Project Plan 2 Elements	Description	Value	Notes
Plan Elements (updated)			
Problem, Need, or Vision Statement	Describes the problem or need to be addressed or the vision of what the project is to achieve. Authorizes the project and the project manager.	Provides official notice to the organization. Defines the project purpose.	May not always be a formal document, but must be documented and known to all project participants. Portny, Chap 2
Project Definition or Statement of Work. It includes the following elements: • Overall Project Objectives • Performance (Acceptance Criteria), Cost, and Schedule Criteria • Assumptions and Limitations • Summary of Deliverables	Defines project mission, objectives, success criteria, and project scope. Defines the performance, cost, and schedule targets for the project. Defines and identifies the assumptions (what is held to be true for the project) and limitations (natural limitations or project defined boundaries) used for project estimates. Defines and lists the major deliverables to be produced by the project (typically the first level of the WBS).	Key for managing expectations, controlling scope, and completing other planning efforts. Key for managing expectations and controlling scope. Key for understanding the rationale for cost, schedule, & quality performance parameters. Key to managing expectations; Ensures proper visibility, tracking, and reporting of targeted deliverables.	Also known as the project strategy or game plan. Also known as the triple constraints or major measures of project success. Specifies the factors considered in developing the project plan and work estimates. A well-defined scope of work ensures an accurate project plan. Each section should be at least one paragraph in length. Portny, Chap 2
Work Breakdown Structure (WBS)	Delineates the tasks or activities required to build and deliver the product or service.	The primary source for developing an effective schedule, budget, and allocation of resources.	Develop a deliverables-based WBS that contains enough detail to produce the product or service. The level of detail is based upon the degree of time and cost that can be effectively managed Portny, Chap 4

Linear Responsibility Chart	Defines all project roles and indicates what responsibilities each role has	Key for managing expectations; establishes accountability	Use a table with a legend. Must match the WBS. Portny, Chap 4

Plan Elements (new)			
Detailed Project Schedule (with the critical path identified)	Shows all tasks developed from the WBS, properly estimated, with logical dependencies, assigned to responsible resources scheduled against a calendar.	Key for directing all project work efforts. Key for managing expectations. Allows for impact and what-if simulations when things change.	Multiple documents may be required; one for management and one as a working project management document. The schedule should match the WBS, LRC, and project budget. This should be a network diagram that shows the ES, LS, EF, LF, and duration for each activity from the WBS. Indicate the critical path. Portny, Chap 6
Required Resources	Defines needed equipment, materials, and facilities. This should include resources other than labor.	Key for identifying and securing physical resources required for project completion.	Can be a list, table or paragraph. These are typically resources that are used across projects and not consumed by the specific project. Portny, Chap 5
Estimated Project Cost: Detailed Project Budget	Defines the financial requirements of the project and provides the information needed for earned value analysis.	Serves as the mechanism for allocating resources to project activities.	Should be based on the WBS. Using a table, each WBS item should have an estimated cost for both labor and material. In addition, create one detailed estimate for a selected work package from the WBS by creating a table that shows the breakout of the estimated cost (labor, materials, overhead, etc.) for one WBS item. Portny, Chap 5

Applicable Standards/ End-Item Specifications	List of reference documents, engineering specifications, regulatory codes, etc.	Key for identifying all external control documents and requirements.	Required for quality and performance assurance. Should include a list of the control documents needed to execute the project so that it meets government, client, or professional standards. Portny, Chap 1
Project Documentation: - Control System - Communication Plan - Quality Management Plan	Indicate the types of documentation (timesheets, etc.), procedures (SOPs, etc.), and evaluation (EVA, etc.) that will be used to control the project. Defines the how, what, when, and who regarding the flow of project information to stakeholders. Indicate the type of communication (meeting, memo, etc.) and frequency. Defines the approaches and methods that will be utilized to manage the quality and performance levels of project processes and results.	Key for managing expectations. Establishes buy-in. Key for managing expectations regarding quality, performance, and regulatory compliance matters. Impacts work efforts and project schedule. Establishes accountability.	These should be at least one paragraph each. Portny, Chap 9, 10, 11, 12
Risk Response Plan	List each identified risk and the planned response strategy for each.	Communicates potential issues in advance. Proactive planning helps reduce impact to project.	Use a table to list each risk and rank the risk using qualitative or quantitative (RPN) methods. Indicate the risk type and planned response. Portny, Chap 13

| Change Management Plan or amendments procedure | Captures essential information for any requested change that impacts scope, schedule, or budget.

Provides the procedure, method, or protocol for handling projects change requests. Should include the criteria for accepting or declining the change. | Allows change item to be properly assessed and communicated before action is taken. | Essential to control the level of change activity so that it does not affect cost and schedule constraints.

This should be at least one paragraph in length.

Portny, Chap 5, 11 |