control mechanisms and weighting.** | **Effect of control on risk weighting** | **Treatment and Activity log** |
| 1 | That the reporting accuracy and ability to retrieve information may be compromised if all existing contracts are not included, have incorrect or incomplete data within the current Contract Management System. | PM | Moderate | Likely | High | Internal audit of current system.Verification from Contract Managers |  |  |
|  | Future contracts may be managed outside of the reporting system due to the fact that staff could be unaware that the new Contract Document Management System has been implemented and continue managing their own contracts on an ad hoc basis. | PM | Moderate | Possible | High | Training and Communication Plan |  |  |
|  | Delivery in timeframe could be affected by scope creep. | PM | Minor | Unlikely | Low | Correct BudgetProject Control function |  |  |

|  |
| --- |
| **Risk Register** |
| **No** | **Risk Name** | **Owner** | **Consequence** |  |  | **Likelihood** |  |  | **Raw Rating** | **Control mechanisms and weighting.** | **Effect of control on** | **Treatment and Activity log** |
|  |  |  |  |  |  |  |  |  |  | **risk****weighting** |  |
|  | That the full set of requirements is not met due to software application restrictions. | PM | Moderate | Possible | High | Software specifications selection process |  |  |
|  | Budget over run due to extra resourcing or a more expensive system. | PM | Moderate | Possible | High | Change management |  |  |
|  | A complete list of user requirements may not be obtained from users. | PM | Moderate | Unlikely | Medium | Consultation process and stakeholder identification |  |  |

### *Project Control Book Example*

**Project Control Book**

#### Contents

|  |  |  |
| --- | --- | --- |
| **Process** |  | **Date** |
| **Initiate** |  |  |
|  | Terms of Reference | 99/99/9999 |
|  | Feasibility Study |  |
|  | RFI |  |
|  | Business Case | 99/99/9999 |
|  | RFP – Tenders Board | 99/99/9999 |
|  | RFA | 99/99/9999 |
| **Plan** |  |  |
|  | Project Management Plan | 99/99/9999 |
|  | Scope Management | 99/99/9999 |
|  | Risk Management | 99/99/9999 |
|  | Quality Management | 99/99/9999 |
|  | Communication Management | 99/99/9999 |
|  | Issue Management | 99/99/9999 |
|  | Change Management | 99/99/9999 |
|  | Initial Budget/Cashflow | 99/99/9999 |
|  | Work Breakdown Structure | 99/99/9999 |
|  | Gantt Chart (activities & schedule) | 99/99/9999 |
| **Execute** |  |  |
|  | Contract Administration | 99/99/9999 |
|  | Master Test Plan | 99/99/9999 |
|  | Training plan | 99/99/9999 |
|  | Handover plan | 99/99/9999 |
| **Control** |  |  |
|  | Status Report – Sponsors (monthly) | 99/99/9999 |
|  | Status Report (weekly) |  |
|  | Change management: |  |
|  | Change Request | 99/99/9999 |
|  | Change Register | 99/99/9999 |
|  | Issue Management: |  |
|  | Issue Form | 99/99/9999 |
|  | Issues Register | 99/99/9999 |
|  | Budget Control | 99/99/9999 |
| **Close** |  |  |
|  | Post Implementation Review | 99/99/9999 |
|  | Project Closure Statement | 99/99/9999 |

**Items excluded in this project:**

|  |  |
| --- | --- |
| **Item** | **Reason** |
| Feasibility study | Only one choice of product |
| RFI | Went straight to Business Case |

### *I-Tools Project Registration Example*

**Setting up a Project on **

|  |
| --- |
| ***New Project General Information*** |
| Project Name | [Enter Project Name] |
| Phase | -- Select from list-- |
| Start Date | **[1/01/2010]** |
| Estimated End Date | [1/01/2010] |
| Baseline End Date | **[1/01/2010]** |
| ***New Project Budget Information*** |
| Budget | $0 |
| Actual Costs to Date | $0 |
| Cost Centre | [Enter Cost Centre Code] |
| ***New Project Priority Information*** |
| Project Priority | Compliance (high) |
| Project Category | --Select from list-- |
| ***New Project Team Information*** |
| Project Manager | [Enter Project Manager's Name] |
| Project Team Leader | [Enter Project Team Leader's Name] |
| Project Members | [Enter Project Member Name] |
| [Enter Project Member Name] |
| [Enter Project Member Name] |
| [Enter Project Member Name] |
| [Enter Project Member Name] |
| [Enter Project Member Name] |
| [Enter Project Member Name] |
| [Enter Project Member Name] |
| [Enter Project Member Name] |
| [Enter Project Member Name] |
| ***Once completed please return this form to the I-Tools Administrator*** |

### *Business User Requirements Example*

**Purpose**

The purpose of this document is to verify the business requirements for the purchase and implementation of a Contract Management System.

# Audience

The intended readers of this document are the Project Sponsor Group, the Project Manager, the Project Control Group, Users of the current System.

# Assumptions

This document assumes that the reader is familiar with contract management within the Massey University environment.

# Associated Documents

Documents to be read in conjunction with this document:

* + - Project -Terms of Reference
		- System - System Requirements Specification

# Definitions

The following definitions apply to this document:

* + - * Contract: A legal document that binds two parties to an agreement
			* System: A computer program

# Background

Contracts have been stored in the University’s Document Management System (DMS). However, the Document Management System is not a contract management system, therefore a second database was created to enable reporting on contracts to take place.

We now use two systems to manage the University contracts. The DMS is used as a repository for the University contracts and a separate contract database has been established to enable monthly reporting to Contract Managers. The contract database was developed as in interim solution and needs to be replaced with a new Contract Management System. The DMS is not a Contract Management System and provides limited functionality and support of contract management to the user. We are unable to use the system to monitor the status of contracts and it does not provide the appropriate reporting requirements.

The process to date involves receiving of contracts, scanning them into the DMS, entering data for reporting purposes and sending reports to Contract Managers on a monthly basis.

# Scope

The Contract Management System will cover all University contracts as defined in the University Contract Management Policy and Procedure (to be written).

The scope of this project **excludes** Research and Consultancy contracts (processed by Research Services) and Employment Contracts (processed by Human Resources).

# Users

Regional Facilities Management; Regional Registrars; Finance Operations; Strategic Finance and Planning; Strategic Facilities Management and Information Technology Services.

# Naming Conventions, Definitions and Assumptions

Each contract shall have a code that is defined by AABBCCCC where AA is the location, BB is the Department and CCCC is the year that the contract was signed.

It is assumed that the contracts will have completed the legal process before signing and storing.

# Functional Data Requirements

The system must have:

1. The ability to include customised fields for reporting and information retrieval purposes
2. The ability to track the status of all contracts

# Look and Feel Requirements

1. Data entry must be easy and quick
2. Reports must be easily available and intuitively named
3. A web interface is preferred, using Windows standard terminology eg File, Edit, View etc

# Usability Requirements

In general users require:

1. High quality reporting capability
2. Cross referencing to other documents
3. Storage of templates for different types of contracts used within the University

# Performance Requirements

1. The system shall be available at least during normal University working hours, and preferably 24/7
2. The system shall be able to handle multiple access points operating simultaneously without adverse effects

# Security & Access Requirements

1. The system shall be available to authorised personnel only
2. The process for access requests shall be transparent and timely
3. Delegated security levels for users

### *Request for Information (RFI) Example*

**Introduction Purpose**

This document has been drawn up to provide suppliers with an overview of the Massey University's interest in Contract Management Systems. The document indicates the information the University is seeking in its invitation to suppliers to register their interest in providing a solution for all or part of the required equipment and services.

# Associated Documents

There are no documents to be read in conjunction with this document.

# Definitions

Put any specific ones in here

* + - * Contract: A legal document that binds two parties to an agreement
			* System: A computer program

Information contained within this document has strategic importance to Massey University and is to be kept confidential and used only for the purpose of responding with the information requested. Information provided by respondents will also be treated as confidential. Please note that the information provided will not be returned to unsuccessful respondents.

A selected group of suppliers will be invited to respond to a detailed Request for Proposals as a result of the registration of interest process, contingent on the decision to proceed with the project.

This Request for Information (RFI) is not intended, and shall not be construed, to create any obligation on the part of the University either to enter into any contract with any vendor or to serve as the basis for any claim whatsoever. All work undertaken by potential vendors in the preparation of a suitable response shall be at the vendor’s expense.

The University reserves the right to reject any or all proposals for any reason whatsoever.

# Overview of Massey University

Massey University is a multi-campus tertiary educational institution with approximately 33,000 students registered in study. Of these, approximately 18,000 are studying by distance (extramurally). The other 15,000 are studying in face-to-face mode at Campuses located in Auckland, Palmerston North and Wellington (with a presence in a number of other smaller regions). Massey University also has joint partnerships with a number of other educational institutions.

# Overview of Contract Management System

The University is seeking to implement a new contract management system. This requirement has arisen in part from the need to manage University risk related to contracts.

Additional drivers are:

* The lack of reporting ability in the current system
* The distributed nature of contract information lacking transparency for senior management

For a more complete list of functional requirements of the Contract Management System see the appendix to this document.

# Overview of Existing

Contracts have been stored in the University’s Document Management System (DMS). However, the Document Management System is not a contract management system, therefore a second database was created to enable reporting on contracts to take place.

We now use two systems to manage the University contracts. The DMS is used as a repository for the University contracts and a separate contract database has been established to enable monthly reporting to Contract Managers. The contract database was developed as in interim solution and needs to be replaced with a new Contract Management System. The DMS is not a Contract Management System and provides limited functionality and support of contract management to the user. We are unable to use the system to monitor the status of contracts and it does not provide the appropriate reporting requirements.

The process to date involves receiving of contracts, scanning them into the DMS, entering data for reporting purposes and sending reports to Contract Managers on a monthly basis.

Information Technology Services maintains a number of Compaq Alpha Unix Servers providing drive-space, print services and email to client computers.

The standard Information Technology tool set available to all University staff is:

* Networked computer (80% Microsoft Win2000/XP and 20% Apple Macintosh)
* Email client (Qualcomm Eudora or Microsoft Outlook)
* Web browser (various versions of Netscape Navigator or Microsoft Internet Explorer)
* Productivity Suite (Microsoft Office, Claris Office, Corel Office)

Massey University uses Microsoft Active Directory for a single point of authentication.

# Information Requested

All respondents should supply the following information:

### *Company Profile/Overview/History*

Company ownership, capital funding, etc.

Management structures including international, national and regional offices.

### *Staffing Structures Nationally/Internationally*

Number of staff by function group (sales, service, development, administration, etc). Locations, branches, etc.

### *Sub Contractors*

Detail any proposed use of sub contractors.

### *Support Structures*

National / International

On site capabilities, describe on site, remote support alternatives.

Outline of Quality Assurance standards adhered to by the company. What approach? What level? How validated?

Provide information on hotline/helpdesk service. Provide information on escalation procedures. Provide information on support contract charges.

Provide information on user group and related information.

### *Product Offering*

Provide a general description of the product to be offered

Include any relevant white papers, brochures or other documentation Include any demonstration software that may be available

Provide a URL for any relevant web sites

### *Outline of Implementation for Equipment, Software and Services*

Installation alternatives - identify and provide reference site examples. Preferred implementation schemes.

Identify if appropriate options or alternatives which may be considered.

### *Reference Sites for Equipment, Software and Service*

How many sites.

Dimensions of configurations.

Type of traffic and volumes transacted across the service provided.

### *Sample Contract*

Provide samples of any standard contracts covering sales and support.

# Appendix - Functional Requirements

##### See Business Requirements for list.

***Documentation and Help***

The system must provide adequate documentation and help files to assist with its use and access. It should include

1. system administrator’s guide
2. user’s guide (for inputters of data)
3. installation guide
4. customisation guide
5. the means of adding instructions about getting information to inputters
6. the means of adding check-lists for Research Category requirements

Available on

1. paper
2. CD-ROM
3. HTML

The documents must

1. reflect the system accurately
2. provide all information required to use the system
3. provide all information required to administer the system
4. provide all information required to customise the system
5. include examples of screens
6. include a complete glossary and index

***Vendor requirements***

The vendor should be able to

1. provide standard license, maintenance, and support contracts
2. support changes to the product in a changing legislative environment
3. demonstrate comparable operational reference sites

### *Request for Financial Authority (RFA)*

REQUEST FOR FINANCIAL AUTHORITY

RFA / /

REQUESTED BY**: (Strategic Finance Use Only)**

Copies to:

BUDGET CENTRE MANAGER ( BCM ):

BUDGET CENTRE:

AUTHORITY REQUEST DETAILS (INCLUDING JUSTIFICATION ): File No:

BUDGETARY DETAILS Projected Yearly

Cash Flow (Capital Projects Only)

Year $

AUTHORITY AMOUNT ( NET OF GST ): **$**

**(INCLUDING DETAILS OF ESTIMATE AND/OR COPY OF QUOTE)**

OPERATING OR CAPITAL BUDGET SOURCE (ACCOUNT NUMBER);

CAPITAL PROJECTS/WORKS PROGRAMME REFERENCE AND AMOUNT (CAPITAL PROJECTS ONLY)

BCM SIGNATURE:................................................................ DATE

Equipment Committee Approval reference (if applicable):

PVC/AVC/PRINCIPAL SIGNATURE**:** ……………………………………….

(Where Applicable)



##### APPROVAL DETAILS

ACCOUNT NUMBER AND AMOUNT:

SPECIAL CONDITIONS OF AUTHORITY:

AUTHORISED BY: ................................................................ DATE: .......................................

### *Feasibility Study Example*

**Introduction**

***Purpose***

This feasibility study has been conducted to determine the best course of action on the contract management system.

### *Audience*

Identified stakeholders include: The Project Team, Risk Committee, Chief Operating Officer

### *Associated Documents*

This document should be read in conjunction with the Terms of Reference and the Business User requirements for this project.

### *Definitions*

The following definitions apply to this document:

* + Contract: A legal document that binds two parties to an agreement
	+ System: A computer program

# Executive Summary

The purpose of this section is to provide an overview of the entire feasibility study report.

Provide a descriptive summary of the;

* *purpose* of this document
* *current* business organisations and IT systems in place today
* *requirement* for change to current business organisations and IT systems
* *options* for change to current business organisations and IT systems
* *recommended option* chosen
* *financial expenditure* associated with recommended option
* *risks and issues* associated with recommended option
* *business benefits* associated with recommended option
* *nature of approval* requested for this document
* *next steps* requested

# Background

Describe the project background. This includes:

* The date of formation of the project
* The method of formation and current level of approval
* The general business problem to which the project will address

# Current Business Overview

### *Current Business Definition*

#### Current Business Processes

List each of the current business processes relevant to this project. Provide a description for each major business process. Depict all business processes within a *process flow diagram* in order to highlight typical business transaction types (e.g. the payments process).

#### Current Business Organisation

List each of the current business units (eg Finance Department) relevant to this project. Provide a description of the function of each major business process. Depict all business units within an *organisation chart* in order to highlight business reporting and internal communication lines.

#### Current Business Locations

Document the physical location (e.g. street address) of each business unit relevant to this project. Depict all business locations within a *geographical map* (where appropriate) in order to highlight the physical placement of each business unit.

#### Current Business Data

Document the major types of business data (e.g. payment information) required in order to undertake the generic business processes listed above. Document the source repositories of each of the data types listed (e.g. payments database). Depict all business data types and sources within a *data flow diagram*.

#### Current Business Applications

List each of the current business applications (e.g. financial management system) relevant to this project. Provide a description for each current business application. Depict all business applications within an *applications architecture diagram* in order to highlight the interfaces between current business applications.

#### Current Business Technologies

List each of the current business technologies (e.g. mainframe) relevant to this project. Provide a description for each major technology. Depict all business technologies within a *technology architecture diagram* in order to highlight the interfaces between current business technologies.

### *Current Business Problems*

#### Business Process Problems

List all issues and problems associated with the current business processes (as defined above). Examples include:

* Process efficiency problems
* Process timeliness problems
* Process owner problems
* Process clarity problems
* Process dependency problems
* Process relevancy problems

Rate and prioritise the problems highlighted above.

#### Business Organisation Problems

List all issues and problems associated with the current business units (as defined above). Examples include:

* Business unit definition problems (lack of vision, scope, objectives…)
* Business unit direction problems (misalignment with corporate vision…)
* Business unit structure problems (inefficient / inappropriate structure…)
* Business unit size problems (to large / small…)
* Business unit makeup problems (percentage contractors to permanent….)
* Business unit performance problems (lack of service performance…)
* Business unit expenditure problems (expenditure consistently greater than budget…) Rate and prioritise the problems highlighted above.

#### Business Location Problems

List all issues and problems associated with the current business locations (as defined above). Examples include:

* Business location security problems (lack of…)
* Business location size problems (too large / small…)
* Business location relevancy problems (not fit corporate image…)
* Business location financial problems (to expensive…)
* Business location physical problems (deterioration…) Rate and prioritise the problems highlighted above.

#### Business Data Problems

List all issues and problems associated with the current business data (as defined above). Examples include:

* Business data quality problems
* Business data management problems
* Business data ownership problems
* Business data maintenance problems
* Business data adequacy problems
* Business data consistency problems
* Business data reliability

#### Business Application Problems

List all issues and problems associated with the current business applications (as defined above). Examples include:

* Business application reliability problems
* Business application scalability problems
* Business application relevancy problems (i.e. fit to business objectives)
* Business application performance problems
* Business application architecture problems
* Business application sizing problems

#### Business Technologies Problems

List all issues and problems associated with the current business technologies (as defined above). Examples include:

* Business technology reliability problems
* Business technology scalability problems
* Business technology relevancy problems (i.e. fit to business application)
* Business technology performance problems
* Business technology architecture problems
* Business technology sizing problems

#### Other Business Problems

List any other business problems here. Examples include:

* Lack of compliance with safety / regulatory standards

# Business Requirements

### *Business Process Requirements*

List the requirements associated with all business-process-related problems (see above).

|  |  |  |
| --- | --- | --- |
| **Process Problem** | **Requirement Summary** | **Requirement Description** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

### *Business Organisation Requirements*

List the requirements associated with all business-organisation-related problems (see above).

|  |  |  |
| --- | --- | --- |
| **Organisational Problem** | **Requirement Summary** | **Requirement Description** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

### *Business Location Requirements*

List the requirements associated with all business-location-related problems (see above).

|  |  |  |
| --- | --- | --- |
| **Locational Problem** | **Requirement Summary** | **Requirement Description** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

### *Business Data Requirements*

List the requirements associated with all business-data-related problems (see above).

|  |  |  |
| --- | --- | --- |
| **Data Problem** | **Requirement Summary** | **Requirement Description** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

### *Business Application Requirements*

List the requirements associated with all business-application-related problems (see above).

|  |  |  |
| --- | --- | --- |
| **Application Problem** | **Requirement Summary** | **Requirement Description** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

### *Business Technology Requirements*

List the requirements associated with all business-technology-related problems (see above).

|  |  |  |
| --- | --- | --- |
| **Technology Problem** | **Requirement Summary** | **Requirement Description** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

### *Other Business Requirements*

List the requirements associated with all other-business-related problems (see above).

|  |  |  |
| --- | --- | --- |
| **Other Problems** | **Requirement Summary** | **Requirement Description** |
|  |  |  |

# Options

### *Options Identified*

*(NB An ‘option’ is described as a set of activities which once implemented, will result in the satisfaction of the business requirement, as described above)*

List each of the options available for implementation. Each option should be described as follows:

#### Option 1 - <Name>

Overview

Provide a comprehensive description of the option. Complete the following table.

|  |  |  |
| --- | --- | --- |
| **Category** | **Requirement****(see section 4)** | **Solutions** |
| Process |  | e.g. undertake a business process re-engineering exercise |
| Organisation |  | e.g. undertake a business re-organisation exercise |
| Location |  | e.g. undertake a business re-location exercise |
| Data |  | e.g. undertake a data clensing exercise |
| Application |  | e.g. replace the existing business applications |
| Technology |  | e.g. replace the existing business technologies |
| Other |  | e.g. undertake a safety standards compliance exercise |

Issues

List any issues (eg technical, architectural, cultural) to be taken into account when considering the potential implementation of the above option.

Constraints

List any constraints to be taken into account when considering the potential implementation of the above option.

Risks

List any risks (eg business, safety, regulatory) to be taken into account when considering the potential implementation of the above option.

Assumptions

List any assumptions to be taken into account when considering the potential implementation of the above option.

Overview

Provide a comprehensive description of the option. Complete the following table.

|  |  |  |
| --- | --- | --- |
| **Category** | **Requirement****(see section 4)** | **Solutions** |
| Process |  | e.g. undertake a business process re-engineering exercise |
| Organisation |  | e.g. undertake a business re-organisation exercise |
| Location |  | e.g. undertake a business re-location exercise |
| Data |  | e.g. undertake a data clensing exercise |
| Application |  | e.g. replace the existing business applications |
| Technology |  | e.g. replace the existing business technologies |
| Other |  | e.g. undertake a safety standards compliance exercise |

Issues

List any issues (eg technical, architectural, cultural) to be taken into account when considering the potential implementation of the above option.

Constraints

List any constraints to be taken into account when considering the potential implementation of the above option.

Risks

List any risks (eg business, safety, regulatory) to be taken into account when considering the potential implementation of the above option.

Assumptions

List any assumptions to be taken into account when considering the potential implementation of the above option.

#### Option 3 - <Name>

Overview

Provide a comprehensive description of the option. Complete the following table.

|  |  |  |
| --- | --- | --- |
| **Category** | **Requirement****(see section 4)** | **Solutions** |
| Process |  | e.g. undertake a business process re-engineering exercise |
| Organisation |  | e.g. undertake a business re-organisation exercise |
| Location |  | e.g. undertake a business re-location exercise |
| Data |  | e.g. undertake a data clensing exercise |
| Application |  | e.g. replace the existing business applications |
| Technology |  | e.g. replace the existing business technologies |
| Other |  | e.g. undertake a safety standards compliance exercise |

Issues

List any issues (eg technical, architectural, cultural) to be taken into account when considering the potential implementation of the above option.

Constraints

List any constraints to be taken into account when considering the potential implementation of the above option.

Risks

List any risks (eg business, safety, regulatory) to be taken into account when considering the potential implementation of the above option.

Assumptions

List any assumptions to be taken into account when considering the potential implementation of the above option.

### *Options Analysis*

Analyse and rate each of the above options based on the following criteria:

* Financial costs
* Non-financial costs
* Financial benefits
* Non-financial benefits
* Duration
* Risks
* Issues
* Other

#### Financial costs

Calculate the financial costs associated with each option and comprise an overall rating on a scale of 1-10. Financial costing examples include:

One-off project costs (CAPEX)

* Internal labour costs
* 3rd party vendor costs
* IT hardware costs
* IT software costs
* Premises costs
* Communications costs
* Training costs

On-going Support Costs (OPEX)

* On-going support costs
* On-going maintenance costs
* On-going training costs

#### Non-Financial costs

Identify all non-financial costs associated with each option and comprise an overall rating on a scale of 1-10. Non-financial costing examples include:

* Temporary reduction in customer service during rollout

#### Financial benefits

Calculate the financial benefits associated with each option and comprise an overall rating on a scale of 1-10. Financial benefit examples include:

* Revenue generation
* Cost reduction

#### Non-Financial benefits

Identify all other non-financial costs associated with each option and comprise an overall rating on a scale of 1-10. Non-financial benefit examples include:

* Improved organisational culture
* Improved brand image

#### Duration

Identify the likely project duration for each option and comprise an overall rating on a scale of 1-10. (NB The shorter the duration, the earlier the benefits will be realised and consequently the higher the overall rating).

#### Risks

Identify all risks associated with each option and comprise an overall rating on a scale of 1-10. Risk examples include:

#### Issues

Identify all issues associated with each option and comprise an overall rating on a scale of 1-10. Non-financial cost examples include:

#### Other

Identify any other criteria applicable to each option and comprise an overall rating on a scale of 1-10.

### *Options Selection*

Complete the following table in order to comprise a complete view of all options available. Calculate the total score based on a weighting applied to each rating type.

**Options Rating Table**

Project Methodology Template Examples

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **COSTS** | **BENEFITS** | **OTHER** |  |
| **Option No.** | **Financial costs** | **Tangible costs** | **Intangible costs** | **Financial benefits** | **Tangible benefits** | **Intangible benefits** | **Risk rating** | **Issues rating** | **Project duration rating** | **Other criteria** | **TOTAL SCORE** |
| 1 |  |  |  |  |  |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |  |  |  |  |

Select the recommended option based on the highest score from the *‘Options Rating Table’* above.

# Recommendations

Based on the selected option above, provide a listing of the specific recommendations made in order to ensure the timely approval and implementation of the final solution.

Example recommendations include:

* + That the recommended option be approved immediately
	+ That the timescales for implementation are approved immediately
	+ That the ‘next steps’ (as defined below) are approved immediately for execution
	+ That the required budget is allocated immediately in order to undertake the ‘next stage plan
	+ That the project manager is allocated immediately in order to undertake the ‘next stage plan
	+ That the required resources are allocated immediately in order to undertake the ‘next stage plan

### *Business Case Example*

**Executive Summary**

Contract Management is an important activity at Massey University. There is a considerable risk to the University if contracts are not managed effectively. A new contract management system is now needed to enable the efficient and effective management and administration of contracts.

The cost of not having an efficient and effective system to manage contracts is significant, with the following key costs:

Potential of litigation from poorly managed contracts; Cost of administering contracts in the Regions and NSS; Cost of poorly constructed contracts.

Potential to miss renewal of existing contracts, particularly when key staff leave;

Risk of loss of income or payment of damages;

Inefficiencies in the management of contracts and administration of contracts;

Potential high cost of manual work/processes for the University to meet regulatory requirements.

The University’s current systems are inadequate in that: A number of fragmented systems are in use;

The University’s research reporting capability is very poor; and The lack of workflow functionality results in slow, inefficient

administration and an unacceptable contract risk.

A new contract management system would minimise the occurrence of the above costs. It would also enable the University to convey a more professional image in relation to contracts. This would assist to minimise the risk the University currently has, and reduce the exposure of key staff to expensive litigation.

# Description of Proposal:

**Purpose**

The purpose of this Business Case is to obtain approval from Council to purchase and implement a new contract management system for the University at an estimated cost of $100,000,000.

Key drivers for a contract management system are:

The need to have a system in place which facilitates more effective and efficient processes for managing contracts across the University.

The need to provide a more accessible channel for internal and external stakeholders to access contracts.

The need to upgrade the existing system to better align it with the procedural requirements of the University and to improve its flexibility in dealing with structural changes that are expected to be ongoing.

To improve contract information management across the University. To improve contract management and reporting.

To have better risk management practices in place.

To improve operational efficiency by creating support for work currently performed manually.

# Background

Contracts have been stored in the University’s Document Management System (DMS). However, the Document Management System is not a contract management system; therefore a second database was created to enable reporting on contracts to take place.

We now use two systems to manage the University contracts. The DMS is used as a repository for the University contracts and a separate contract database has been established to enable monthly reporting to Contract Managers. The contract database was developed as in interim solution and needs to be replaced with a new Contract Management System. The DMS is not a Contract Management System and provides limited functionality and support of contract management to the user. We are unable to use the system to monitor the status of contracts and it does not provide the appropriate reporting requirements.

# Benchmarking

Other Universities do the following with their contracts: University 1 – complete manual system

University 2 – Uses a CMS that holds the contracts University 3 – Integrates with their finance system

# Current Situation

The process to date involves receiving of contracts, scanning them into the DMS, entering data for reporting purposes and sending reports to Contract Managers on a monthly basis. This was being undertaken by the Projects Office until a more suitable alternative can be found.

The current CMS is a Microsoft Access application that helps keep track of contracts that are included. People outside the Projects Office do not have access to the information stored on the database and therefore are often unaware of the status of their contract. This often causes frustration within the environment. This system was developed to meet the specific need of holding contracts and is not viable as a system to manage and administer across the University and it would not be possible to convert it into such a system.

Attach process maps, or a detailed description of what happens. Discuss any issues with this in this section.

# System Requirements

### *Functional Data Requirements*

The system must have:

* + - The ability to include customised fields for reporting and information retrieval purposes
		- The ability to track the status of all contracts

### *Look and Feel Requirements*

* Data entry must be easy and quick
* Reports must be easily available and intuitively named
* A web interface is preferred, using Windows standard terminology eg File, Edit, View etc

### *Usability Requirements*

In general users require:

* High quality reporting capability
* Cross referencing to other documents
* Storage of templates for different types of contracts used within the University

### *Performance Requirements*

* The system shall be available at least during normal University working hours, and preferably 24/7
* The system shall be able to handle multiple access points operating simultaneously without adverse effects

### *Security & Access Requirements*

* The system shall be available to authorised personnel only
* The process for access requests shall be transparent and timely
* Delegated security levels for users

# Strategic Analysis & Project Justification

Contract management is an integral component of risk management at Massey University. The implementation of a contract management system will help to achieve the goals and objectives of the 10 Year Plan by assisting the University to manage and administer contracts more efficiently and effectively.

Contracts can be expensive to undertake and need to be well managed to be successful. Without suitable management mechanisms, the University and key staff are exposing themselves to significant risk.

Massey University currently has limited tools to assist in the administration and management of contracts. A system is required to administer contracts over their life cycle.

An audit of contract management and administration at Massey has identified a number of internal control weaknesses that a contract management system can help resolve. The specific areas that a system will assist in resolving are (from Massey University Follow Up of Reports Previously Issued document dated November 200X):

2.1 – Contract initiation process not being followed (high) – a contract information management system will be able to monitor all contracts created which will help identify any contracts initiated that do not comply with the guidelines (page 4).

3.1 – Contract progress is unclear (high) – a contract management system will monitor timelines, schedules and costs and will be able to report contract progress (page 13).

A contract management system will provide clarity on contract creation and contract execution with information available online. This will make it much easier to monitor contract and report on exception conditions which will reduce the risk to the University of problems with contracts.

# Alternatives

For the preparation of this business case, there were three options to consider:

Option 1 - The Status Quo Option 2 - Develop a system Option 3 - Purchase a system

# Option 1 - The Status Quo

The status quo is described above in *Current Situation.* This does not meet the user requirements, with key problems being the inefficiency in managing contracts throughout the University. Key contracts can easily be overlooked resulting in late renewal of contracts and the unprofessional interface with the contract parties, possibly jeopardising future relationships. No development work is scheduled to improve any of the existing solutions but they will require a high level of maintenance to ensure they continue supporting requirements.

# Costs

Nil

# Advantages

No capital investment required.

# Disadvantages

Does not meet the University’s current or future needs;

Potential to miss renewal of existing contracts, particularly when key staff leave;

Risk of loss of income or payment of damages;

Difficult and high risk of delivery failure to adapt or convert this system to meet current or future needs;

Inefficiencies in the management of contracts and administration of contracts;

Difficulties accessing information on current contracts; and

Potential high cost of manual work/processes for the University to meet regulatory requirements.

# Conclusions

This is not a recommended option for the University as this is considered an unsustainable option.

# Option 2 - Develop a System

The development of a Contract Management System has been included here to provide a point of relativity to the costs associated with the recommended option. This system would need to be built from scratch as none of the existing systems would be useable. An estimate of the costs and timeframe of developing a system in house is likely to be in the order of $500,000,000 and will take at least 5 years to complete. Information Technology Services section have no resources to allocate to this project, so if this option were selected new resources would need to be procured. It is not in the University’s best interests to expand the development capability of this section.

# Costs

A high level breakdown of the costs of this option is shown in the table below:

|  |  |  |
| --- | --- | --- |
| **Item** | **Amount** | **Annual Maintenance** |
| Application Software | $100,000,000 |  |
| Hardware | $40,000 |  |
| System Software | $20,000 | $5,000 |
| Implementation and Support | $390,000,000 | $60,000 |
| System Administrator | $240,000 | $50,000 |
| Contingency | $9,700,000 |  |
| **Total Costs** | **$500,000,000** | **$115,000** |

##### Notes:

The cost estimates were prepared with assistance from the Information Technology Services section management team.

# Advantages

A customised product to meet all the needs of the users; and Potentially less expensive option.

# Disadvantages

Will take too long;

risk of extended period of development with associated costs; Dual systems will be needed while the development is completed; This option does not guarantee best practice or practice alignment; High risk of a slow delivery;

There will be in-house support and delivery requirements to consider; and

Massey University will not get the benefit of best practice from other universities.

# Conclusion

This is not a recommended option for the University because it is not in the University’s best interest to expand the development capability, there will be a longer delivery timeframe, because this option has a higher long-term cost than the purchase option and there is a higher risk of delivery failure with this option.

# Option 3 - Purchase a System

Purchasing a system is a way of accessing the current best practice of existing users of the system. It is also the easiest way to access changes to the legislative requirements. System providers are able to offer consultancy in the development of business processes. This option has the lowest long term costs and also the lowest risk profile for the University.

A high level breakdown of the costs of this option is shown in the table below:

|  |  |  |
| --- | --- | --- |
| **Item** | **Amount** | **Annual Maintenance** |
| **Vendor Costs** |  |  |
| Site User Licences for Core Modules | $54,000,000 | $50,000 |
| Installation, Setup and Training | $24,150,000 |  |
| **Total Vendor Costs** | **$78,150,000** | **$50,000** |
| **Massey Costs** |  |  |
| Hardware | $40,000 |  |
| Software | $20,000 | $5,000 |
| Implementation and Support | $21,090,000 | $10,000 |
| System Administrator | $100,000 | $50,000 |
| Contingency | $600,000 |  |
| **Total Massey Costs** | **$21,850,000** | **$65,000** |
| **Total Costs** | **$100,000,000** | **$115,000** |

##### Notes:

1. Proposals were received from two vendors, with the License Fees ranging from $53,000,000 to $54,000,000. The higher costs have been used as the basis for this option.
2. The cost estimates for the Massey Costs were prepared with assistance from the Information Technology Services section management team.

# Advantages

A purchased system gives Massey University a cost effective way of accessing the current best practice of the tertiary education institutions that use it;

A purchased system will provide new legislative or industry wide requirements at the lowest cost; and

Supplier may have additional modules that will interface seamlessly with the core modules.

# Disadvantages

May require added level of technical support.

# Conclusion

This is the recommended option, with a preference for finding a system used by other universities in New Zealand and Australia.

# Non-Financial Analysis:

**Key performance Indicators**

The table below summarises for key performance indicators the current situation and the situation once the University has a research information management system.

|  |  |  |
| --- | --- | --- |
| **KPI** | **Current** | **Future** |
| Time to sign contracts | No information on where delays are occuring | Milestones available for each step, ability to monitor and respond to delays |
| Contract milestones (milestone billing etc) | No information on where delays are occuring, often late | Milestones available for each step, ability to monitor and respond to delays |
| Reporting | Manual search for information takes too long to be useful | Information immediately available |

# Financial Analysis

##### Assumptions:

1. Labour has been charged at an average rate of $100,000 per person per year.
2. Proposals were received from two vendors, with the License Fees ranging from $53,000,000 to $54,000,000. The higher costs have been used as the basis for this option.
3. The cost estimates for the Massey Costs were prepared with assistance from the Information Technology Services section management team.
4. Discount rate is 8% has been used in the Net Present Value calculations.
5. The Net Present Value has been calculated over six years (initial year of purchase plus five years – the period before capital expenditure would be required for a significant upgrade).
6. The cash flow is fixed at the end of each year.
7. A rate of inflation has not been applied.

# Summary of Options

(Please refer to Appendix A on page 13 for a financial breakdown of costs, including a net present value analysis).

|  |  |  |
| --- | --- | --- |
| **Option** | **Implementation Cost** | **Net Present Value** |
| Option 1 – Status Quo | $0 | ($1,348,056) to ($3,428,352) |
| Option 2 – Develop a System | $500,000,000 | ($551,419,443) |
| Option 3 – Purchase a System | $100,000,000 | ($111,140,790) |

Maintaining the status quo (Option 1) has no capital cost but is the most expensive option in the longer term, with significant maintenance costs and a high risk of the University breaching contracts. This option is not recommended.

Develop a system (Option 2) has the highest capital costs and will take longest to deliver. It is the option with a high risk of the delivery dates slipping. It is also not in the University’s interest to expand the systems development capability. This option is not recommended.

Purchase a system (Option 3) is the option with the lowest risk for the University, with the long term costs the lowest. A purchased system will encapsulate the best practice of a group of tertiary institutions. This is the recommended option.

# Risk Analysis

The risks directly associated with the project are summarised in the following table:

|  |  |
| --- | --- |
| **Risk Summary** | **Mitigation Strategy** |
| Specialised ITS resources not available to implement system. | Obtain outsourced resources as necessary. |
| Key staff in Contract Management due to retire. | Offer retiring staff part-time contracts. |
| Limited resource to implement new system. | A System Administrator is planned to initiate system. |
| Resistance to comprehensive change in processes that will eventuate from implementing this system. | Senior managers support introduction of new system. Communication of benefits and project progress will be a key component to plan. |
| Slippage in deliverables past project end date. | The planned estimates have a contingency factored in. |

# Appendices

Put detailed financial information in here

### *Work Breakdown Structure Example*

**Introduction**

***Purpose***

The purpose of this document is to breakdown the deliverables in the Contract Management project to their lowest level, so that tasks may be created to complete the deliverables. It is a development document used for planning, not reporting. It is expected that the document will become more detailed as more about the project is known.

### *Audience*

This document is intended as a working document for the Project team only. It is not for general circulation, and is not intended to report on the project.

### *Assumptions*

This document assumes that the reader is familiar with what a Work Breakdown Structure is.

### *Associated Documents*

Project Terms of Reference.

### *Definitions*

The following definitions apply to this document:

<Enter text>

Project Methodology Template Examples

Project Methodology Template Examples

# Project Management Tasks

These need to be planned for in every project

|  |  |  |  |
| --- | --- | --- | --- |
| **ID** | **Project Phases** | **Deliverables** | **Key Tasks** |
| 1 | Propose | Terms of reference Risk Register | Scope projectDetermine risks and mitigating strategies |
|  | Prepare | Work Breakdown Structure Timeline | Determine what deliverables and tasks ares required |
|  | Communication Plan | Analyse stakeholders |
|  | Quality Assurance Plan |  |
|  | Training Plan |  |
|  | Test Plan |  |
|  | Implementation Plan |  |
|  | Project Management Plan |  |
|  | Request for Financial Authority | Gain budget approval |
|  | Produce | Statement of Work | Assign work |
|  | Change Management |  |
|  | Status Reports |  |
|  | Deliverable Sign-off | Obtain business owner approval |
|  | Present | Post Implementation ReviewProject Closure Statement | Survey stakeholders Lessons learned Handover agreed |

# Details of deliverables in WBS

### *Business Case*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ID** | **Sub-Deliverables** | **Tasks** | **Who will do it?** | **How long is it expected to take?** | **Deadline date** |
| 1.1 | Investigate Market and Possible Suppliers | Identify industries Identify suppliers Benchmark systemsComplete RFI |  |  |  |
| 1.2 | Business and User Requirements |  |  |  |  |
| 1.3 | Business case |  |  |  |  |

***Contract Management System***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ID** | **Sub-Deliverables** | **Tasks** | **Who will do it?** | **How long is it expected to take?** | **Deadline date** |
| 1.1 | Purchase and Implementation of System | Contract Management IT Infrastructure |  |  |  |
| 1.2 | Functional handover to Risk Manager |  |  |  |  |
| 1.3 | Operational handover to ITS |  |  |  |  |

***Contract Management Processes***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ID** | **Sub-Deliverables** | **Tasks** | **Who will do it?** | **How long is it expected to take?** | **Deadline date** |
| 1.1 | Process developed |  |  |  |  |
| 1.2 | Process reviewed |  |  |  |  |
| 1.3 | Process published |  |  |  |  |

Project Methodology Template Examples

### *Communication Plan Example*

**Introduction**

***Purpose***

The purpose of the Communication Plan is to:

* + identify all stakeholders
	+ describe the communication needs of the stakeholders
	+ define how stakeholders will be kept informed about the project
	+ identify the communication paths within the University
	+ ensure all information is consistent, accurate, and timely

The Communication Plan provides an overall framework for managing and coordinating the wide variety of communications that will directly or indirectly take place as part of the Project. It addresses communicators, audiences, messages, communication channels, feedback mechanisms and message timing, and creates an integration between all six. Such a framework will ensure that the project provides relevant, accurate, consistent information to Massey at all times.

This plan includes the following elements:

* + Project Audiences
	+ Communication Plan
	+ Communication Calendar
	+ Communication Formats
	+ Communication Principles

A number of stakeholders are involved in this project. By effectively communicating with them the project can accomplish its work with support and cooperation of each stakeholder group.

### *Audience*

This document is intended for the members of the Project Sponsor Group.

# Assumptions

This document assumes that the reader is familiar with Project Terms of Reference.

# Associated Documents

This document should be read in conjunction with the Project Terms of Reference.

## Project Audiences

This section contains a description of the various audiences that are covered in this Communication Plan. The following table identifies each audience and their vested interests and expectations.

|  |  |  |  |
| --- | --- | --- | --- |
| **Audience** | **Roles & Responsibilities** | **Vested Interests** | **Expectations** |
| University Council | Approval of the business case. Monitoring progress reports to ensure the benefits defined in the business case are delivered. | Progress on delivery against Business Case.Project progresses as planned. | Progress reports to ensure the benefits defined in the business case are delivered via the Registrar. |
| Vice Chancellors Executive Committee | Oversight of the delivery of core organizational benefits.Executive endorsement of the project. |  | Project is well planned and managed. Project progressing to plan.Periodic progress reports via the Registrar. |
| Sponsor Group | Approving and prioritising Project Definition for project elements.Monitoring progress by exception. Reviewing and approving substantial changes.Monitoring the project progress. Ensuring that proper risk assessment is performed and mitigation strategies are developed.Approving project scope, budget, objective and plan changes within any delegated authority.Signing off the project deliverables at the relevant milestones.Confirming project cancellation where necessary.Ensuring that the proper financial checks and professional balances are included.Ensuring that the project meets the | Project Strategy Owners. Effective project management.Adequate resources are available to the project.Project remains within scope, budget and timeframe.Project meets the broader business needs of the University | The Project adheres to the Project terms of reference and plan.Receipt of progress reports on a regular basis. Timely notification/resolution of issues.Project is on time and within budget. Review of Project Deliverables. |

|  |  |  |  |
| --- | --- | --- | --- |
| **Audience** | **Roles & Responsibilities** | **Vested Interests** | **Expectations** |
|  | University’s statutory obligations and protects its interests.Ensuring that the project delivers the required benefits.Reviewing and approving the quality assurance reports, including the projectmanager's recommended actions. |  |  |
| Project team | Championing the project and raising awareness at operational level.Supporting the implementation plans and achievement of project milestones.Resolving policy and project issues. Driving and managing change through the organisation.Alignment and integration of project goals with other ongoing projects.Communicating with other key organisational representatives.Communicating vision to user community | The project satisfies the business needs.Project is completed on time. Impacts of Project on the Business. Utilizing the technology will improve business processes.Business staff is used effectively. No surprises! | Receipt of progress reports on a regular basis. Timely notification/resolution of issues.Notification of changes to Terms of Reference and plan.Input into review of project deliverables. |
| Project Management | The effective coordination of tasks and resources between the Project Office and other groups.Communicating vision to the user community | Project staff are used effectively.The Project is completed on time and within budget.ITS objectives are met as they apply to the Project. | Regular communication. Timely notification of issues. Effective team work. |
| Activity Centre / Business Owners | Provide functional expertise in an administrative processWork with users to ensure the project meets business needsApproval of the design documentation. User acceptance testing signoff.Identification of User Training Requirement and assistance with rollout. Approval for new functionality to be released into production. | Clear understanding of the business needs.Their staff knowledge is used effectively.The technology will improve business processes.Project deliverables are of a high quality. | Their staff are satisfied.Regular communication with Project Manager. The project team understands their requirements.The product will meet their business needs and improve their work processes. |
| Academic Directors | To ensure College Business requirements are communicated, understood and met. Provide input into relevant statement of requirements. | The needs College staff are met as they apply to this project.Improvement in business processes. | Regular contact with the Project Manager. Opportunity to provide input into the project. College staff are satisfied with the project deliverables. |

|  |  |  |  |
| --- | --- | --- | --- |
| **Audience** | **Roles & Responsibilities** | **Vested Interests** | **Expectations** |
| Business Analysts | Working with users to define what functionality is required to support there business requirements.Documentation and analysis of future requirements.Acting as the primary liaison point between ITS and the User community during the development phase.Identification and mapping of help files. Coordination of the updating of User guides and manuals.Defining, documenting and coordination of User Acceptance Testing.Coordination of User training | Information flows easily among project stakeholders.Project is successful.Clear direction and delegation of tasks. Consistent quality management. | Quality delegation.Review and feedback on deliverables. Adequate project resources are available. The project is well managed |
| Programmer Analysts | Application design and peer review. Application coding and peer review Programmer module testing.Support for user acceptance testing and problem resolution.Supporting the release of new functionality into production. | Information flows easily among project stakeholders.Project is successful.Users requirements are communicated and captured efficiently. | The project is well managed Priorities are clearly communicated.Adequate project resources are available. Opportunity to provide input into the project. |
| Users | The effective use of the System. Active participation in training.Support the integration of technology with business processes.Constructive feedback on how effective the technology is being deployed. | Project deliverables are of a high quality.Improve the business processes. They are well informed about changes that effect how they carry out their responsibilities. | The product will meet their needs and improve their work processes.Assistance with learning the new system through effective training.Information is ready available. |

## Communication Events

The following table outlines the communication events that will occur to support the Project. Refer to Section V for suggested formats of communications and meetings.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Audience** | **Event** | **Communicator** | **Channel** | **Timing** | **Feedback Mechanism** |
| University Council | Council Meeting | Registrar | Verbal, Written(Project Status Update) | Six monthly | Verbal via Registrars feedback and meeting minutes |
| Vice Chancellors Executive Committee | VCEC Meeting | Registrar | Verbal, Written(Project Status Update) | Six monthly | Verbal via Registrars feedback and meeting minutes |
| Sponsor Group | Sponsor Group Committee Members | Project Manager | Verbal, Written (Project ManagersReport) | Six weekly | Verbal via members feedback andMeeting Minutes |
| Project Team | Project Meeting | Project Manager | Verbal, Written (Project ManagersReport) | Three weekly | Verbal via members feedback andMeeting Minutes |
| Project Management | Update Meeting | Project Manager | Verbal | Weekly | Verbal at Meeting |
|  |  | Director – Projects Office |  |  |  |
|  | Three Way Meeting | Project Manager | Verbal | Weekly | Verbal at Meeting |
|  |  | Project Manager – Application Development |  |  |  |
|  |  | Assistant Director IT Applications Development |  |  |  |
|  | Four Way Meeting | Project ManagerDirector – Projects Office | Verbal | Two weekly | Verbal at Meeting |
|  |  | Assistant Director IT Applications Development |  |  |  |
|  |  | Director Information Technology |  |  |  |
| Activity Centre/ | Project Briefing | Project Manager | Verbal, with | Six monthly | Verbal at Meeting |
| Business Owners |  |  | Supporting relevant |  |  |
|  |  |  | project documents |  |  |
|  |  |  | (e.g. ToR) |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Audience** | **Event** | **Communicator** | **Channel** | **Timing** | **Feedback Mechanism** |
|  | Software Development Updates and Approval | Business Analysts | Verbal, with Supporting relevant project documents (e.g. Scope,Specification, Testing) | Periodic | Verbal, plus via supporting documents |
| Academic Directors | Project Briefing | Project Manager | Verbal, with Supporting relevantproject documents | Periodic | Verbal at Meeting |
| Business Analysts | Project Progress Update MeetingHeads Up MeetingProject Office Meeting | Project ManagerProject Manager – Application DevelopmentProject Director | VerbalVerbalVerbal | Weekly2 DailyMonthly | Verbal at MeetingVerbal at MeetingVerbal at Meeting |
| Programmer Analysts | Heads Up MeetingProject Office Newsletter/ Web site | Project Manager – Application DevelopmentProject Manager | VerbalElectronic | 2 DailyMonthly | Verbal at MeetingElectronic Feedback Form |
| All SMS Users | Project Status Email Project Office Newsletter/ Web siteUser Training | Project Manager Project ManagerBusiness Owner | Electronic ElectronicFace to Face | Periodic MonthlyPeriodic | EmailElectronic Feedback FormEvaluation forms |

# Communication Calendar

The following calendar identifies the communication events that occur for each month of the project.

|  |  |  |
| --- | --- | --- |
| **Month** | **Event** | **Audience** |
| May | Discussion on systems criteria | Project Control Group |
| June | Discussion on business and system requirements feedback and systems for demonstration day | Risk Manager |
| June | Final business and system requirements emailed | Project Control Group, Risk Manager, Director ITS and Organisational Development |
| June | Discussion on Selection Criteria for demonstrations of systems | Project Control Group |
| June | Demonstration of Research Master and Contract Assistant – Enterprise Version with Blueridge | Project Control Group |
| June | Discussion on business and system requirements feedback and systems for demonstration day | Risk Manager |
| June | Final business and system requirements emailed | Project Control Group, Risk Manager, Director ITS and Organisational Development |
| June | Discussion on Selection Criteria for demonstrations of systems | Project Control Group |
| June | Demonstration of Research Master and Contract Assistant – Enterprise Version with Blueridge | Project Control Group |
| July | Discussion of demonstration outcome | Project Control Group |
| July | Email to Research Master requesting estimate of modifications | Research Master |
| July | Meeting to discuss Massey University requirements for Research Master from an IT perspective | Systems Specialist (Administration) |
| July | Discussion on outcome of demonstrations and commencement of processes | Risk Manager |
| July | Meeting to discuss process documents | User community |
| July | Discussion on draft processes and screen shots of system | Project Control Group |
| July | Discussion on draft processes and screen shots of system | Risk Manager |

# Communication Instruments

The purpose of this section is to outline the contents of key communications instruments and meetings.

**Council Report**

Progress against Business Case objectives and milestones.

**Vice Chancellors Executive Committee Report** Progress against Business Case objectives and milestones.

**Sponsor Group Meeting**

Review Minutes Review Action Register

Review Project Managers Report Discuss Project Problems and Issues. Review Policy Recommendations

Approval of Project Charter and Framework.

**Project Team Meeting** Review Minutes Review Action Register

Review Project Managers Report Discuss Project Problems and Issues. Review Communication Plan

Review upcoming project activities. Provide feedback from key stakeholders. **Project Managers Report**

Project Vision, Goals, Objectives, KPIs. Project Status

Progress Against Milestones Key points since last report. Project Costs – Budget vs Actual Risk Report

Issues Report

Change Request Report Communication Log Training Log

Testing Log

Quality Plan Checklist

Register of Changes Sponsored by External and Executive Stakeholders.

Resource Deployment

**Update Meeting** Work in Progress Project Resourcing **Three Way Meeting**

Development Status Update

**Four Way Meeting**

Project Resourcing Development Status Update

ITS and Project Office Effective Coordination Project Briefing

Project Framework Project Timelines

Project Progress against Plan

Implementation Plans**Software Development Updates**

Project Progress against Plan Scope Documentation Specification Documentation Testing Documentation Implementation Documentation **Project Progress Update Meeting** Work in progress update

Issue resolution

Task to be undertaken in next week Progress against project plan **Heads up meeting**

Who is currently working on what

**Project Office Meeting**

Project Status Updates

Who is currently working on what **Project Office Newsletter/Web Site** Project Status

Key Project Decisions Frequently Asked Questions **Project Status Email**

Update on progress and plans of the Project. Upcoming Project Activities

Training Plans Implementation time frames

# Communication Principals

From project team experience and from communications best practices, a number of common principles emerge which should be followed to ensure successful communication. These have been used in defining the Communication Plan to support the Project. They are described in the following table.

|  |  |
| --- | --- |
| **Principle** | **Reason** |
| Credibility | Without a credible communication approach or credible communicators, individuals will simply not believe in the end goal. |
| To involve not inform | Promotes ownership of the program, feeling a necessary part of the program |
| Communicators whom people trust/respect | If the staff does not trust or respect the communicators, the messages ‘fall on deaf ears’. |
| Visible management support | Active management commitment gives credibility to communication. Must be seen to demonstrate support. |
| Face-to-face communication | Audience is involved, communication is two-way and provides a feedback mechanism. |
| To avoid information ‘overload’ | Too much information leads to confusion and irritation. Accurate and timely information is key. |
| Consistent messages | Inconsistency loses credibility in the program. Without consistency, audiences are confused and frustrated about what to expect. |
| To repeat messages and vary mechanisms | The more ways a message can be communicated, the more likely it is to be internalized. Using different mechanisms ensures repetition without individuals ‘switching off’. |
| To create demand: Encouraging team to pull for information, rather than management pushing it at them. | Ensures buy-in to the change. |
| Tailor communication to audience needs: Give information which audience wants, not what you want to tell | Makes information ‘real’ to the audience. The audience is more likely to listen if the information is pertinent to their current frame of reference. |
| Central co-ordination | Ensures consistent approach. |
| Manage expectations | Encourages audience to believe in what you to tell them. Preparing shows you understand their needs. |
| Listen and act on feedback | Encourages support in the approach by being responsive to the needs of the audience. Ensure approach meets changing audience needs. |

### *Quality Assurance Plan Example*

**Introduction**

***Purpose***

This plan has been developed to ensure that Quality is managed effectively throughout the project, and provide assurance that the project will meet quality standards. This Quality Assurance Plan describes the strategy and methods the project will deploy to ensure:

* That the project is being managed, developed, and deployed in a sound, reasonable way.
* That the project's deliverables are of acceptable quality before they are delivered to the project's clients.
* That the deliverables will do what the users expect.

### *Audience*

This document supports the Project Team and Sponsor Group.

### *Assumptions*

This document assumes that the reader is familiar with the concepts of Quality Assurance and Quality Control.

### *Associated Documents*

This document should be read in conjunction with the Project Terms of Reference.

### *Definitions*

The following definitions apply to this document:

<Enter text>

# Quality Assurance Plan

### *Quality standards*

The project will incorporate standards from the following sources:

<Enter Text>

### *Quality assurance*

The following activities will ensure satisfying the meeting the project management standards:

Approval of the Project Plan by the Project Sponsor Group

Sign-off of changes to the Project Plan by the Project Sponsor Group Full testing of the project deliverables

Sign-off of the deliverables by identified stakeholders

Project status reports for presentation to the Project Sponsor Group and for placement on the web site

Post Implementation Review

#### Quality Control

|  |  |  |
| --- | --- | --- |
| **Activity** | **Measure** | **Possible Rectification** |
| Reports | Sign-off by stakeholder | Amend report as required |
| Quality of system | User Acceptance Testing | Errors log |
| Training | Evaluations completed by participants | Additional training |
| Complete system | Sign-off by stakeholders | Rework |

**Resources Required**

**Roles and Responsibilities Timeline of Quality Activities**

Project Methodology Template Examples

#### Quality Control Register

|  |
| --- |
| QUALITY CONTROL REGISTER - <Project Name> as at <Date> |
| **ID** | **QA Activity** | **Date** | **Priority** | **Assigned to** | **Comments** | **Status** |
|  |  |  |  |  |  |  |
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|  |  |  |
| --- | --- | --- |
| **Legend:** | Status: |  |
| Priority | N | Not begun |
| 1 | A | Underway |
| 2 | E | Evaluated, awaiting decision |
| 3 | R | Resolution in process |
|  | C | Completed |
|  | S | Escalated |
|  | X | Cancelled |

### *Implementation Plan Example*

**Introduction**

***Purpose***

The purpose of this plan is to determine how the deliverables of the Contract Management project will be implemented into the operational areas. It focuses on process, culture and training, and does not include the details of any technical implementations. This plan describes the steps necessary to turn the project's product or service over to the business unit and production support staff. The plan assures that all of the necessary steps are identified and that each of these steps has resources assigned to them.

### *Audience*

This document is intended for the Project Team and the Sponsor Group.

### *Associated Documents*

This plan should be read in conjunction with the Training Plan and the Communication Plan for this project.

### *Definitions*

The following definitions apply to this document: Change:

Implementation:

Business process:

# Implementation Plan

### *What is being implemented?*

*<Description of the change that is taking place. What is in scope and what is not.>*

A new Contract Management System will replace the current process. It is for University contracts that are not research or employment.

### *Who is affected?*

<*List of affected parties>*

Risk Manager, Contract Managers, staff who manage contracts that are currently not visible to central management.

### *General timing of change*

*<Windows of opportunity, no-go dates, other events etc>*

As the current system is not working correctly, nothing is being done in this area. As the staff affected are not involved in student activity, the only busy time is year end processing in Dec/Jan. It is recommended that May/June/July is the best time for a launch of the new system.

# Expected Process change

*<Describe any changes to process or procedures expected to be affected by the implementation eg: new system will require people to use Windows instead of command lines, printing will now be on A4 rather than lineflow etc. Include as many details as are known at this stage.>*

Staff will need to learn the new system. They will also have to be able to scan documents into the Document Management System. This will increase their administration in the short term, but they should be able to see the benefits when they want to report on their contracts.

# Change analysis

### *Level of change*

The impact needs to be determined using the number of people involved, the amount of time they spend working with the new implementation and the degree of change that is proposed.

|  |  |
| --- | --- |
|  | **Number of people affected** |
| **Amount of time & degree of change** | **0-10** | **11-100** | **101-500** | **Everyone** |
| < 2 hours/week with little change | Minor | Minor | Minor | Minor |
| < 2 hours/week with some differences | Minor | Minor | Minor | Minor |
| < 2 hours/week with significant difference but familiar | Minor | Minor | Moderate | Moderate |
| < 2 hours/week with complete difference | Minor | Moderate | Major | Major |
| 2-10 hours/week with little change | Minor | Minor | Minor | Minor |
| 2-10 hours/week with some differences | Minor | Minor | Minor | Moderate |
| 2-10 hours/week with significant difference but familiar | Moderate | Moderate | Moderate | Major |
| 2-10 hours/week with complete difference | Major | Major | Major | Major |
| 10-20 hours/week with little change | Minor | Minor | Minor | Minor |
| 10-20 hours/week with some differences | Minor | Moderate | Moderate | Moderate |
| 10-20 hours/week with significant difference but familiar | Moderate | Major | Major | Major |
| 10-20 hours/week with complete difference | Major | Major | Major | Major |
| > 20 hours/week with little change | Minor | Minor | Minor | Minor |
| > 20 hours/week with some differences | Minor | Moderate | Moderate | Major |
| > 20 hours/week with significant difference but familiar | Moderate | Major | Major | Major |
| > 20 hours/week with complete difference | Major | Major | Major | Major |

The number of people affected is expected to be around 20

The amount of time they spend on average would be < 2 hours per week The degree of change is significant but familiar

Therefore the level of change for contract managers is expected to be Minor.

### *Impact of change*

*<Will the change have a perceived positive or negative impact on affected people? Is this change as a result of users identifying a problem, or management strategy.*

*Discuss net impact of change – level of impact and type of impact to get an overview of whether this change will fit easily with the current culture or encounter resistance. >*

The impact of this change is expected to be positive. The change is driven by the user group, and has been instigated to solve a problem of lack of reporting on contracts. There will be some that feel that their current spreadsheets are working “just fine”, but they are a minority group.

### *Plan for culture change*

#### Stakeholder analysis

*<Identify the people and organisations that may be able to significantly influence the implementation and its success, as well as those directly affected by the implementation.*

*Analyse the positions (including values and expectations) of key stakeholders. You may wish to use the diagram below to plot stakeholders by their level of influence and support for the change.>*



Document your strengths and weaknesses in managing key stakeholders

|  |
| --- |
| **Stakeholders Their views in respect of Your strengths in Your vulnerabilities with the change managing these views reference to these views** |
| Risk manager | Keen to see implemented. Needs to have visibility of all contracts in the University that may place the University at risk | No need to manage | None |
| Contract Managers | Mostly keen. Easier access to information, and automated workflow in renewals etc | Tools speaks for itself. Once demonstrated and implemented it is expected that the final few will appreciate the change | If implementation is not “perfect” we may lose the people who didn’t really want it anyway. |
| Contract Administrators | Keen – current workarounds are unwieldy and time consuming | No need to manage | None |
| Other system users | Mostly research area – not so keen, as a potential for conflicts of interest when using common screens | Building relationships with staff involved to enhance collegial rather than adversarial activity. | They have the main system, and therefore final say in any disputes. If negotiation fails, it could be difficult |

#### Sphere of influence analysis

*<People who resist change are generally only resisting because of the barriers they feel exist within their current work environment. Most often they can be convinced of the benefits of a change if a person and/or people within their ‘sphere of influence’ can expose them to those benefits.*

*Analyse the key stakeholder group and identify those groups who may be positive about change that are within the target groups’ sphere of influence.>*

Not necessary in this instance, as there is general agreement as to the change.

#### Force field analysis – what are facilitators and barriers

*<All changes have positive and negative factors, use a force field analysis to identify the facilitators and barriers to change and judge how you might be able to strengthen the facilitators and lessen the barriers to overcome the inertia associated with the status quo.>*

Not necessary in this instance, as there is general agreement as to the change.

#### Identify potential change agents

*<Look at ways these people can assist the project. Offer training in change management and get them involved in the project.*

*Change agents come in all shapes and sizes, do not be afraid to identify people who might be supporting the existing system/process. Often they are the best change agents.>*

Key Contract Managers Risk Manager

Key Contract Administrators

Influential research person (other user group)

# Documentation required

*<What documentation will be needed to support the change? User manuals? Guides? Process documentation? >*

User guides will be created, along with process documentation. Contract cover sheets will have to be revised.

# After implementation support

*<What happens when the project has gone? Will existing support structures support the change, or will new ones be required? What are the resourcing implications? Do the existing support people know about the change? Are they trained? How will change requests (rather than requests for help) be actioned?>*

A key Risk Management team member will be trained as the “Super User” to assist with support after the implementation. There will also be technical support from the main systems administrator.

# Transition arrangements

*<Will the change be “cold turkey” or will some transitional arrangements occur as the change is made. Detail what these arrangements might be and how they will be managed, funded, supported etc.>*

As there is no real system currently in place, when the legacy data is loaded, we will begin to load contracts and systematically get contract managers to do the same until the system becomes fully live.

# Summary Action Plan

*<Timeline of expected events based on all of the above. Link to Communication plan and Training plan for details, rather than repeat it all here>*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity** | **Date** | **Responsible** | **Resources required** | **Documentation** |
| Training as per plan | May | Vendor | Risk Team | User guideProcess documentation |
| Legacy data loaded | May | Vendor | ITS | Data |
| Communication as per plan | April/May | PM |  | Status updates |
| System live | June | ITS/Vendor | All affected staff | Install notes |

### *Project Management Plan Example*

**Introduction**

***Purpose***

The purpose of this document is to provide an overview of how the Contract Management System project will be structured and managed. It provides the framework for where the detailed aspects of the project are determined, coordinated, and documented.

### *Audience*

The intended audience is the project team and the following identified stakeholders:

* + - Massey Staff - Contract Managers/Administrators
		- Project Sponsor Group
		- Project Control Group

### *Assumptions*

The creation of this document assumes the following:

1. That all parties understand how the current System operates within the University.
2. That all parties are familiar with Massey University’s project methodology.

### *Associated documents*

The Contract Management Project Terms of Reference are to be read in conjunction with this document.

# Background

The Contract Document Management System (CDMS) has been operational within the University since August 2001. The CDMS was developed out of the Document Management System (DMS) by ITS to meet the original user specifications documented by the former Contracts office. From December 2002 the Projects Office has been managing this system. The process to date involves receiving of contracts, scanning them into the CDMS, entering data for reporting purposes and sending reports to Contract Managers on a monthly basis.

This system provides limited access and functionality to users. Currently we are unable to monitor the status of contracts and it does not provide the necessary management reporting.

The University has undertaken to investigate a new Contract Management System in order to effectively manage contracts entered into by the University.

### *Key changes since the Business Case/TOR*

No changes have occurred since the Business Case was approved by Council.

### *Objectives*

* To enable the effective monitoring of contracts, including status and expiry date for renegotiation
* To enable management reporting of contracts to reduce the risk to the University of potential damage
* To have a central repository of contracts in the University for easy access and maintenance.

# Scope

### *In Scope*

|  |  |
| --- | --- |
| 1. | To document the business, user and system requirements of a new Contract Management System at Massey University |
| 2. | To identify and document options for the purchasing/developing of a system that recognises the needs of the University. |
| 3. | To purchase a new Contract Management System. |
| 4. | To implement the new Contract Management System within the University environment. |
| 5. | To document the Contract Management process for the University. |

***Outside Scope***

|  |  |
| --- | --- |
| 1. | Research Contracts |
| 2. | Employment Contracts |

***Scope Management***

Once the project deliverables have been fully identified, the change management process will apply (see section 7.5)

# Assumptions, Constraints & Dependencies

### *Assumptions*

|  |  |
| --- | --- |
| 1. | That there is a system capable of delivering all that is required. |
| 2. | That the operational areas involved fully support the project and are keen to reach a successful conclusion. |
| 3. | That ITS will take over the support of the system after an appropriate handover. |
| 4. | Resources, once negotiated and agreed, will remain stable and staff will not be assigned to other tasks or projects. |

***Constraints***

|  |  |
| --- | --- |
| 1. | There is a total budget of $100,000,000 to manage this project. |
| 2. | The expected timeframe for this project is the end of December 20XX. |

***Dependencies***

|  |  |
| --- | --- |
| 1. | Dependence on the vendor to deliver a final product and provide the correct advice. |
| 2. | ITS can find a suitable platform for the system to operate from. |

**Project Structure**

***Organisation***

**Project Sponsor group**

*Purpose:*

To direct and establish goals and deliverables, prioritise outputs against business strategy, approve recommendations and monitor progress, assist with problem/issue resolution, assist with communication of the project deliverables

*Who:*

University Registrar, Director, Information Technology Services and Organisational Development, Risk Manager and Director, Projects Office.

**Project Management**

*Purpose:*

To facilitate and support achievement of project goals and deliverables

*Who:*

Project Leader

**Project Control Group**

*Purpose:*

To design, develop and implement project deliverables

*Who:*

XXXXXXXXXXXXX

*Ad hoc:*

Others on an as required basis

***Roles & Responsibilities***

|  |  |
| --- | --- |
| Project Sponsors – <Joe Bloggs, Mary Bloggs> | * Chief champion of the project
* Have accountability for the project and ownership of entire project
* Provide overview and direction for the project
* Chair the project steering committee
* Advocate the project internally and externally
* Facilitate and support policy and funding recommendations
* Help anticipate and prepare for cultural, business, and technological impacts of the transition to xxx
* Provide advice and guidance to the project manager & project team
* Monitor the project budget
* Sign off/acceptance capability
* Final acceptance responsibility
* Manage escalated risks and issues
* Sign off and review of project components
 |
| Project Manager – <Joe Bloggs> | * Prepare and present business case
* Project planning (timelines, resources, scope, budget)
* Manage and direct project activities, including project documentation, resources and timelines
* Liaison to project sponsors and stakeholders
* Project communication and management of expectations
* Support of project team
* Create, update and distribute project plan
* Create weekly Status Report
* Issue resolution and escalation
* Implement and monitor change control
 |
| IT Project Manager – <Joe Bloggs> | * Prepare and present business case
* Project planning (timelines, resources, scope, budget)
* Manage and direct project activities, including project documentation, resources and timelines
* Liaison to project sponsors and stakeholders
* Project communication and management of expectations
* Support of project team
* Create, update and distribute project plan
* Create weekly Status Report
* Issue resolution and escalation
* Implement and monitor change control
 |

**Project Approach**

After the Terms of Reference have been signed off a Project Control Group meeting will be held in order to determine the first steps to get the project underway.

### *Lifecycle*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | 1st Quarter |
| MILESTONE 0Project Approval | MILESTONE IProof of concept | MILESTONE IIDevelopment Approval | MILESTONE IIIProduction Approval | MILESTONE IVImplementation and Handover |

**Resources**

***Staffing plan***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Role** | **Staff Member** | **Start Date** | **End Date** | **Reporting To** |
| IT Support |  | Today | Later |  |
| Testing |  | Tomorrow | Soon |  |
| Integration of existing data | Extra resource | Later | Much later |  |

<Also enter extra information about staffing if necessary>

# Controlling & Executing

### *Schedule* Gantt chart

The Gantt chart will be updated and reported against baseline every month. This is attached as Appendix 1.

### *Milestones*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **ID** | **Milestone** | **Description** | **Due Date** | **Assigned To** |
| 1. | Terms of Reference |  | February |  |
| 2. | Investigate Market and Possible Suppliers |  | March |  |
| 3. | Business and User Requirements |  | April |  |
| 4. | Business case |  | June |  |
| 5. | Project Management Plan |  | July |  |
| 6. | Process developed |  | August |  |
| 7. | Purchase and Implementation of System |  | November |  |
| 8. | Handover – functional handover to Risk Manager- operational handover to ITS |  | December |  |

**Risk Management**

The project risk management process is based on the Massey University Risk Management policy and framework.

The risk management process comprises three process steps: Risk Identification

Risk Assessment

Risk Treatment

# Risk Management Process

**Risk Management Roles**

|  |  |
| --- | --- |
| Risk Originator | Documents the risk as clearly and completely as possible Submits risk form to project manager |
| Project Manager | Tracks status of Risk in the Risk register Clarifies risk if necessaryTransfers risk to Issues register if the risk is realised Makes necessary updates to project planMonitor and reports on risk status and managementKeeps risk originator apprised of risk status |
| Business Analyst | Researches and clarifies risk as neededIdentifies alternative mitigation strategies and/or contingency plans. Makes recommendationLiaison with key stakeholders (e.g. ITS) on the impact and possible solutions |
| Project Control Group | Reviews risk, impact analysis and recommendationEither approves the mitigation strategy and/ or contingency plans Ensures any required additional resources are available |

**Risk Register**

The following is an extract from the University’s Risk manager Handbook relating to the classification of risks.

# Raw Risk level

Project Methodology Template Examples

|  |  |
| --- | --- |
| **Likelihood** | **Consequences** |
|  | Insignificant 1 | Minor 2 | Moderate3 | Major 4 | Catastrophic 5 |
| A (certain) | **H** | **H** | **E** | **E** | **E** |
| B (likely) | **M** | **H** | **H** | **E** | **E** |
| C (possible) | **L** | **M** | **H** | **E** | **E** |
| D (unlikely) | **L** | **L** | **M** | **H** | **E** |
| E (rare) | **L** | **L** | **M** | **H** | **H** |

**E *extreme risk*** – immediate executive action required.

**H *high risk*** – senior management attention needed

**M *moderate risk*** – management responsibility must be specified

**L *low risk*** – manage through routine procedures

# Effect of Controls on Risks

If the resultant risk is consider Low, no further action is required, and can be noted as Accepted.

|  |  |
| --- | --- |
| *Control* | **Level of Raw Risk** |
| Extreme Risk | High Risk | Moderate Risk | Low Risk |
| Excellent | **L** | **L** | **L** | **L** |
| Good | **L** | **L** | **L** | **L** |
| Adequate | **M** | **M** | **L** | **L** |
| Inadequate | **E** | **H** | **M** | **L** |
| Non-existent | **E** | **H** | **M** | **L** |

The table that follows evaluates this project risk in relation to the above classifications.

|  |
| --- |
| **Risk Register** |
| **No** | **Risk Name** | **Owner** | **Consequence** | **Likelihood** | **Raw Rating** | **Control mechanisms and weighting.** | **Effect of control on risk weighting** | **Treatment and Activity log** |
| 1 | That the reporting accuracy and ability to retrieve information may be compromised if all existing contracts are not included, have incorrect or incomplete data within the current Contract Document Management System. | PM | Moderate | Likely | High | Internal audit of current system.Verification from Contract Managers | Medium | Added audit task to Project |
| 2 | Future contracts may be managed outside of the reporting system due to the fact that staff could be unaware that the new Contract Management System has been implemented and continue managing their own contracts on an ad hoc basis. | PM | Moderate | Possible | High | Training and Communication Plan | Low | Risk Manager to communicate to the University |
| 3 | Delivery in timeframe could be affected by | PM | Minor | Unlikely | Low | Correct BudgetProject Control function | Low | None required at this stage |

|  |
| --- |
| **Risk Register** |
| **No** | **Risk Name** | **Owner** | **Consequence** | **Likelihood** | **Raw Rating** | **Control mechanisms and weighting.** | **Effect of control on risk weighting** | **Treatment and Activity log** |
|  | scope creep. |  |  |  |  |  |  |  |
| 4 | That the full set of requirements is not met due to software application restrictions. | PM | Moderate | Possible | High | Software specifications | Low | Awaiting feasibility study |
| 5. | Budget over run due to extra resourcing or a more expensive system. | PM | Moderate | Possible | High | Change management | Low | None required at this stage |
| 6. | A complete list of user requirements may not be obtained from users. | PM | Moderate | Unlikely | Medium | Consultation process and stakeholder analysis | Low | Reconfirmation of requirements once completed |

# Quality Management Plan Summary

### *Quality Standards*

The project will incorporate standards from the following sources: MU Contract Legal Compliance 1.7B

### *Quality Assurance*

The following activities will ensure satisfying the meeting the project standards:

Peer review of critical documents - Projects Office and Project Control Group Approval of the Project Plan by the Project Sponsor Group

Sign-off of changes to the Project Plan by the Project Sponsor Group Sign-off of the system by the Project Sponsor Group

User acceptance testing

Project status reports for presentation to the Project Sponsor Group and for placement on the web site

### *Quality Control*

|  |  |  |
| --- | --- | --- |
| **Activity** | **Measure** | **Possible Rectification** |
| Processes | Sign-off by stakeholder | Amend as required |
| Reports | Sign-off by stakeholder | Amend report as required |
| Quality of system | User Acceptance Testing | Errors log |
| Training | Evaluations completed by participants | Additional training |
| Complete system | Sign-off by stakeholders | Rework |

***Quality Register***

A quality register will be held by the Project Manager to record quality activities.

# Communication Plan Summary

### *Stakeholder Analysis*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder group** | **Participants** | **Potential Impact** | **Stakeholder contribution** | **Stakeholder interests & expectations** |
| Project Sponsors | As per list | High | Direction to the project | Deliverables completed |
| PCG | As per list | High | Direction to the project | Deliverables completed |
| Contract Managers |  | High | Operational Expertise | Improved System |
| Contract Management System Administrators |  | High | Operational Expertise | Improved System |
| Risk Manager | Anne Walker | High | Business Process Owner | Improved System |

***Communication Plan***

|  |  |  |  |
| --- | --- | --- | --- |
| **Stakeholders** | **Message and Method** | **Timing** | **Assigned To** |
| Project Sponsors | Update meeting | On an ad hoc basis | PM |
| PCG | Update meeting | Monthly - extra as required | PM |
| ITS | Update and issue collection | As required | PM |
| Risk Manager | Update meeting | Fortnightly | PM |
| User Community | 1st email from Risk Manager at approval of the Business Case. Thereafter, update email | Monthly | PM |

**Change management**

The objectives of the change management procedure are:

To manage each request for change to ensure that the scope of the project is kept under control

To ensure each request for change is assessed by key project players To allow each change to be accepted (or rejected or deferred) with the

appropriate authority

To enable the orderly implementation of each accepted change To allow the impact of all changes to be understood and managed

To allow small changes to be managed with the minimum of overhead

# Change management procedure

#### Change Management roles

|  |  |
| --- | --- |
| Requester | * Documents the request as clearly and completely as possible on the Change Request Form
* Submits request to project manager
 |
| Project Manager | * Tracks status of change request in the Change Request register
* Clarifies change request if necessary
* Sends request for impact analysis to analyst
* Forwards change request, impact analysis and recommendation to project sponsor / project control group
* Makes necessary updates to project plan
* Keeps requester apprised of request status
* Approves low impact requests
 |
| Business Analyst | * Researches and clarifies request as needed
* Liaison with key stakeholders on the impact and possible solutions.
* Identifies alternative solutions
* Makes recommendation
* Estimates time and resources required to add the change to the project's scope
* Identifies where added tasks fit into project plan
* Updates Change Request Form with impact analysis
* Sends updated Change Request Form to project manager
* Updates Functional and Application Specifications
 |
| Project Control Group | * Reviews change request, impact analysis and recommendation
* Either approves the request, denies the request or places the request on hold
* Ensures any required additional resources are available
 |

**Change Register**

<Link to separate change register>

Change Request

Risk Management

# Issue management

The primary goals of an Issue Management Plan are to ensure that:

Issues are identified, evaluated and assigned for resolution.

Issue resolutions determined to impact the scope, schedule, or quality of the project will go through the change management process.

Issue resolutions or decisions are documented and communicated to all affected parties.

#### Issue management procedure

Issue Management Role

Submit issue form

Issue originator

N

Issue applicable to project?

Project Manager

Y

Update issue register & assign priority

 Y

Issue resolved?

N

 Y

Change required?

Project Control Group

N

 Y

Does the issue raise a risk?

N

Issue actions assigned

Issue actions completed

Project Team

Review issue register

Review issue

Identify Issue

Close issue and update register

**Issue management roles**

|  |  |
| --- | --- |
| Issue Originator | * Documents the issue as clearly and completely as possible on the Issue Form
* Submits issue form to project manager
 |
| Project Manager | * Tracks status of issue in the Issue Log
* Transcribes issue onto Issue Form if necessary
* Clarifies issue if necessary
* Sends issue for impact analysis to analyst
* Forwards issue, impact analysis and recommendation to project sponsor
* Makes necessary updates to project plan
* Keeps issue originator apprised of issue status
* Approves low impact resolution recommendations
 |
| Business Analyst | * Researches and clarifies issue as needed
* Liaison with key stakeholders (e.g. ITS) on the impact and possible solutions
* Identifies alternative resolutions
* Makes recommendation
* Estimates time and resources required to resolve the issue
* Identifies where added tasks fit into project plan
* Updates Issue Form with impact analysis
* Sends updated Issue Form to project manager
* Updates Functional and Application Specifications as necessary
 |
| Project Control Group | * Reviews issue, impact analysis and recommendation
* Either approves the resolution, denies the resolution or places the resolution on hold
* Ensures any required additional resources are available
 |

**Issues register**

This register is currently empty and is held by the Project Manager

# Budget control

There is a total budget of $100,000,000 for the purchase and implementation of a Contract Management System. This cost will also include extra resource to integrate the existing data from CDMS into the new system. A breakdown of costs will be included once the RFP process has been completed.

# Testing Plan Summary

See Master Test Plan for full details

|  |  |  |
| --- | --- | --- |
| **Test** | **Who** | **Date** |
| Function | All | May |
| Process | All | May |
| Legacy | Heidi | May |

#### Prerequisites

**Data**: Configuration of all Fields with Research Services must be completed prior to the testing of this system.

**Hardware**: Test Server **Software**: RIMS Test Database **Location**: At people’s desks

**Staffing and Training**: The following staff have been identified as testers for the Contract Management System and will require training on its features:

* Heidi– Resource to update the system once the legacy data from DMS has been transferred.
* Rae – Overall Contracts Administrator
* Bill – Contract Manager
* Tony – Contract Manager

# Training Plan Summary

See training plan for full details

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Audience** | **Training** | **Training Resource** | **Timeframe** | **Environment / location** |
| Testing staff | User | Guide | May | On the job |
| Risk team | Super User | Guide | May | On-the-job |
| Contract Managers | User | Guide | June | On-the-job |
| Other staff | User | Guide | As required | On-the-job |

### *System User Requirements Example*

**Introduction**

***Purpose***

*<Identify the product whose software requirements are specified in this document, including the revision or release number. Describe the scope of the product that is covered by these System User Requirements, particularly if these System User Requirements describe only part of the system or a single subsystem.>*

### *Audience*

*<Describe the different types of reader that the document is intended for, such as developers, project managers, marketing staff, users, testers, and documentation writers. Describe what the rest of these System User Requirements contain and how they are organized. Suggest a sequence for reading the document, beginning with the overview sections and proceeding through the sections that are most pertinent to each reader type.>*

### *Assumptions*

***Associated Documents***

*<List any other documents or Web addresses to which these System User Requirements refer. These may include user interface style guides, contracts, standards, system requirements specifications, use case documents, or a vision and scope document. Provide enough information so that the reader could access a copy of each reference, including title, author, version number, date, and source or location.>*

### *.Document Conventions*

*<Describe any standards or typographical conventions that were followed when writing these System User Requirements, such as fonts or highlighting that have special significance. For example, state whether priorities for higher-level requirements are assumed to be inherited by detailed requirements, or whether every requirement statement is to have its own priority.>*

### *Project Scope*

*<Provide a short description of the software being specified and its purpose, including relevant benefits, objectives, and goals. Relate the software to corporate goals or business strategies. If a separate vision and scope document is available, refer to it rather than duplicating its contents here. System User Requirements that specify the next release of an evolving product should contain their own scope statement as a subset of the long-term strategic product vision.>*

# Overall Description

### *Product Perspective*

*<Describe the context and origin of the product being specified in these System User Requirements. For example, state whether this product is a follow-on member of a product family, a replacement for certain existing systems, or a new, self-contained product. If the System User Requirements define a component of a larger system, relate the requirements of the larger system to the functionality of this software and identify interfaces between the two. A simple diagram that shows the major components of the overall system, subsystem interconnections, and external interfaces can be helpful.>*

### *Product Features*

*<Summarize the major features the product contains or the significant functions that it performs or lets the user perform. Details will be provided in Section 3, so only a high level summary is needed here. Organize the functions to make them understandable to any reader of the System User Requirements. A picture of the major groups of related requirements and how they relate, such as a top level data flow diagram or a class diagram, is often effective.>*

### *User Classes and Characteristics*

*<Identify the various user classes that you anticipate will use this product. User classes may be differentiated based on frequency of use, subset of product functions used, technical expertise, security or privilege levels, educational level, or experience. Describe the pertinent characteristics of each user class. Certain requirements may pertain only to certain user classes. Distinguish the favoured user classes from those who are less important to satisfy.>*

### *Operating Environment*

*<Describe the environment in which the software will operate, including the hardware platform, operating system and versions, and any other software components or applications with which it must peacefully coexist.>*

### *Design and Implementation Constraints*

*<Describe any items or issues that will limit the options available to the developers. These might include: corporate or regulatory policies; hardware limitations (timing requirements, memory requirements); interfaces to other applications; specific technologies, tools, and databases to be used; parallel operations; language requirements; communications protocols; security considerations; design conventions or programming standards (for example, if the customer’s organization will be responsible for maintaining the delivered software).>*

### *User Documentation*

*<List the user documentation components (such as user manuals, on-line help, and tutorials) that will be delivered along with the software. Identify any known user documentation delivery formats or standards.>*

### *Assumptions and Dependencies*

*<List any assumed factors (as opposed to known facts) that could affect the requirements stated in the System User Requirements. These could include third-party or commercial components that you plan to use, issues around the development or operating environment, or constraints. The project could be affected if these assumptions are incorrect, are not shared, or change. Also identify any dependencies the project has on external factors, such as software components that you intend to reuse from another project, unless they are already documented elsewhere (for example, in the Business Requirements or the project plan).>*

# System Features

*<This template illustrates organizing the functional requirements for the product by system features, the major services provided by the product. You may prefer to organize this section by use case, mode of operation, user class, object class, functional hierarchy, or combinations of these, whatever makes the most logical sense for your product.>*

### *System Feature 1*

*<Don’t really say “System Feature 1.” State the feature name in just a few words.>*

#### Description and Priority

*<Provide a short description of the feature and indicate whether it is of High, Medium, or Low priority. You could also include specific priority component ratings, such as benefit, penalty, cost, and risk (each rated on a relative scale from a low of 1 to a high of 9).>*

#### Stimulus/Response Sequences

*<List the sequences of user actions and system responses that stimulate the behaviour defined for this feature. These will correspond to the dialog elements associated with use cases.>*

#### Functional Requirements

*<Itemize the detailed functional requirements associated with this feature. These are the software capabilities that must be present in order for the user to carry out the services provided by the feature, or to execute the use case. Include how the product should respond to anticipated error conditions or invalid inputs. Requirements should be concise, complete, unambiguous, verifiable, and necessary. Use “TBD” as a placeholder to indicate when necessary information is not yet available.>*

*<Each requirement should be uniquely identified with a sequence number or a meaningful tag of some kind.>*

*REQ-1:*

*REQ-2:*

### *System Feature 2*

*<It is expected there will be more than one System Feature required. For each System Feature follow the format of 5.1 System Feature 1 above.>*

# External Interface Requirements

### *User Interfaces (conceptual)*

*<Describe the logical characteristics of each interface between the software product and the users. This may include conceptual sample screen images, any GUI standards or product family style guides that are to be followed, screen layout constraints, standard buttons and functions (e.g., help) that will appear on every screen, keyboard shortcuts, error message display standards, and so on. Define the software components for which a user interface is needed. Details of the user interface design should be documented in a separate user interface specification.>*

### *Hardware Interfaces*

*<Describe the logical and physical characteristics of each interface between the software product and the hardware components of the system. This may include the supported device types, the nature of the data and control interactions between the software and the hardware, and communication protocols to be used.>*

### *Software Interfaces*

*<Describe the connections between this product and other specific software components (name and version), including databases, operating systems, tools, libraries, and integrated commercial components. Identify the data items or messages coming into the system and going out and describe the purpose of each. Describe the services needed and the nature of communications. Refer to documents that describe detailed application programming interface protocols. Identify data that will be shared across software components. If the data sharing mechanism must be implemented in a specific way (for example, use of a global data area in a multitasking operating system), specify this as an implementation constraint.>*

### *Communications Interfaces*

*<Describe the requirements associated with any communications functions required by this product, including e-mail, web browser, network server communications protocols, electronic forms, and so on. Define any pertinent message formatting. Identify any communication standards that will be used, such as FTP or HTTP. Specify any communication security or encryption issues, data transfer rates, and synchronization mechanisms.>*

# Other Nonfunctional Requirements

### *Performance Requirements*

*<If there are performance requirements for the product under various circumstances, state them here and explain their rationale, to help the developers understand the intent and make suitable design choices. Specify the timing relationships for real time systems. Make such requirements as specific as possible. You may need to state performance requirements for individual functional requirements or features.>*

### *Safety Requirements*

*<Specify those requirements that are concerned with possible loss, damage, or harm that could result from the use of the product. Define any safeguards or actions that must be taken, as well as actions that must be prevented. Refer to any external policies or regulations that state safety issues that affect the product’s design or use. Define any safety certifications that must be satisfied.>*

### *Security Requirements*

*<Specify any requirements regarding security or privacy issues surrounding use of the product or protection of the data used or created by the product. Define any user identity authentication requirements. Refer to any external policies or regulations containing security issues that affect the product. Define any security or privacy certifications that must be satisfied.>*

### *Software Quality Attributes*

*<Specify any additional quality characteristics for the product that will be important to either the customers or the developers. Some to consider are: adaptability, availability, correctness, flexibility, interoperability, maintainability, portability, reliability, reusability, robustness, testability, and usability. Write these to be specific, quantitative, and verifiable when possible. At the least, clarify the relative preferences for various attributes, such as ease of use over ease of learning.>*

# Other Requirements

*<Define any other requirements not covered elsewhere in the System User Requirements. This might include database requirements, internationalization requirements, legal requirements, reuse objectives for the project, and so on. Add any new sections that are pertinent to the project.>*

# Appendices

### *Appendix A : Glossary*

*<Define all the terms necessary to properly interpret the System User Requirements, including acronyms and abbreviations. You may wish to build a separate glossary that spans multiple projects or the entire organization, and just include terms specific to a single project in each System User Requirements document.>*

### *Appendix B : Analysis Models*

*<Optionally, include any pertinent analysis models, such as data flow diagrams, class diagrams, state-transition diagrams, or entity-relationship diagrams.>*

### *Appendix C : Issues List*

*<This is a dynamic list of the open requirements issues that remain to be resolved, including TBDs, pending decisions, information that is needed, conflicts awaiting resolution, and the like.>*

### *Master Test Plan Example*

**Introduction**

***Purpose***

This document describes the testing procedures/overview for quality testing for the Contract Management System. This plan describes the approach to all testing associated with development: unit testing, integration testing, system testing and acceptance testing needed to complete a project properly.

### *Audience*

Project Manager, Business Analysts, Business Owners, ITS

### *Associated documents*

This document should be read in conjunction with the following documents: Business User Requirements document for the Contract Management

System.

# Overview

### *Project Objectives*

Establishing a fully integrated student advisement tool set Massey wide.

### *System Description*

We currently use two systems to manage University contracts. The Document Management System (Silent One) is used as a repository for the University contracts and a separate contract database has been established to enable monthly reporting to Contract Managers.

It has been approved that the non research contracts will be included within the RIMS (Research Information Management System) contract module. This will benefit the University by:

Harmonisation of enterprise systems i.e. no data doubling up with respect to core data of personnel, organisation structure etc.

Reduced IT maintenance (not supporting two databases and associated add ons)

Utilise existing RME system administration overhead Use of existing software licenses

Standardisation on an enterprise wide system Current support (internal and external)

Core data already exists to support the module (personnel and organisational)

Interaction with Research contracts if required Mac compatible

### *Plan Objectives*

The objectives of this plan are to; Define responsibilities

Identify the method to be used

To identify how the Contract Management System will be tested against the user requirements specified in the Business Requirements to ensure fitness for purpose.

Identify the environment in which testing will occur.

### *Outstanding Issues, Assumptions, Risk and Contingencies*

There are no outstanding issues, assumptions, risks and contingencies

# Business Requirements to be tested Functional Data Requirements

The system must have:

1. The ability to include customised fields for reporting and information retrieval purposes
2. The ability to track the status of all contracts

# Look and Feel Requirements

1. Data entry must be easy and quick
2. Reports must be easily available and intuitively named
3. A web interface is preferred, using Windows standard terminology eg File, Edit, View etc

# Usability Requirements

In general users require:

1. High quality reporting capability
2. Cross referencing to other documents
3. Storage of templates for different types of contracts used within the University

# Performance Requirements

1. The system shall be available at least during normal University working hours, and preferably 24/7
2. The system shall be able to handle multiple access points operating simultaneously without adverse effects

# Security & Access Requirements

1. The system shall be available to authorised personnel only
2. The process for access requests shall be transparent and timely
3. Delegated security levels for users

# Prerequisites

### *Test Data*

Configuration of all Fields with Research Services must be completed prior to the testing of this system.

### *Hardware*

Test Server

### *Software*

RIMS Test Database

### *Location*

At people’s desks

### *Staffing and Training*

The following staff have been identified as testers for the Contract Management System and will require training on its features:

* Heidi– Resource to update the system once the legacy data from DMS has been transferred.
* Rae – Overall Contracts Administrator
* Bill – Contract Manager
* Tony – Contract Manager

# Test Scope

### *Requirements to be tested*

#### Requirement 1 - The process for the storage and retrieval of contracts must be communicated to the users.

##### Sub Feature Purpose

|  |  |
| --- | --- |
| Web Page | The system must provide a means of communicating the process to users for example via a page or link |

**Requirement 6 - The University must be able to track the status of all contracts including knowing where all contracts are at any given time ie: lawyers, sent to other party for signing, completed.**

**Sub Feature Purpose**

|  |  |
| --- | --- |
| Contracts Data Entry Screen | The system must provide a means of tracking the status of the contract ie: intention to contract, draft one, signatory one, final. |
| Silent One | The system must be able to track the version of thecontract. |
| Significant Dates screen | The system must be able to provide an “alert/task/prompt” function for revision/renewal/expiry of contracts at least 6months prior to that date. |
| Significant Dates Screen | The system must provide an alert/prompt function advising interested parties of the new contract. |
| ?? | The system shall be able to create a profile of contract ownership details from which to initiate communication forspecific events for reporting purposes i.e. University profile. |

**Requirement 7 - The Contract Managers must be able to extract all reporting details required.**

**Sub Feature Purpose**

|  |  |
| --- | --- |
| Reporting | The system must be able to retrieve details of a contract in a report without having a scanned contract |
| Reporting | The system must be able to report on any identified field. |

**Requirement 8 - All University contract documents must be held in a secure site with designated access based on the delegations policy.**

**Sub Feature Purpose**

|  |  |
| --- | --- |
|  | The system must be able to provide various security levels with different levels of access. |
|  | The system must supply administrative functionality inorder to review all contracts at a global level. |
|  | The system must provide for delegated personal to change security levels as needed |
|  | The system should allow external personnel to have “viewonly” access to specified contracts to the system. |

**Requirement 9 - An account of the contract history must be provided.**

**Sub Feature Purpose**

|  |  |
| --- | --- |
|  | The system must be able to store multiple copies of the contract. |
|  | The system must be able to provide a contract historyincluding version control. |

**Requirement 10 - The quality of the documentation scanned into the system must be a replica of the original.**

**Sub Feature Purpose**

|  |  |
| --- | --- |
|  | The system must be able to have both A3 and A4 capability with regard to viewing. |
|  | The system must be able to store and maintain a linkagewith related documentation. |

***Features not to be Tested***

The following requirements are not included:

18. Training must be arranged for all users.

Should = Prefer to Have

1. A link should be made to the University Finance system to enable tracking of finance details for contracts.
	* The contract number relating to the contract should be included on the bank statement.
	* Payments/receipts of contracts should be made by Direct Debit or Direct Credit.
2. A process should be put in place to ensure Direct Credits for the University are tracked ie: leases, rentals.
3. A question on contract performance should be included in the quarterly Performance and Risk report.
4. With regard to National contracts, any details/negotiation of the contract, background/implications for the regions should be communicated to the regions.

### *Security testing*

##### Check that user characteristics as set up match security.

* + Test that user groups are able to access all they are entitled to, and only what they are entitled to.
	+ Physical Test: Log-on and verify security settings.
	+ Testing has list of users and their security level. Testing to see that users belong to correct group and that the group has the correct security.

### *Process testing*

##### Requirement 2 – The process for storage and retrieval (responsibility and accountability) of contracts must be well defined and documented.

**Requirement 3 – The process for storage and retrieval of contracts must be standardised across all three campuses.**

**Requirement 4 – The process for storage and retrieval of contracts must be reliable.**

**Requirement 5 – The process for the University must be more clearly understood.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Process Name** | **Associated Forms** | **All doc OK** | **Process OK** | **Result / comment** | **Status** |
| Access the Contract Management System | Access Form for Citrix Server, Contract Management System andSilent One |  |  |  |  |
| Draft a Contract | Contract templates |  |  |  |  |
| Authorise and Store aContract |  |  |  |  |  |
| Manage a Contract |  |  |  |  |  |

***Data conversion testing***

**All data has been converted correctly from old to new where appropriate**

***Extended scenario testing***

**Typical scenarios are handled correctly by the system**

No extra scenarios have been identified at this stage. Testing includes:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Area | Scenario | Expected result | Result/ comment | Status |

### *Transition*

No testing of transition plan is necessary as there is no current system operating.

# Proposed Schedule

List of proposed tests and dates

Awaiting Vendors Project Plan to confirm dates.

# Resources

Who is required for the testing and when.

Have identified who, are awaiting Vendors project plan to confirm dates.

# Suspension Criteria

What conditions will halt testing.

If the database and server are not available or the correct configuration

# Business Owner Signoff

I have reviewed this document, agree with its content and approve the test plan.

Signed:

Date:

 / /

<insert name>, Business Owner

### *Training Plan Example*

This plan describes the strategies, activities and tasks necessary to provide the business unit with the skills necessary to operate the new product or technology successfully.

|  |
| --- |
| ***Target Audience Information*** |
| **Audience:**Contract Managers | **Potential Audience Size**20 |
| **Function:**Contract Managers | **Level in Organisation:**Management |
| **Education Level:**Tertiary qualified | **Location:**On the job |
| **Other Training:**N/A | **Preferred learning Style:**Hands on |
| ***Audience Need: Why would they want to do the training?*** |
| **Internally focused:**The need to manage progress and renewal of contracts. | **Externally focused:**The need to be more professional in contract communications with other parties |
| **What is the decision making process?**Instigating renewals, renegotiations etc | **Where are they in the decision making process?**High |
| **What business need or organisational challenge does this learning experience address?**Managing contracts – reporting and workflow of renewals | **How does this learning experience help them?**They will learn to input contracts, how to find groups of contracts and how to activate workflow for contract renewal andnegotiations |
| ***Business Requirements*** |
| *What business needs to be supported or accomplished by this learning experience?***Key Business Objectives**Central management of contracts |
| **Learning Objectives**Input contract, report on contract, workflow contract process |
| **Content Outline** Intro to contracts Scanning contracts DMS and CMS Assigning status Reporting |

|  |
| --- |
| ***Learning Methodologies*** |
| **What methods will be used?**On-the-job training | **Measurement or Evaluation Process:**Evaluation form |
| ***Delivery Specs:*** |
| **Training Delivery Start:**May |  |
| **Facilitators:**Michael Mouse | *<If the facilitators are internal, what is the expertise and skill level:>*Business Analyst – knows the system and has undertaken training in the past |
| **Equipment Required**Laptop and DatashowSoftware and Training database |  |

### *Statement of Work Example*

**The Scope of Work**

**Introduction** Massey University has implemented a Contract Management System, and requires assistance with reporting via VB using a VBA Editor.

**Assumptions** This Statement of Work document, its plans and estimates have been developed taking account of the assumptions outlined below.

1. There is full disclosure of relevant information.
2. Staff members are available when required.
3. The Project Sponsor is available to facilitate and review progress. Access to the system is available when and where required

**Scope** The scope of work being undertaken by Supplier Ltd, the scope of work to be provided by Massey University and the items of work that are out of scope of this project are defined in the table below:

|  |  |  |
| --- | --- | --- |
| **Function** | **In Scope** | **Out of Scope** |
| ***Supplier Ltd*** | **Massey University** |
| **Reports** | Produce reports as per specifications.Test reports. | Provide specifications of reports.Provide details of data selection.Test completed reports. | Updates to existing reports |

# The Outcomes

Acceptance Criteria The Acceptance Criteria for this statement of work are detailed in Appendix 1 – Acceptance Criteria

**Deliverables** The key deliverables of this Statement of Work are:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Description** | **Deliverable** | **Responsibilities** | **Expected Cost** | **Expected Delivery Date** |
| 1. | Report 1 |  |  |  |  |
| 2. | Report 2 |  |  |  |  |
| 3. | Report 3 |  |  |  |  |
| 4. | Report 4 |  |  |  |  |
| 5. | Report 5 |  |  |  |  |
| TOTAL |  |  |  |  |

# The Resources

**Supplier Personnel** Supplier Personnel involved are:

|  |  |  |
| --- | --- | --- |
| **Position** | **Assigned** | **Responsibility** |
| Consultant | Jim Hendrix | * Create reports
 |
| Tester | Michael Mouse | * Test Reports
 |

# The Financials

**The Charges** The estimated charge for this Statement of Work is $1500 plus GST.

**The Additional Charges and Expenses**

Additional charges and expenses will be charged, with prior approval, to Massey University.

# The Sign Off

**References** The following documents should be read in conjunction to this Statement of Work:

|  |  |  |
| --- | --- | --- |
| **Document** | **Version** | **Date** |
|  |  |  |

**Sign off** Accepted by Supplier Limited Accepted by Massey University

Signature Signature

Name Name

Title Title

Date Date

# Appendix 1- Acceptance Criteria

Statement of Work:

|  |
| --- |
| **Criteria** |
|  | **Acceptance Criteria** | **Date** | **Initialled** | **Initialled** |
|  | **completed** | **for** | **for Massey** |
|  |  | **Supplier** | **University** |
|  |  | **Ltd** |  |
| 1. | Report 1 completed |  |  |  |
| 2. | Report 2 completed |  |  |  |
| 3. | Report 3 completed |  |  |  |
| 4. | Report 4 completed |  |  |  |
| 5. | Report 5 completed |  |  |  |
| 6. | Statement of Work completed |  |  |  |

Name

Signed

Date (dd / mm / yy)

Client

Supplier

**3. Final Acceptance**



### *Change Request Form Example*

**Change Request Form – Contract Management Project**

|  |
| --- |
| **Project Change Request Form** |
| Change Request Number01 | Requested ByMe | Date RequestedToday |
| **Change Request Description** |
| Change Description (Include impacted objectives, deliverables and any new objectives and deliverables)Add the ability to store documents directly with the system and flag versions. |
| Business Or Technical Justification For Change RequestProcess Improvement |
| PriorityTop High |  | Medium Low |  |  |
| Impact Of Not Making The ChangeSlower processing of contracts |
| **Change Impact Analysis** |
| Impact on Project Requirements |  |  In Scope | Out of Scope |  |
| Impact on Project RiskMinimal |
| Impact on Project ScheduleA possible delay of 2 weeks |
| Impact on Project Budget ProjectionNone |
| Impact on Project ConfigurationDocuments will need to be updated to reflect the change |
| AlternativesNone |
| RecommendationAction |
| **Change Request Resolution** |
| Change Request Decision Approved On Hold Denied | Decision Date |
| Decision Made ByProject Manager |  | Project Control Group |  |  |
| Reason for DecisionProcess improvement is worth the effort |
| **Change Request Tracking (updates to project baseline)** |
| Requirements Document | Yes | N/A | By | Date | Comments |
| Schedule (WBS) | Yes | N/A | By | Date | Comments |
| Risk Mgt. Plan | Yes | N/A | By | Date | Comments |
| Quality Mgt. Plan | Yes | N/A | By | Date | Comments |
| Communication Plan | Yes | N/A | By | Date | Comments |

### *Change Request Register Example*

**Change Log**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Summary** | **Date Raised** | **Decision A/H/D** | **Total Cost** |
| 01 | Add ability to attach docs and flag versions | Today | A | Nil |
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### *Project Team Meeting Notes Example*

|  |  |  |
| --- | --- | --- |
|  | **Agenda** | **Actions/Who** |
|  | **Attendees** |  |
|  | Me, You, Them |  |
|  |  |  |
| **1.** | **Project update** |  |
|  | **Project status** |  |
|  | Scope* Phase 1 – completed
* Phase 2 – current
* Phase 3 – can begin analysis during Phase 2
* Leigh to discuss DMS with Massey ITS and DMS Vendor
* Deliverables – very important part of scope document.
* Exclusions – should research contracts be listed as an exclusion?
* Will research contracts be included in DMS export?
 |  |
|  | Test system* PM has access to RIMS test
* Will check current status of configuration
 |  |
| **2.** | **Outstanding actions from last meeting** |  |
|  | Training plan – now completed |  |
|  |  |  |
| **3.** | **New Actions** |  |
|  | Project Plan – update with latest amendments | PM |
|  | Risk plan |  |
|  | Status reporting – fortnightly |  |
|  | Monthly Risk and financial report |  |
| **4.** | **General** |  |
|  |  |  |
|  |  |  |

### *Project Status Report Example*

**Project Overview**

***Vision***

To implement a new Contract Management System for the University

### *Goal Statement*

To provide consistency and improved storage and retrieval of all University contracts through:

* The accumulation of all University contracts in a single repository
* Staff Obtaining access to the system with delegated levels of security
* Improved regular and reliable reporting across the University

### *Objectives*

To provide consistency, accuracy and timeliness to the management of contracts while reducing the risk to the University by providing:

* A single repository for the storage of contracts across the University
* Improved access to the contract management system for identified users
* Increased control through tracking and monitoring of all contracts
* Improved reporting on contracts
* Improved management of risk within contracts

### *Measures of Success*

* The Contract Management process defined and developed for contract management across the University.
* Current and future needs for an integrated system defined that will support contract management across the University.
* To implement a new contract management system within the University that will:
	+ Reduce duplication of reporting for contract management across the University.
	+ Ensure a consistent set of contract management reports is developed and maintained.
* The existing Contract Document Management System data integrated into the new system.

# Overall Project Status

|  |  |
| --- | --- |
| **Scope** | **Green** |
| **Time** | **Green** |
| **Cost** | **Green** |

##### Key:

|  |  |
| --- | --- |
| **Green** | Progressing as planned |
| **Orange** | Progressing with minor slippage |
| **Red** | In trouble, outcome will not be within original objectives |

**Progress against Milestones**

***Project Summary***

The project is behind schedule mostly due to the reliance on the vendor for delivery and the dependence on the RIMS project timeline, which has been delayed.

The process document will unable to be completed until the new system is in place and the procedures for each process can be completed.

We have had approval to implement the non research contracts into the contracts module of the Research Information Management System. This has resulted in both Research Services and the non Research contracts considering the appropriate configuration of the fields for the contracts module. There has been some delay from Research Services as a new Project Manager has been instigated to the RIMS project and the priority and focus for them has been on the Project module not the contracts module. We are expecting confirmation from them within the next two weeks. The timeline has been modified accordingly to reflect the slippage.

.

Project Methodology Template Examples

***Project Progress Chart***

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Key** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Example81%90%13.10.04 |  | Work breakdown task |  |  |  |  | Green = Complete |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  | Blue = In progress within schedule |  |  |  |  |  |  |
|  | % Complete last report |  |  |  |  | Orange = In progress, minor slippage |  |  |  |  |  |  |
|  | % Complete this report |  |  |  |  | Red = In trouble |  |  |  |  |  |  |  |  |
|  | Date Due |  |  |  |  |  | White = Not Due to be started |  |  |  |  |  |  |
| 13.10.05 |  | Date Expected Now |  |  | **Contract Management System** |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Project Management Overview** |  | **1. Terms of Reference** |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Projectinitiationcomplete |  | Project planningcomplete |  | Project executed |  | Projectcontrolled |  | 1.5 ProjectClosed |  | 1.1 Documentterms of reference |  | 1.2 Feedbackandamendments |  | 1.3 Sign offterms ofreference |  |  |
| 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  |  |
| 100% |  | 100% |  | 30% |  | 30% |  | 0% |  | 100% |  | 100% |  | 100% |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Feb-05 |  | Mar-05 |  | Dec-05 |  | Dec-05 |  | Dec-05 |  | 14.02.05 |  | 22.02.05 |  | 22.02.05 |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **2. Project Management Plan** |  | **3. Business, User, Functional & Reporting Requirement Gathered** |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1 Documentprojectmanagementplan |  | 2.2 Riskidentification |  | 2.3 Documentwork breakdownstructure |  | 2.4 Documentgantt chart |  | 3.1 Identifyusers and plancontact |  | 3.2 Identify bestmethod ofrequirementscollection |  | 3.3 ContactUsers |  | 3.4 Arrangerequirementscollection |  |  |
| 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  |  |
| 100% |  | 100% |  | 100% |  | 100% |  | 100% |  | 100% |  | 100% |  | 100% |  |  |
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| 24.02.05 |  | 22.02.05 |  | Dec-05 |  | 22.03.05 |  | 26.04.05 |  | 29.04.05 |  | 09.05.05 |  | 30.05.05 |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **4. Investigate Market & Possible Suppliers** |  | **5. Create Business, User and Reporting Requirements documents** |  | **6. Investigate Functional Requirements** |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4.1 Planinvestigation |  | 4.2 Carry outinvestigation |  | 4.3 Documentfindings |  | 5.1 Define &DocumentBusinessRequirements |  | 5.2 Define &Document UserRequirements |  | 5.3 Define &DocumentReportingRequirements |  | 6.1 Work withITS to definefunctionalrequirements |  | 6.2 Define anddocumentfunctionalrequirements |  |  |
| 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  |  |
| 100% |  | 100% |  | 100% |  | 100% |  | 100% |  | 100% |  | 100% |  | 100% |  |  |
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| 24.3.05 |  | 18.4.05 |  | 22.04.05 |  | 3.6.05 |  | 9.6.05 |  | 10.6.05 |  | 28.06.05 |  | 30.06.05 |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **7. Mini Business Case (Proposal) documented** |  | **8. Process developed** |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7.1 Budgetdocumented |  | 7.2 Write Proposal |  | 7.3 ReviewProposal |  | 7.4 ProjectSponsor Signoff |  | 8.1 Review &Revise existingprocesses |  | 8.2 Workshopprocesses withidentified users |  | 8.3 Documentprocesses |  |  |  |  |
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| 4.07.05 |  | 8.07.05 |  | 18.07.05 |  | 26.07.05 |  | 18.07.05 |  | 26.07.05 |  | 01.08.05 |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **9. Phase 1 (Analysis)** |  | **10. Phase 2 (Configuration and Legacy Data Transfer)** |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 9.1 Businessprocess analysis |  | 9.2 Identify andDocument Project roles andresponsibilities |  | 9.3 ContractsUsers Defined |  | 9.4 Reportrequirements specifiedtechnically |  | 9.5 QuoteProvided | 10.1 RMEWinContracts module configured |  | 10.2 User guidedocumentation written |  | 10.3 UserTraining/Train the Trainer |  |  |
| 0% |  | 0% |  | 0% |  | 0% |  | 0% | 0% |  | 0% |  | 0% |  |  |
| 100% |  | 100% |  | 100% |  | 100% |  | 1000% |  | 80% |  | 0% |  | 0% |  |  |
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| 14.10.05 |  | 14.10.05 |  | 14.10.05 |  | 14.10.05 |  | 14.10.05 |  | 31.10.05 |  | 4.11.05 |  | 11.11.05 |  |  |
|  |  |  |  |  |  |  |  |  |  | 31.01.06 |  | 10.02.06 |  | 20.02.06 |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | **11. Phase 3 (Export Feeder)** |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 10.4 Datatransferred from legacy system |  | 10.5 Test Contractsentry/workflowprocess with pilot group |  | 10.6 RMEWinContractsstructural availability |  | 11.1 SilentOnedata export format requirementsprovided |  | 11.2 Developexport feeder to SilentOne |  | 11.3 Test uploadto SilentOne -Feedback to RMPL |  | 11.4 Releaseexport feeder to Massey |  |  |  |  |
| 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  |  |  |  |
| 50% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  | 0% |  |  |  |  |
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| 21.11.05 |  | 25.11.05 |  | 09.12.05 |  | 7.11.05 |  | 09.12.05 |  | 13.12.05 |  | 19.12.05 |  |  |  |  |
| 28.02.06 |  | 07.03.06 |  | 14.03.06 |  |  |  | 15.02.06 |  | 21.02.06 |  | 28.02.06 |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **12. Phase 4 (Web Interface)**  |  |  |  | **13. Rollout** |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 12.1 DefineWorkflow |  | 12.2 Developmentof workflows in RMEWEb for initialrelease |  | 12.3 Testing andresponse to RMPL |  | 12.4 Refinementof RMEWeb |  | 12.5Acceptance testing andrelease |  | 12.6 Training andDocumentation |  | 13.2 Promotecontract system to relevantparties |  |  |  |  |
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| 28.02.06 |  | 21.01.06 |  | 03.02.06 |  | 17.02.06 |  | 24.02.06 |  | 03.03.06 |  | 07.03.06 |  |  |  |  |
|  |  | 21.03.06 |  | 31.03.06 |  | 14.04.06 |  | 24.04.06 |  | 30.04.06 |  | 04.05.06 |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **14. Handover** |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 14.1Operational handovercompleted |  | 14.2 Evaluationreport documented |  | 14.3 Projectclosure statement documented |  | 14.4 RiskManagement Group Approval |  |  |  |  |  |  |  |  |  |  |
| 0% |  | 0% |  | 0% |  | 0% |  |  |  |  |  |  |  |  |  |  |
| 0% |  | 0% |  | 0% |  | 0% |  |  |  |  |  |  |  |  |  |  |
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| 10.03.06Ve | rsion: | 1 17.03.06 |  | 21.03.06 | Page 1 | 1723.03.06 |  |  |  |  |  |  |  |  |  |  |

18.05.06 19.05.06

### *Major Milestones Scheduled for the Next Three Months*

The following table represents the schedule of Major Milestones committed to as of the report date for a period of approximately a three-month window.

Major Milestone Major milestone is the name given to completion of significant activities within Project Phases.

Milestone Date Milestone date is the planned date of major milestone achievement.

% A percentage given to indicate progress towards the achievement of a milestone

|  |  |  |  |
| --- | --- | --- | --- |
| **Major Milestone** | **Finish Date (work in progress)** | **%** | **Comment** |
| Phase 2 Implementation (Configuration and Legacy Data Transfer) | 14.03.XX | 40% | Awaiting on Research Services for final field configuration. Data has been forwarded to Research Master to test the transfer between systems. |
| Phase 3 Implementation (Export Feeder) | 28.02.XX | 30% | Silent One data export requirements have been provided to Research Master. |

# Key Points from Last Period

Process document is all but completed. System instructions still to be finalised pending implementation.

At the beginning of November 20XX a proposal was signed to execute non Research Contracts within the Research Information Management System.

Configuration of the fields for the non research contracts has been completed, still awaiting configuration of the Research contracts module.

A new scoping document has been provided by Research Master and an updated Project Plan is still to be provided - project closure date has been extended to May 20XX.

# Project Costs - Budget vs Actual

The table below shows the budgeted costs as approved by the University Council and the actual expenditure as at XX/XX/XXX.

<insert budget/actual spreadsheet>

# Risk Report

The following is an extract from the University’s Risk manager Handbook relating to the classification of risks.

##### Raw Risk level

|  |  |
| --- | --- |
| **Likelihood** | **Consequences** |
| Insignificant 1 | Minor 2 | Moderate 3 | Major 4 | Catastrophic 5 |
| A (certain) | **H** | **H** | **E** | **E** | **E** |
| B (likely) | **M** | **H** | **H** | **E** | **E** |
| C (possible) | **L** | **M** | **H** | **E** | **E** |
| D (unlikely) | **L** | **L** | **M** | **H** | **E** |
| E (rare) | **L** | **L** | **M** | **H** | **H** |

|  |
| --- |
| **Extreme risk** – immediate executive action required |
| **High risk** – senior management attention needed |
| **Moderate risk** – management responsibility specified. |
| **Low risk** – manage through routine procedures |

**Effect of Controls on Risks**

If the resultant risk is considered Low, no further action is required, and can be noted as Accepted.

|  |  |
| --- | --- |
|  | **Level of Raw Risk** |
| **Control** | Extreme Risk | High Risk | Moderate Risk | Low Risk |
| Excellent | **L** | **L** | **L** | **L** |
| Good | **L** | **L** | **L** | **L** |
| Adequate | **M** | **M** | **L** | **L** |
| Inadequate | **E** | **H** | **M** | **L** |
| Non-existent | **E** | **H** | **M** | **L** |

If the resultant risk is consider Low, no further action is required, and can be noted as Accepted.

The table that follows evaluates each project risk in relation to the above classifications as at XX/XX/XXXX.

|  |
| --- |
| **Risk Register** |
| **No** | **Risk Name** | **Owner** | **Consequence** | **Likelihood** | **Raw Rating** | **Control mechanisms and weighting.** | **Effect of control on risk weighting** | **Treatment and Activity log** |
| 1 | That the reporting accuracy and ability to retrieve information may be compromised if all existing contracts are not included, have incorrect or incomplete data within the current Contract Document Management System. | PM | Moderate | Likely | High | Internal audit of current system.Verification from Contract Managers | Medium | Added audit task to Project |
| 2 | Future contracts may be managed outside of the reporting system due to the fact that staff could be unaware that the new Contract Management System has been implemented and continue managing their own contracts on an ad hoc basis. | PM | Moderate | Possible | High | Training and Communication Plan | Low | Risk Manager to communicate to the University |
| 3 | Delivery in timeframe could be affected by scope creep. | PM | Minor | Unlikely | Low | Correct BudgetProject Control function | Low | None required at this stage |
| 4 | That the full set of | PM | Moderate | Possible | High | Software specifications | Low | Awaiting feasibility study |

|  |
| --- |
| **Risk Register** |
| **No** | **Risk Name** | **Owner** | **Consequence** | **Likelihood** | **Raw Rating** | **Control mechanisms and weighting.** | **Effect of control on risk weighting** | **Treatment and Activity log** |
|  | requirements is not met due to software application restrictions. |  |  |  |  |  |  |  |
| 5. | Budget over run due to extra resourcing or a more expensive system. | PM | Moderate | Possible | High | Change management | Low | None required at this stage |
| 6. | A complete list of user requirements may not be obtained from users. | PM | Moderate | Unlikely | Medium | Consultation process and stakeholder analysis | Low | Reconfirmation of requirements once completed |

# Issues Management

The primary goals of an Issue Management Plan are to ensure that:

Issues are identified, evaluated and assigned for resolution.

Issue resolutions determined to impact the scope, schedule, or quality of the project will go through the change management process.

Issue resolutions or decisions are documented and communicated to all affected parties.

The following table is a list of issues that have been registered and the current status.

|  |
| --- |
| **Issues Register****As at Date** |
| **Issue No** | **Issue Date** | **Issue Title** | **Originator** | **Severity** | **Assigned To** | **Status** | **Date Resolved** |
|  |  |  |  |  |  |  |  |

# Change Management

The objectives of the change management are:

To manage each request for change to ensure that the scope of the project is kept under control.

To ensure each request for change is assessed by key project players.

To allow each change to be accepted (or rejected or deferred) with the appropriate authority.

To enable the orderly implementation of each accepted change. To allow the impact of all changes to be understood and managed.

To allow small changes to be managed with the minimum of overhead.

The following table is a list of issues that have been registered and there current status.

|  |
| --- |
| **Change Request Register****As at Date** |
| **Item** | **Change Description** | **Raised by** | **Date Raised** | **Priority** | **Responsible** | **Status** |
|  |  |  |  |  |  |  |

# Communication Log

##### Contract Management System Communication Log as at XX/XX/XXXX:

|  |  |  |  |
| --- | --- | --- | --- |
| **Month** | **Event** | **Audience** | **Status** |
| May | Discussion on systems criteria | Project Control Group | Complete |
| June | Discussion on business and system requirements feedback and systems for demonstration day | Risk Manager | Complete |
| June | Final business and system requirements emailed | Project Control Group, Risk Manager, Director ITS and Organisational Development | Complete |
| June | Discussion on Selection Criteria for demonstrations of systems | Project Control Group | Complete |
| June | Demonstration of Research Master and Contract Assistant – Enterprise Version with Blueridge | Project Control Group | Complete |
| June | Discussion on business and system requirements feedback and systems for demonstration day | Risk Manager | Complete |
| June | Final business and system requirements emailed | Project Control Group, Risk Manager, Director ITS and Organisational Development | Complete |
| June | Discussion on Selection Criteria for demonstrations of systems | Project Control Group | Complete |
| June | Demonstration of Research Master and Contract Assistant – Enterprise Version with Blueridge | Project Control Group | Complete |
| July | Discussion of demonstration outcome | Project Control Group | Complete |
| July | Email to Research Master requesting estimate of modifications | Research Master | Complete |
| July | Meeting to discuss Massey University requirements for Research Master from an IT perspective | Systems Specialist (Administration) | Complete |
| July | Discussion on outcome of demonstrations and commencement of processes | Risk Manager | Complete |
| July | Meeting to discuss process documents | User community | Complete |
| July | Discussion on draft processes and screen shots of system | Project Control Group | Complete |
| July | Discussion on draft processes and screen shots of system | Risk Manager | Complete |

**Resourcing**

The following represents the resources currently deployed on the project:

##### Project Office

<Enter text>

##### Information Technology Services

<Enter text>

### *Peer Review Example*

Peer Reviewers Checklist for Reviewing Projects

#### Project Name: Contract Management System Week Ended: This week

***Project Plan***

* Plan complete
* Plan reflects Terms of Reference and/or Business Case
* Work Breakdown Structure comprehensive
* Testing Plan complete
* Training Plan complete
* Handover to Operational area methods clearly identified

### *Execution and Control*

* Current milestones met
* Future milestones discussed
* Slippage or possible slippage discussed and mitigation strategies suggested
* Risks updated
* Quality Plan updated
* Issues Register updated
* Communication Register updated

### *Comments*

Project is progressing according to plan. Plans are clear and easily followed.

Project Manager You

Peer Reviewer Me

Date: Today

# Points to discuss

**Progress**

### *To-date*

1. Are major deliverables identified with planned dates?
2. Is achievement, actual versus planned dates occurring?
3. Major deliverables missed, is there an explanation and documented recovery action plan in place?
4. Sub-project features missed, is there an explanation and documented recovery action plan in place?
5. Is progress demonstrated against an up-to-date project plan?
6. Are deliverables subject to QA procedures and Release controls?

### *Forecast*

1. Are missed major deliverables re-forecast?
2. Are new major deliverables forecast? Are these the subject of change control?
3. Are missed sub-project features re-forecast?
4. Are new sub-project features forecast? Are these the subject of change control?
5. Is the forecast reflected in the project plan.

### *Tracking*

1. Is there a GANNT Chart that shows actual progress against planned tasks?
2. Is there a clearly shown critical path?
3. Is progress tracked in a consistent and meaningful way?
4. Is slippage in progress identified, managed and raised to the appropriate level for review and action.

# Scope of Work

### *Change*

1. Is there a documented change process for this project?
2. Is the process communicated to all affected areas of the project?
3. Are changes to the scope of this project logged, co-ordinated, scheduled, approved and tracked?
4. Is there a procedure for formal technical and business risk assessment of proposed changes?
5. Is there a procedure of prioritising and scheduling the implementation of approved changes?
6. Are planned changes communicated to all affected areas (this communication should allow sufficient time for concerns to be expressed)?
7. Is there a published change implementation schedule?
8. Are change status’ reviewed periodically?
9. Are operational reports prepared for use by appropriate levels of personnel in their day-to- day operations?
10. Are summary reports prepared as defined by management?

# Project Issues and Risks

### *Defects / Problems*

A defect or problem is a failure of a particular deliverable to perform as designed. A project may have none technical type problems such as failures to properly document situations/requirements. A defect/problem may well become an issue depending on how or how long resolution takes.

1. Is there a documented process/procedure for handling defects or problems in the deliverables of this project?
2. Is the defect/problem process communicated to all affected areas of the project?
3. Are defects/problems logged, assessed, resolved and tracked to resolution?

### *Issues*

An issue is something that cannot be resolved easily within the immediate resourcing of the project. It may require escalation and focus from the wider management of the University.

1. Is there a documented issues process/procedure for handling issues effecting this project?
2. Is the process communicated to all affected areas of the project?
3. Are issues with this project logged, assigned and acted upon, and tracked to resolution?

### *Risks*

A risk is an event that if it should eventuate will have a negative impact upon the project achieving its deliverables within the parameters of the project. (A risk can be represented in a positive fashion by restating a risk to create a critical success factor). Without resolution an issue may well become a risk.

1. Is there a documented risk management procedure
2. Is this procedure communicated to all affected areas of the project?
3. Are risks to this project properly identified, logged, accepted, tracked or managed for mitigation.?

**QA Controls *Deliverable Release* Reporting**

### *Project Control Group*

***Project Steering Group***

### *Risk Form Example*

**Risk Form – Contract Management**

|  |  |  |
| --- | --- | --- |
| **Date Raised**Today | **Raised By**A Big Person | **Number**1 |
| **Summary**Concerns about accuracy of contracts |
| **Description**That the reporting accuracy and ability to retrieve information may be compromised if all existing data is not included, have incorrect or incomplete data within the current System. |
| **Risk Impact Analysis** |
| **Impact on Project:**This will make the new system seem unnecessary as it will impact on the possible benefits of the new system. |
| **Possible Migration Strategy / Contingency Plan:**Internal audit of current system. Verification from Contract Managers |
| **Recommendation:**Right First Time.Extra care taken to ensure contracts are entered correctly.Ensure staff are aware of system so that all contracts are capture. This will require support from HOD’s |
| **Risk Action Log** |
| **Status Date** | **Action and Status** | **Respon sible** | **Target Date** | **Actual Date** |
| Soon | New System introduced to staff (not yet implemented) | Tom Cruise | Later |  |
|  |  |  |  |  |
|  |  |  |  |  |

### *Issue Form Example*

**Issue Form – Contract Management Project**

|  |  |  |
| --- | --- | --- |
| **Date Raised**Today | **Raised By**Someone | **Number**01 |
| **Summary**That the new process of working with Research Master and the DMS has a workaround that makes the task of adding a new contract take longer. |

|  |  |  |
| --- | --- | --- |
| **Action Owner.**Project Manager | **Priority**High | **Target Date**Soon |

**Description and Possible Action**

A step by step walk-though of the process needs to be carried out with the vendor and automated where work-arounds are evident.

|  |
| --- |
| **Issue Action Log** |
| **Status Date** | **Action and Status** | **Resp** | **Target Date** | **Actual Date** |
| Today | Open – under investigation | PM | Soon |  |
|  |  |  |  |  |
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### *Issues Register Example*

Project Methodology Template Examples

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ID** | **Issue** | **RiskID** | **Raised by** | **Date Raised** | **Severity** | **Priority** | **Assigned to** | **Target Date** | **Status** |
| 01 | Workaround | N/A | Me | Today | M | 2 | PM | Soon | A |
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| --- | --- | --- | --- |
| **Legend:** |  | Status: |  |
| Severity rating: |  | N | Analysis not begun |
| H | Fatal if not resolved | A | Analysis underway |
| M | May impact scope / budget | E | Evaluated, awaiting decision |
| L | Required for documentation | R | Resolution in process |
|  |  | C | Completed/ Resolved |
| Priority: |  | S | Escalated |
| 1 | High | X | Cancelled |
| 2 | Medium |  |  |
| 3 | Low |  |  |

### *Communication Register Example*

|  |  |  |  |
| --- | --- | --- | --- |
| **Month** | **Event** | **Audience** | **Status** |
| May | Discussion on systems criteria | Project Control Group | Complete |
| June | Discussion on business and system requirements feedback and systems for demonstration day | Risk Manager | Complete |
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| July | Meeting to discuss process documents | User community | Complete |
| July | Discussion on draft processes and screen shots of system | Project Control Group | Complete |
| July | Discussion on draft processes and screen shots of system | Risk Manager | Complete |

* 1. ***Deliverable Sign-off Example* Deliverable Release Acceptance Form *Project: Contract Management System***

|  |  |
| --- | --- |
| **Milestone No****1** | Milestone DetailsExisting contracts included in system |
| **Deliverable****1** | Deliverable DetailsLoad legacy data from DMS |
| **References** | xxxxx |
| **Deliverables Summary**Complete the loading of information from the old DMS into the new system. Test for completeness and correctness |
| **Acceptance Criteria**All data loaded All data correct |
| **Deliverable Release**Project managerDate XX/XX/XXXX Signatory: XXXXXXX | **Deliverable Acceptance**Date: XX/XX/XXX Signatory: XXXXXXX |
| NOTE: By signing, the designated signatory is indicating that he or she is satisfied that the specified checks and verification have been carried out to the prescribed standard |

### *Individual Test Plan Example*

**Introduction**

***Purpose***

The procedure is to be used by Testers for testing the Contract Management System, and recording the test results.

**Test Objective:** To test the functionality delivered against the user requirements specified in the Contract Management System.

**Pre-Requisites:** Test database loaded with configured fields. Example contracts to use.

### *Audience*

Project Manager, Business Analysts, Business Owners, ITS Assumptions

Please refer to the Test Plan for May Release.

### *Associated Documents*

Test Plan for May Release

### *Definitions*

The following definitions apply to this document: None

### *Business Requirements*

List of Business Requirements this test covers:

# Functional Data Requirements

The system must have:

1. The ability to include customised fields for reporting and information retrieval purposes
2. The ability to track the status of all contracts

# Look and Feel Requirements

1. Data entry must be easy and quick
2. Reports must be easily available and intuitively named
3. A web interface is preferred, using Windows standard terminology eg File, Edit, View etc

# Usability Requirements

In general users require:

1. High quality reporting capability
2. Cross referencing to other documents
3. Storage of templates for different types of contracts used within the University

# Performance Requirements

1. The system shall be available at least during normal University working hours, and preferably 24/7
2. The system shall be able to handle multiple access points operating simultaneously without adverse effects

# Security & Access Requirements

1. The system shall be available to authorised personnel only
2. The process for access requests shall be transparent and timely
3. Delegated security levels for users

# Instructions

Please refer to the generic instruction sheet for the <insert date> Release for details of what to record and the Incident Tracking process.

Suspension criteria: Failure to logon, failure to load, or repeated failures to load this screen will result in suspension of this test. Testing to be resumed once issues have been resolved. Please inform the Testing Co-ordinator to confirm suspension of testing.

Product/Version:

Testers Name: Security/Access Level: Reviewers Name:

MS Windows: Win95/Win98/Win2000/WinNT (Please circle one) Computer No: IT

Other Info: Test Type:

Name of Tester:

User Code:

Access Class/Level:

Date of Testing: / /

|  |  |
| --- | --- |
| **TEST PROCEDURE** | **TEST LOG** |
| **Test Case** | **Step** | **Description** | **Expected Results** | **Pass** | **Fail** | **Comments** | **Incident Report Completed** |
|  | 1 | Record test start time |  |  |  | Time Start: |  |
|  | 2 | Log into system | System appears |  |  |  |  |
|  | 3 | Scan contract | Scan successful |  |  |  |  |
|  | 4 | Record details | Validation of field types |  |  |  |  |
|  | 5 | Save details | Details saved |  |  |  |  |
|  | 6 | Go to view menu | View menu appears |  |  |  |  |
|  | 7 | Search for contract | Find contract |  |  |  |  |
|  | 8 | Print contract | Contract prints |  |  |  |  |
|  | 9 | Run contract report | Report is complete |  |  |  |  |
|  | 10 | Record test end time |  |  |  | Time test ended: |  |
|  | Please record Test Duration: |  |

# TEST COMPLETION AND VERIFICIATION

I certify that I have undertaken the testing as specified above, followed the detailed procedures and completed any Incident Report forms required.

SIGNED: Tester / /

SIGNED: Reviewer / /

##### OFFICE USE ONLY

Test Plan updated to “Test Procedure Complete” Yes/No

All Incident Reports collated and sent to Business Analyst Yes/No

SIGNED: Administrator / /

### *Defects Register Example*

***Project: Contract Management System Date: Today***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Subject** | **Raised By** | **Date Raised** | **Date Corrected****(if required)** |
| 1 | Log-in access error | Me | Today |  |
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### *Training Material & User Guides Style Guide*

These documents will be different for each project, but will follow the Style Guide.

# Introduction

**Purpose**

This style guide has been created to assist in the uniformity and professionalism of all documents created by Projects Office staff.

# Audience

This document is intended to act as a guide for Projects Office staff. It has not been created as a guide for the wider University.

# Assumptions

This document assumes that the reader is familiar with common terms in Microsoft Word and word processing in general.

# Associated Documents

There are no documents to be read in conjunction with this document.

# Definitions

The following definitions apply to this document:

<Enter text>

# Style Guide

### *Headings*

There can be more than one Heading 1 on a page; however major sections should be separated by a page break.

### *Document presentation*

Where a document is greater than 10 pages, it should be presented double sided. If double siding is used Heading 1s may appear on the top of both even and odd pages.

### *Title Page*

The title page shall hold the name of the project and the name of the document. A date will only be included in the title where separate instances of the document are created on a regular basis – eg status reports.

### *Introduction*

Each document will have an introductory page, with the following headings: Purpose, Audience, Assumptions, Associated documents, Definitions followed by the version control table as shown in Section **Error! Reference source not found. Error! Reference source not found.** above.

### *Page numbering*

Pages will start numbering from the content, leaving the title page and contents page blank.

### *Headers and Footers*

Each Header shall contain the status of the document, the name of the project and the title of the document, separated by a line from the main document. The heading shall be right-aligned.

Each Footer shall have the version number(if relevant), the date (if relevant) and the page number centred with a line above separating it from the main document.

# Styles and Fonts used in Projects Office Documents Heading 1

The font used is Arial 16 Bold outline numbered with 12 point spacing before and 12 point after.

### *Heading 2*

The font used is Arial 14 Bold Italic outline numbered with 12 point spacing before and 6 point after.

#### Heading 3

The font used is Arial 12 Bold outline numbered with 12 point spacing before and 3 point after.

##### Heading 4

The font used is Arial 11 Bold outline numbered with 12 point spacing before and 3 point after.

Normal

The font used is Arial 11 Justified with 12 point spacing after.

List Bullet

The font used is Arial 11 with 12 point spacing after suppressed between paragraphs of the same style, and a bullet indented at 0.95cm and a hanging indent at 0.95cm

Normal Small

The font used is Arial 9 Justified with 12 point spacing after. List Bullet Small

The font used is Arial 9 with 12 point spacing after suppressed between paragraphs of the same style, and a bullet indented at 0.95cm and a hanging indent at 0.95cm

|  |  |
| --- | --- |
| **Table Heading** | Arial 11 Bold with 3 point spacing before and 3 point after, shaded with 15% grey |
| Table Text | Arial 11 with 3 point spacing before and 3 point after |
| * Table Bullet
 | Arial 11 with 3 point spacing before and 3 point after, a bullet indented at 0.0cm and a hanging indent at 0.5cm |

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| **Table Heading Small** | Arial 9 Bold with 3 point spacing before and 3 point after, shaded with 15% grey |
| Table Text Small | Arial 9 with 3 point spacing before and 3 point after |
| * Table Bullet Small
 | Arial 9 with 3 point spacing before and 3 point after, a bullet indented at 0.0cm and a hanging indent at 0.5cm |

### *Post Implementation Review Example*

**Introduction**

***Purpose***

The purpose of this document is to provide a review of the implementation of the Contract Management System Project, with a view to determining the success of the project, and lessons learned for the future.

### *Audience*

The intended audience is the project team and the Sponsor Group

### *Definitions*

For the purposes of this document, the following acronyms are defined: CMS – Contract Management System

# Executive Summary

Contract Management continues to be an important activity at Massey University. There is evidence that the new contract management system has started to have a positive effect on reducing the risk to the University of contracts not being managed effectively.

The costs of not having an efficient and effective system to manage contracts is significant, with the following key costs:

Potential of litigation from poorly managed contracts; Cost of administering contracts in the Regions and NSS; Cost of poorly constructed contracts.

Potential to miss renewal of existing contracts, particularly when key staff leave;

Risk of loss of income or payment of damages;

Inefficiencies in the management of contracts and administration of contracts;

Potential high cost of manual work/processes for the University to meet regulatory requirements.

Surveys to the Contract Managers and an interview with the Risk Manager confirmed that the new system, while still having a few process issues with the link to the finance system in regards to charging for milestones in contracts, had improved greatly the following areas:

Consolidation of contracts in a single place made it easier to reference them. The University’s research reporting capability is now very good; and

The workflow functionality resulted in more timely, efficient administration and an increasingly acceptable contract risk.

It is also the opinion of the staff surveyed that the new system has made it easier for them to be more professional in relation to contracts. Overall the project has been a success from a user perspective.

The project was under budget, although later than originally planned. This delay in time was negotiated with the Sponsor Group, and was deemed to be acceptable at the time.

# Description of Project

### *Vision*

To implement a new Contract Management System for the University

### *Goal Statement*

To provide consistency and improved storage and retrieval of all University contracts through:

* + The accumulation of all University contracts in a single repository
	+ Staff Obtaining access to the system with delegated levels of security
	+ Improved regular and reliable reporting across the University

### *Objectives*

To provide consistency, accuracy and timeliness to the management of contracts while reducing the risk to the University by providing:

* + A single repository for the storage of contracts across the University
	+ Improved access to the contract management system for identified users
	+ Increased control through tracking and monitoring of all contracts
	+ Improved reporting on contracts
	+ Improved management of risk within contracts

### *Measures of Success*

* The Contract Management process defined and developed for contract management across the University.
* Current and future needs for an integrated system defined that will support contract management across the University.
* To implement a new contract management system within the University that will:
	+ Reduce duplication of reporting for contract management across the University.
	+ Ensure a consistent set of contract management reports is developed and maintained.
* The existing Contract Document Management System data integrated into the new system.

Project Methodology Template Examples

# Non-Financial Analysis – Business Case

|  |  |  |
| --- | --- | --- |
| Time to sign contractsMilestones available for each step, ability to monitor and respond to delays | **Measured by:**Survey to Contract Managers Interview with Risk Manager | **Result**All but two of the CMs had used the system to workflow a contract. There was a 90% extremely satisfied rating when surveyed.The Risk Manager had noticed a decline in the waiting time between initiating a contract and final sign-off and cited specific examples. |
| Contract milestones (milestone billing etc)Milestones available for each step, ability to monitor and respond to delays | Survey to Contract Managers Interview with Risk Manager | This is improving. The first time through the process there were still some hiccups between the CMS and Finance 1, but this is expected to improve.The general opinion of those surveyed was that it is too early to tell at this stage. Contract Managers that had the most difficulty with the process were not convinced that we had improved significantly.75% of CMs believed that they had more information available to them to assist in the balancing of charges.The Risk Manager had not noticed any significant changes in billing. |
| ReportingInformation immediately available | Survey to Contract Managers Interview with Risk Manager | 100% of the CMs surveyed agreed that reporting had improved greatly.The Risk Manager was very satisfied with the level of reporting currently available.. |

**Financial Analysis – Business Case**

Below is a summary of the costs and expected financial benefits over a three-year timeframe.

<Finances>

The anticipated savings have been calculated on the potential to:

|  |  |
| --- | --- |
| **Business Case** | **Actual** |
| Numbers | Numbers |
|  |  |
|  |  |

# Detailed Key Results

|  |  |
| --- | --- |
| * The Contract Management process defined and developed for contract management across the University.
 | Completed |
| * Current and future needs for an integrated system defined that will support contract management across the University.
 | Completed |
| * To implement a new contract management system within the University that will:
	+ Reduce duplication of reporting for contract management across the University.
	+ Ensure a consistent set of contract management reports is developed and maintained.
 | Completed Completed |
| * The existing Contract Document Management System data integrated into the new system.
 | Completed |

**Project Timeline**

Timeframe: Milestone dates for completion of key elements of the implementation are:

|  |  |  |
| --- | --- | --- |
| **Milestone** | **Date Due** | **Actual Date** |
| Terms of Reference | February | February |
| Investigate Market and Possible Suppliers | March | March |
| Business and User Requirements | April | April |
| Business case | June | July |
| Project Management Plan | July | July |
| Process developed | August | October |
| Purchase and Implementation of System | November | January |
| Handover- functional handover to Risk Manager- operational handover to ITS | December | February |

# Risk Management

The following is an extract from the University’s Risk manager Handbook relating to the classification of risks.

##### Raw Risk level

|  |  |
| --- | --- |
| **Likelihood** | **Consequences** |
| Insignificant 1 | Minor 2 | Moderate 3 | Major 4 | Catastrophic 5 |
| A (certain) | **H** | **H** | **E** | **E** | **E** |
| B (likely) | **M** | **H** | **H** | **E** | **E** |
| C (possible) | **L** | **M** | **H** | **E** | **E** |
| D (unlikely) | **L** | **L** | **M** | **H** | **E** |
| E (rare) | **L** | **L** | **M** | **H** | **H** |
| **Extreme risk** – immediate executive action required |  |
| **High risk** – senior management attention needed |
| **Moderate risk** – management responsibility specified. |
| **Low risk** – manage through routine procedures |

**Effect of Controls on Risks**

If the resultant risk is considered Low, no further action is required, and can be noted as Accepted.

|  |  |
| --- | --- |
|  | **Level of Raw Risk** |
| **Control** | Extreme Risk | High Risk | Moderate Risk | Low Risk |
| Excellent | **L** | **L** | **L** | **L** |
| Good | **L** | **L** | **L** | **L** |
| Adequate | **M** | **M** | **L** | **L** |
| Inadequate | **E** | **H** | **M** | **L** |
| Non-existent | **E** | **H** | **M** | **L** |

If the resultant risk is consider Low, no further action is required, and can be noted as Accepted. Risks identified and dealt with during the project or handed over at the closure were:

|  |
| --- |
| **Risk Register** |
| **No** | **Risk Name** | **Owner** | **Consequence** | **Likelihood** | **Raw Rating** | **Control mechanisms and weighting.** | **Effect of control on risk weighting** | **Treatment and Activity log** |
| 1 | That the reporting accuracy and ability to retrieve information may be compromised if all existing contracts are not included, have incorrect or incomplete data within the current Contract Management System.**It is estimated that 95% of existing contracts are in the new system. Work continues on the remaining 5%** | PM | Moderate | Likely | High | Internal audit of current system.Verification from Contract Managers | Medium | Added audit task to Project |
| 2 | Future contracts may be managed outside of the reporting system due to the fact that staff could be unaware that the new Contract Document Management System has been implemented and continue managing their own contracts on an ad hoc basis.**At this stage there is no evidence of contract managers working outside the system** | PM | Moderate | Possible | High | Training and Communication Plan | Low |  |
| 3 | Delivery in timeframe could be affected by scope creep. | PM | Minor | Unlikely | Low | Correct BudgetProject Control function | Low |  |

|  |
| --- |
| **Risk Register** |
| **No** | **Risk Name** | **Owner** | **Consequence** | **Likelihood** | **Raw Rating** | **Control mechanisms and weighting.** | **Effect of control on risk weighting** | **Treatment and Activity log** |
|  | **This did have an effect, but was managed through the Sponsor Group** |  |  |  |  |  |  |  |
| 4 | That the full set of requirements is not met due to software application restrictions.**Only two ‘preferred’ features were not delivered, and these have been agreed as not essential** | PM | Moderate | Possible | High | Software specifications selection process | Low |  |
| 5 | Budget over run due to extra resourcing or a more expensive system.**System was under budget** | PM | Moderate | Possible | High | Change management | Low |  |
| 6 | A complete list of user requirements may not be obtained from users.**This was not evident** | PM | Moderate | Unlikely | Medium | Consultation process and stakeholder identification | Low |  |
| 7 | Research contracts are not compatible and a separate instance may be required**After careful negotiation, this was resolved to the satisfaction of both parties** | PM | Moderate | Unlikely | Medium | Work with RIMS project to determine any compromises | Low | None required at this stage |

# Appendices

### *Project Closure Statement Example*

**Contract Management System**

|  |  |
| --- | --- |
| **Project Name** | Contract Management System Project |
| **Responsible to** | A Big Committee |
| **Sponsors** | University Registrar |
| **Business Process Owner** | Department Manager |
| **Project Team** |
| Project Leader: | Project Manager |
| Project Administrator: | Project Administrator |
| Project Members: | Lots more interesting people |
| **Date Closed** | Today |
| **Project Aim (Scope)** | **Planned*** To document the business, user and system requirements of a new Contract Management System at the University
* To identify and document options for the purchasing/developing of a Contract Management System that recognises the needs of the University
* To purchase a new Contract Management System
* To implement the new Contract Management System within the University environment
* To document the process for the University.
 | **Achieved**YesYesYes YesYes |
| **Project Objectives** | **Planned*** To enable the effective monitoring of contracts, including status and expiry date for renegotiation
* To enable management reporting of contracts to reduce the risk to the University of potential
 | **Achieved**YesYes |

|  |  |  |
| --- | --- | --- |
|  | damage* To have a central repository of contracts in the University for easy access and maintenance.
 | Yes |
| **Key Results** | **Planned** | **Achieved** |
|  | * The process defined and developed for contract management across the University
 | Yes, although there are still some minor contracts that are not part of the system yet. |
|  | * Current and future needs for an integrated system defined that will support contract management across the University
 | Yes |
|  | * The implementation of a new system within the

University that will: | Yes |
|  | * Reduce duplication of reporting for contract management across the University.
 | Yes |
|  | * Ensure a consistent set of contract management reports is developed and maintained
 | Yes, although some staff are still using spreadsheets in addition to the reports |
|  | * The existing data integrated in the new system
 | Yes, where it was in the old system |
| **Deliverables achieved:** | **Planned Achieved*** To document the business, user and system requirements of a new Contract Management System at the University
* To identify and document options for the purchasing/developing of a Contract Management System that recognises the needs of the University
* To purchase a new Contract Management System
* To implement the new Contract Management System within the University environment
* To document the process for the University.
 |
| **Deliverables not achieved** | **Deliverable**All contracts in system | **Outcome**Handover to Risk Manager to continue moving people tonew system |
| **Handover details** | **Activity*** Training – ongoing
* Operations Support – including monitoring of impact of business

process change | **Responsible** Risk Manager Risk Manager |

|  |  |  |
| --- | --- | --- |
|  | * Systems Support
* All contracts in system
 | ITSRisk Manager |
| **Project Parameters** | **Planned** | **Achieved** |
| Timeframe: | 2 years | 2 years 3 months |
| Estimated Cost(s): | $100,000,000 | $99,000,000 |
| **Final Reporting** | This report has gone to: Sponsor Group |
| **Attachments** |  |

***Sign-off of Project Closure***

**SPONSOR GROUP (Chairperson)**

………………………………………………. ……/……/…… Signature Date

**DIRECTOR, PROJECTS**

………………………………………………. ……/……/…… Signature Date

**PROJECT MANAGER**

………………………………………………. ……/……/…… Signature Date

### *Project Handover Signoff Example*

**Project Overview**

***Scope***

* To document the business, user and system requirements of a new Contract Management System at the University
* To identify and document options for the purchasing/developing of a contract management system that recognises the needs of the University
* To purchase a new Contract Management System
* To implement the new Contract Management System within the University environment
* To document the process for the University.

### *Measures of Success*

* The Contract Management process defined and developed for contract management across the University.
* Current and future needs for an integrated system defined that will support contract management across the University.
* To implement a new contract management system within the University that will:
	+ Reduce duplication of reporting for contract management across the University.
	+ Ensure a consistent set of contract management reports is developed and maintained.
* The existing Contract Document Management System data integrated into the new system.

# Handover of Deliverables

### *Contract Management System*

Description: CMS and DMS with Web Interface

Handover to: Risk Manager

Date of Handover: Today Related Documentation: User Guide

Support issues: Supported by Research Office & ITS

### *Processes*

Description: All related processes

Handover to: Risk Manager

Date of Handover: Today

Related Documentation: Process documentation Support issues: Supported by Risk Office

Project Methodology Template Examples

# Project - Handover Tasks

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **ID** | **Name** | **Priority** | **Due Date** | **Assign To** | **Log #** | **Status/Details** |
|  | Training | Medium | August | Risk Manager |  |  |
|  | Operations Support – including monitoring of impact of business process change | High | Ongoing | Risk Manager |  |  |
|  | Systems Support | Medium | Ongoing | ITS |  |  |
|  | All contracts in system | Medium | December | Risk Manager |  |  |