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Appendix I

Templates for IT Project Management

I felt that including multipage templates in the text of the chapters would hinder the flow of the material. Therefore, I provided a brief outline of the template elements within the corresponding book chapters. For the reader's convenience, templates were displayed as smaller figures to facilitate discussion of the material. These figures were numbered to correspond with the completed template exhibits presented within this appendix. Figure 3.1 displayed in Chapter 3, for example, corresponds with Exhibit 3.1 and so forth.

- Exhibit 3.1 Template for establishing the information-processing needs
- Exhibit 3.2 Template for a feasibility report
- Exhibit 5.1 Template for a deployment plan document
- Exhibit 5.2 Template for a software development plan document
- Exhibit 5.3 Template for an installation and commissioning plan
- Exhibit 5.4 Template for a quality assurance plan
- Exhibit 5.5 Template for a procurement plan
- Exhibit 5.6 Template for a risk management plan
- Exhibit 5.7 Template for a software maintenance plan
- Exhibit 6.1 Template for a handover/takeover format
- Exhibit 7.1 Template for a progress report for sub-projects
- Exhibit 7.2 Template for an IT project progress report
- Exhibit 7.3 Template for recording the minutes of a progress review meeting
- Exhibit 8.1 Template for a cash flow statement
- Exhibit 9.4 Template for a review/inspection report
- Exhibit C.1 Template for a sample resource request form

Information processing needs	
Compiled by:	Date:
1. Name of the department	
2. Name of the business process	
3. Performed by	
4. Information collected from	
5. Input data received per transaction	
6. Overhead for control data	
7. Total data volume per transaction (sum of rows 5 & 6)	
8. Expected number of transactions per day	
9. Total data volume per day (row 7 multiplied by 8)	
Brief description of the business process:	
List the possible days for peak loads:	
1.	
2.	
3.	
Period for which the transaction data needs to be online:	
Period for which the transaction data needs to be stored offline:	
Any other relevant information:	

Exhibit 3.1 Template for establishing information-processing needs

<Title page>

Feasibility report

For <Project ID>

Revision history:

Date	Version number	Record of changes	Prepared by	Approved by

<End of title page>

<Table of contents page>

<Insert table of contents>

<Content pages>

1. Scope of the project.
2. The goals set for the proposed project.
3. Information processing needs to be fulfilled by the project.
4. Deliverables from the proposed infrastructure.
5. Proposed IT infrastructure:
 - a. Servers
 - b. Workstations
 - c. Networking hardware
 - d. Networking accessories
 - e. System software
 - f. RDBMS
 - g. Middleware
 - h. Webserver
 - i. Application software:
6. Proposed support equipment:
 - a. Floor space requirement
 - b. Electrical power equipment
7. Organizational structure for managing the proposed infrastructure.
8. Security arrangements for the proposed infrastructure:
 - a. Physical access security arrangement
 - b. Protection against malware (viruses, spyware, adware etc.)
 - c. Firewalls
9. Cost estimate for the proposed IT infrastructure (attach a detailed estimate to the report)

Item	Estimated cost— minimum	Estimated cost— maximum
Hardware		
System software		
RDBMS		
Webserver		
App server		
Application software		
Security software		
Administration utilities		
Electrical equipment		
Networking equipment and cabling		
Floor space		
Any other cost		
Contingency/cost escalation allowance		
Total cost		

10. Annual maintenance cost for the proposed infrastructure

Item	Estimated cost— minimum	Estimated cost— maximum
Hardware		
System software		
RDBMS		
Webserver		
App server		
Application software		
Security software		
Administration utilities		
Electrical equipment		
Networking equipment and cabling		
Floor space		
Any other cost		
Contingency/cost escalation allowance		
Total cost		

11. Operational costs for running the proposed infrastructure (attach estimation sheets to the report)

Item	Estimated cost—minimum	Estimated cost—maximum
Salaries		
Power		
Telephones		
Bandwidth for Internet access		
Consumables like paper, ribbons, cartridges, backup media, etc.		
Miscellaneous expenses		
Total cost		

12. Suggested upgrade path and replacement criteria
13. Project management strategy:
 - a. Activities that can be outsourced
 - b. Activities that are recommended to be performed in-house

Appendices

1. Attach all the information compiled from various sources (primary as well as secondary)
2. Attach/Include the analysis sheets for analyzing the compiled information for deriving the information processing needs of the organization

Exhibit 3.2 Template for a feasibility report

<Title page>
Deployment plan
For <Project ID>
 Revision history:

Date of release	Release details/revisions	Prepared by	Approved by

<End of title page>

Table of contents page
 <Insert table of contents>

1. Introduction <Include a brief overview of the project, its scope, abbreviations, etc.>
2. References <Enumerate the list of documents referred. Include the work order, organizational process, standards, guidelines, templates, feasibility report, floor plan, etc.>
3. Hardware deployment drawing here <Either include the drawing or give reference to it here.>
4. Bill of material <Include the BOM here or give reference to it.>
5. Schedule <Include the schedule here or give its reference to it.>
6. Quality control activities:
 - a. Inspections <Enumerate the proposed inspections and their timing here.>
 - b. Testing <Include the types of testing proposed as well as references to the test plans and test cases here.>
7. Handover plan <Include the people to take over the facility, artifacts to be handed over, references to signoffs, etc. here.>
8. Waivers <Enumerate the waivers obtained from an organizational process, if any here.>

Software deployment plan

Machine	Details of software including OS

Exhibit 5.1 Template for deployment plan document

<Title page>

Software development plan

For <Project ID>

Revision history:

Date of release	Release details/revisions	Prepared by	Approved by

<End of title page>

Table of contents page

<Insert table of contents>

1. Introduction <Include a brief overview of the project, its scope, abbreviations, etc.>
2. References <Enumerate the list of documents referred. Include the work order, organizational process, standards, guidelines, templates, feasibility report, floor plan, etc.>
3. Strategy for acquiring the application software <Describe the strategy proposed for acquiring the application software for the project. This information should be available in the feasibility report.>
4. Implementation strategy <Describe the proposed strategy for implementing the software. This information also should be available in the feasibility report.>
5. Software development life cycle <Enumerate the software development life cycle selected for (a) the development of fresh software (b) the customization of COTS product, if selected.>
6. Quality assurance for the software <Enumerate the proposed quality assurance for the software.>

Activity	Proposed quality control activities
URS	Peer review, end user review, and managerial review
SRS	Peer review, end user review, and managerial review
Software design	Peer review, expert review, and managerial review
Database design	Peer review and unit testing of table scripts
Coding and construction	Peer review, unit testing, and integration testing
Software testing	System testing, load testing, and concurrent testing
Any other activity	As necessary

7. Standards <Enumerate the standards for coding, software design, database design, testing, formats and templates, and checklists>

Activity	Selected standard
Software design	
Database design	
Coding and construction	
Software testing	
Any other activity	

- 8. Software maintenance <Describe the proposed software maintenance strategy. If it is proposed to be outsourced, include the actions planned for outsourcing the work and if proposed to be handled in-house, enumerate the actions planned for effectively handling the activity. Alternatively, give reference to a software maintenance plan if a separate document is available.>
- 9. Staffing <Describe the staffing strategy either for outsourced development and maintenance, or in-house development and maintenance, or a combination of in-house and outsourced development and maintenance.>
- 10. Change management <Describe the actions planned for handling mid-project changes.>
- 11. Delivery <Enumerate all the deliveries planned including their scheduled dates.>

Delivery	Deliverables	Scheduled date
Delivery 1		
Delivery 2		
Delivery 3		
Delivery 4		
Delivery 5		

12. Implementation <Describe the actions planned for implementing each of the deliveries.>

Delivery	Actions planned
Delivery 1	
Delivery 2	
Delivery 3	
Delivery 4	
Delivery 5	

13. Roles and responsibilities <Describe the roles and responsibilities of all the stakeholders in the project.>

Role	Responsibilities
IT Project Manager	
Software Project Manager	
Quality Assurance	
Configuration Control Board	
Software Project Leader	
Software Project Team – In-house	
Sub-contractor	
Software Project Team – Sub-contractor	
Any other role	

14. Managerial methods, tools, and techniques <Describe the methodology of managing the project as well as the tools and techniques proposed for use in the project.>

Activity	Methods, tools, and techniques
Work management	
Configuration management	
Quality management	
Productivity management	
Progress monitoring	
Integration management	
Measurement and metrics	

15. Communication <Describe the communication mechanisms tools and techniques proposed for use in the project.>

Communication mechanism	Occasions for utilization
E-mail	
Phone calls	
Tele/Video conferences	
In-person meetings	
Faxes	
Personal visits	

16. Issue resolution <Describe the mechanisms to be followed for resolving issues as they arise, including the tools and techniques proposed for issue resolution in the project.>

17. Escalation <Describe the escalation mechanism for resolving disputes when they arise.>

18. Risk management <Describe the risk management activities proposed for the project. Please give a reference if a separate risk management plan is prepared.>

Exhibit 5.2 Template for a software development plan document

<Title page>

Installation and commissioning plan

For <Project ID>

Revision history:

Date of release	Release details/revisions	Prepared by	Approved by

<End of title page>

Table of contents page

<Insert table of contents>

1. Introduction <Include a brief overview of the project, its scope, abbreviations, etc.>
2. References <Enumerate the list of documents referred. Include the work order, organizational process, standards, guidelines, templates, feasibility report, floor plan, etc.>

Note: Items 3 through 15 must be replicated for all the proposed iterations.

3. Facilities <Enumerate the facilities covered by this iteration here.>
4. Hardware details <Enumerate the hardware items, including the servers, workstations, and networking equipment along with their system software here.>
5. Software details <Enumerate the details of the application software that is scheduled to be delivered for this iteration of installation and commissioning.>
6. Installation team <Enumerate the team members responsible for this iteration.>
7. Roles and responsibilities <Enumerate the roles and responsibilities pertaining to this iteration.>

Role	Responsibilities
IT Project Manager	
Software Project Manager	
Quality Assurance	
Configuration Control Board	
Software Project Leader	
Software Project Team – In-house	
Sub-contractor	
Software Project Team – Sub-contractor	
Any other role	

8. Installation procedures <Describe the procedures applicable to this iteration of installation and commissioning. You may give references to organizational procedures if they are being used.>
9. Quality control <Enumerate the quality control activities proposed for this iteration.>

10. User training *<Describe the training proposed for end users including course titles, faculty, facilities, and schedules for conducting the training.>*
11. Piloting plan *<Describe the activities for running the installation on a pilot basis, fixing any uncovered defects and criteria for determining the installation's readiness for cutover.>*
12. Cutover plan *<Describe the activities for cutover of the installation to production use, including the master data preparation, handholding, in-process inspection, etc.>*
13. Handover plan *<Describe all activities proposed to handover the installation including the people designated to takeover, schedule of takeover, documents to be signed, etc.>*
14. Schedule *<Enumerate the schedule of this iteration or give a reference to the schedule document.>*
15. Any other item *<Describe any other organization-specific item.>*

Exhibit 5.3 Template for an installation and commissioning plan

<Title page>

Quality assurance plan

For <Project ID>

Revision history:

Date of release	Release details/revisions	Prepared by	Approved by

<End of title page>

Table of contents page

<Insert table of contents>

1. Introduction <Include a brief overview of the project, its scope, abbreviations, etc.>
2. References <Enumerate the list of documents referred. Include the organizational process, procedures, standards, guidelines, formats and templates, and any other relevant documents here.>
3. Quality objectives for the project <Enumerate all the quality objectives set for the project. They may include defect density, reliability, cost of quality, response times, load-bearing capability, concurrency control, etc.>
4. Quality control activities:

Artifact/Activity	Proposed QC activities
Procured hardware	Inward testing to ensure that they are free from defects and conform to their specifications
Procured COTS product for application or other software	Acceptance testing
Application software developed in-house	All quality assurance activities set out in the software project's software quality assurance plan
Application software—outsourced development	Specification of quality assurance activities in the purchase order; verification of quality records; and acceptance testing
Networking	Connectivity, load, and speed testing
Server room deployment	Inspection of equipment for conformance with the deployment plan
Installation of system software on all computers	Cursory inspection; configuration tool testing
Master data preparation	Inspection of quality records; sample testing
System readiness	Beta testing
Any other project specific activity	As necessary

5. Audits *<Enumerate the proposed audits including conformance audits and investigative audits for the project.>*
6. Defect resolution *<Include the procedure, formats, templates, tools, reporting, and escalation etc. prescribed for defect resolution.>*
7. Metrics and measurement *<Enumerate the measurements to be carried out, their periodicity, and the metrics to be derived for ascertaining the quality achieved in the project here.>*
8. Waivers *<Enumerate the waivers obtained from organizational process, if any, here.>*

Exhibit 5.4 Template for a quality assurance plan

<Title page>
Procurement plan
For <Project ID>
 Revision history:

Date of release	Release details/revisions	Prepared by	Approved by

<End of title page>

Table of contents page
 <Insert table of contents on this page>

1. Introduction <Include a brief overview of the project, its scope, abbreviations, etc.>
2. References <Enumerate the list of documents referred. Include the work order, organizational process, standards, guidelines, templates, feasibility report, etc.>
3. List of items decided for procurement <Enumerate the items or give reference to the BOM.>

Item description	Required by date

4. Schedule <Include the schedule of procurement here or give reference to it.>
5. Waivers <Enumerate the waivers obtained from organizational process, if any, here.>

Exhibit 5.5 Template for procurement plan

Risk ID	Risk description	Risk probability	Risk damage (\$)	Risk value (\$)	Risk priority	Mitigation actions
IT01	Delayed supply of servers	10%	200	20	3	Regular follow up to ensure on-time supply
IT02	Delayed supply of work stations	5%	100	5	4	Regular follow up to ensure on-time supply
IT03	Delay in network cabling	25%	200	50	2	1) Regular follow up to ensure on-time supply 2) Connect in phases
IT04	Delay in development of application software	30%	1000	300	1	1) Careful planning 2) Regular follow up 3) Iterative development
IT05	Some more risks					

Exhibit 5.6 Template for a risk management plan

<Title page>
Software maintenance plan
For <Project ID>
Revision history:

Date of release	Release details/revisions	Prepared by	Approved by

<End of title page>

Table of contents page
<Insert table of contents>

1. Introduction <Include a brief overview of the project, its scope, abbreviations, etc.>
2. References <Enumerate the list of documents referred. Include the work order, organizational process, standards, guidelines, templates, feasibility report, floor plan, etc.>
3. Strategy for software maintenance <Describe the strategy decided for carrying out application software maintenance.>
4. Software maintenance team <Enumerate the desired skills for the maintenance team.>
5. Initial training plan <Include the topics necessary to ramp up the software maintenance team during handover of code to the maintenance team.>

Training program	Topics	Desired faculty	Possible date
Functionality training	Module-wise software functionality	Development Team—PM	
Software design	Architecture and design of the application software developed	Development team—architect	
Standards and guidelines	Guidelines proposed for the software maintenance project	Organizational process group	
Software quality control	Quality control activities proposed for the maintenance project	Organizational quality group	
Software metrics	Measurement and metrics proposed for the maintenance project	Organizational metrics group	
Any other topic relevant to the organization			

6. Induction training plan <Include the topics necessary to induct a new resource to the maintenance team after the software is under maintenance.>

Training Program	Topics	Desired Faculty	Mode of training
Functionality training	Module-wise software functionality	PM of the maintenance team	
Software design	Architecture and design of the application software developed	PM of the maintenance team	
Standards and guidelines	Guidelines proposed for the software maintenance project		Self-study
Software quality	Quality control activities proposed for the maintenance project		Self-study
Any other topic relevant to the organization			

7. Metrics to be collected and analyzed:

Metric	Person responsible	Periodicity
Average time to fix defects	PM	Monthly
Maximum time taken to fix a defect	PM	Monthly
Minimum time taken to fix a defect	PM	Monthly
MTBF (mean time between failures)	PM	Monthly
Uptime of software	PM	Monthly
Cost per defect	PM	Monthly
Any other metric		

Exhibit 5.7 Template for a software maintenance plan

IT Infrastructure handover format			
Date of handover:			
Handed over by:			
Taken over by:			
Asset ID	Asset description	Location	Remarks
All the above enumerated assets are verified by me and are in working condition.			
Signed:			
Name of the person taking over the assets:			
Date:			

Exhibit 6.1 Template for a handover/takeover format

Progress report for sub-project

Sub-project ID:

Date:

Project manager for the sub-project:

Overall progress:

	Planned	Actual
Total activities		
Planned for completion by this date		
Resource utilization:		
Expenditure		
Resource 2		
Resource 3		
Resource n		

Activities completed this week:

Activity	Delay	Reasons for delay	Proposed corrective actions

Ongoing Activities:

Activity	Scheduled completion date	Percent completed	Probability of success

Activities proposed for next week:

Activity	Scheduled completion date	Probability of success	Any issues

Issues raised:

Issues	This week	Total
Raised		
Resolved		
Pending		

Special events:	
Event	Significance

Process improvement suggestions:

- 1.
- 2.
- 3.

Any other relevant information:

- 1.
- 2.
- 3.

Exhibit 7.1 Template for a progress report for sub-projects

Progress report for project

Project ID:

Date:

Project start date:

Project scheduled completion date:

Project manager:

Executive summary: <Briefly describe the highlights about the project progress.>

Overall progress:

Parameter	Planned	Actual
Total activities		
Planned for completion by this date		
Sub-projects on schedule		
Resource utilization:		
Resource 1		
Resource 2		
Resource 3		
Resource n		

Progress of the sub-projects:

Sub-project	Number of activities completed on time	Number of activities delayed	Number of on-going activities

Earned value analysis:

Metric	Value
Budgeted cost of work scheduled	
Budgeted cost of work performed	
Actual cost of work performed	
Cost variance	
Schedule variance	
Cost performance index	
Schedule performance index	

Issues needing management attention:		
Description of the issue	Date of origination	Pending with (name of the person)

Project metrics:			
Name of metric	Organizational standard	Actual achievement	Explanation for variance
Productivity			
Quality			
Effort			
Schedule			
Cost			

Special events:	
Event	Significance

Process improvement suggestions:

- 1.
- 2.
- 3.

Any other relevant information:

- 1.
- 2.
- 3.

Exhibit 7.2 Template for an IT project progress report

Minutes of meeting

Meeting conducted on:

Chaired by:

List of participants:

- 1.
- 2.
- 3.
- 4.

Highlights of the meeting: <Describe the highlights of the meeting in this space.>

Action points:

Item No.	Action item	Date of origination	Scheduled date of completion	Person responsible	Status (open/closed)
1					
2					
3					

Any other items discussed:

MOM Prepared by:

Date:

Exhibit 7.3 Template for recording the minutes of a progress review meeting

Cash flow statement for IT project

Project ID: _____ Dt. _____

Project manager: _____

Funds requirement:

Nature of requirement	Earliest date of requirement	Latest date of requirement	Amount required	Minimum amount
Total				

Notes: <Explain any special aspects here. There may be assumptions about the dates and prerequisites to be fulfilled, the consequences of not meeting any dates, penalties, etc.>

- 1.
- 2.
- 3.

Exhibit 8.1 Template for a cash flow statement

Review/Inspection Report

Project name:

Name of the artifact/work being reviewed/inspected:

Name of the lead reviewer/inspector:

Date on which review is conducted:

Type of review/inspection:

Defects uncovered during the review/inspection (use an additional sheet if necessary):

Defect ID	Defect description	Defect origin	Closed on	Status (open/closed)

Signature of the lead reviewer/inspector:

Date:

Closure action by the author:

Corrective actions implemented:

Corrective action implemented	Defect IDs covered by this corrective action	Comments

Preventive action implemented:

Preventive action implemented	Defect IDs covered by this corrective action	Comments

Signature of the person resolving defects:

Date:

Defect closure actions (to be filled in by the lead reviewer/inspector):

I have verified and found that all the defects described above are closed satisfactorily, except the following defects, which are retracted or pending:

- 1.
- 2.
- 3.

Signature of the lead reviewer/inspector:
Date:

Exhibit 9.4 Template for a review/inspection report

Req. No	Resource requested	Resource type	Qty	Required by date	Probable release date by phase
1.	Hardware engineers	Personnel	12	10th Oct 12	1. 5 by 20th Nov 12 2. 5 by 10th Dec 12 3. 2 by 1st Jan 13
2.	Networking engineers	Personnel	2	1st Oct 12	1st Jan 13
3.	Electricians	Personnel	2	1st Oct 12	1st December 12
4.	Networking cable	Material	2 Miles	1st Oct 12	Not applicable
5.	Continuity tester	Equipment	5	1st Oct 12	1st Jan 13

Exhibit C.1 Template for a sample resource request form