# <Client>

# <Project>

# Project Management Plan Lite

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| **Author** |  |
| **Position** |  |
| **Date** |  |

# Project Management Plan

## Version: 1.00

## Revision & Sign-off Sheet

Change Record

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| --- | --- | --- | --- |
| **Date** | **Author** | **Version** | **Change Reference** |
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Approved By

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| **Name** | **Position** | **Signature** | **Date** |
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Distribution

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# 

# Introduction

Give some information on the client and the context of / background to the Project. How big is it going to be and what areas will it cover? What approach will be taken? What is the opportunity or problem that the project will address?

Identify the key needs that the project is designed to meet, and include any background material on reasons why the project is being undertaken. Be concise, and include any background or supporting information as an appendix to this document. For example, if this is a development project, reference the requirements and design documents.

**General Note:** Much of the content for this document should come out of the Statement Of Work, artifacts from the sales process, and preliminary client meetings. The goal is to present an overview and highlight the underlying reasons for the endeavor, for confirmation and sign-off.

## Project Overview

The goal of this project is to… [Encapsulate in one sentence the final deliverable or outcome of the project so that everyone understands what is to be accomplished in clear terms].

## Project Management Plan Overview

The goal of this document is to define and publish a framework for management of the project, rather than specify what is to be developed. The Project Management Plan defines how the project will be managed in order to avoid miscommunication or misalignment of goals, expectations and ways of working.

The Project Management Plan addresses the following:

● High-level project objectives

● Scope: Business needs, requirements, deliverables, and constraints

● Schedule: Activities schedule and project milestones

● Budget: Project budget and funding approach

● Risk: Risk index, methods to identify and evaluate risks, risk mitigation and contingency planning

● Team: The people working on the project, their roles and responsibilities

● Communication: Communication types, channels and the reporting approach

● Controls: Procedures used to track project change, approvals, sign-off, reporting, quality measurement, acceptance criteria

# 

# Project Objectives

## Business Objective

<Customer> has made a significant investment in <Product> and the professional services related to this engagement. This project will deliver the scope defined in the SOW, which will be refined through development of specific requirements and creation of technical / functional designs to deliver this scope. The requirements and design will then be reviewed by the <Customer> team and approved for development. To optimize delivery speed and efficiency, it is critical that the team maintain focus on the targeted business objectives of the project documented below, and avoid becoming sidetracked by details that are inconsequential to the desired project outcomes.

The core business objectives of this project include:

● Goal / Objective 1

● Goal / Objective 2

● …

## Critical Success Factors

Critical Success Factors are used to determine if the project can be considered to have achieved its high-level objectives. Success Factors are defined in terms which are both beneficial to the Customer and include clearly measurable metrics. The following success factors and success metrics have been defined through analysis of the above project objectives and the targeted bottom-line impact of the project.

● Qualitative success outcome 1.

● Qualitative success outcome 2.

● …

● Measure-able metric 1.

● Measure-able metric 2.

● …

● Complete the project on time.

● Complete the project on budget.

● Etc.

## Priorities / Flexibility

The iron triangle of project management declares that a defined ***Scope*** can be delivered using a set of resources (***Budget***) over a defined timeline (***Schedule***). Any project must keep these three elements in balance to achieve the desired outcomes with an acceptable level of quality. Changes to one of the elements will necessarily require changes to one or more of the others. In any project change is nearly inevitable due to unanticipated external events or inaccurate assumptions. Which of the three elements of the iron triangle is most or least flexible will help to determine how to handle such change.

The following priorities have been set for this project (in order) with respect to flexibility of scope, schedule and budget. While it is assumed that all three are important, when difficult decisions are required, the approach to manage trade-offs will be informed by the priorities set below:

1. Schedule - <Insert comments describing what’s driving prioritization>

2. Budget - <Insert comments describing what’s driving prioritization>

3. Scope - <Insert comments describing what’s driving prioritization>

# 

# 

# Scope

## Solution Scope

The overall scope of the solution being implemented is defined in the Statement of Work, <Insert SoW Title>, effective date <Insert Date>.

## Scope Management

## <Delete if using WBS>

The scope defined in the SOW will be elaborated collaboratively between <Provider> and <Customer>. At a high level, the scope of this project includes the following major scope components:

· Scope item 1

· Scope item 2

· …

This scope will be approved by <Customer> in accordance with the Approval / Sign-off section of this document.

The scope will be reviewed on a weekly basis (or as changes are requested) as part of the weekly status meeting. Any changes or deviations to the scope will be addressed according to the Change Control procedures established herein.

<Delete if not applicable> User Stories will serve as the vehicle for expressing user requirements. User Stories are defined to meet the INVEST (Independent, Negotiable, Valuable, Estimable, Small, Testable) criteria and in the format of: “As a <user>, I need to <requirement> so that I can <value proposition>.” User Stories are an effective means of capturing requirements in the voice of the end user. These User Stories will be aligned to the WBS. Any User Stories requested that do not align to the WBS will be captured in the product backlog to be considered as future potential enhancements, but will be considered out of scope for this project.

## <Delete if not using WBS>

The scope defined in the SOW will be elaborated collaboratively between <Provider> and <Customer> to derive a deliverable-based Work Breakdown Structure (WBS). This WBS will serve as the scope baseline and an input to the requirements gathering process and the project schedule.

The WBS will be approved by <Customer> in accordance with the Approval / Sign-off section of this document.

The WBS will be reviewed on a weekly basis (or as changes are requested) as part of the weekly status meeting. Any changes or deviations to the scope / WBS will be addressed according to the Change Control procedures established herein.

<Delete if not applicable> User Stories will serve as the vehicle for expressing user requirements. User Stories are defined to meet the INVEST (Independent, Negotiable, Valuable, Estimable, Small, Testable) criteria and in the format of: “As a <user>, I need to <requirement> so that I can <value proposition>.” User Stories are an effective means of capturing requirements in the voice of the end user. These User Stories will be aligned to the WBS. Any User Stories requested that do not align to the WBS will be captured in the product backlog to be considered as future potential enhancements, but will be considered out of scope for this project.

## Related Projects

The following projects, which are currently in flight, may contain dependencies which may impact delivery of this engagement. Risks and issues on related projects which impact delivery will be managed via the project risk log.

● Project 1 - <insert details of dependencies and potential impact>

● Project 2 - <insert details of dependencies and potential impact>

● Project 3 - <insert details of dependencies and potential impact>

## Out of Scope

The following deliverables, functionality and features are out of scope for this project. Any changes required to bring any of the items below into scope will be addressed through the Change Control Process.

1. <Insert OOS item and a brief description>

2. <Insert OOS item and a brief description>

3. <Insert OOS item and a brief description>

4. <Insert OOS item and a brief description>

5. <Insert OOS item and a brief description>

# Project Schedule

This section outlines how the schedule for delivery of the project will be developed, monitored and maintained.

## Temporal Scope/Phasing

This should give an overview of the time constraints and milestones, including start and end dates where these are known. This can include both known phases as well as potential future phases in the case of separate requirements and development projects (especially when there are critical dates associated with the future development project). In addition, phases should include specific development iterations.

The following are the major milestones and deliverable due dates of this project:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stage** | **Milestone** | **Due Date** | **Note** | |
|  |  |  | |  |
|  |  |  | |  |
|  |  |  | |  |
|  |  |  | |  |
|  |  |  | |  |
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<Project Plan> or <Work Plan> (if more detail is needed)

All time frames are preliminary and throughout the project will be dependent on prompt client feedback and approval sign-off where necessary.

## Schedule Management

The Project Schedule (Gantt chart) will include tasks relevant to completing the scope of work defined in the SOW as well as any external dependencies to the project (examples include implementation of 3rd party solutions, data workstreams, back end system development, change management, product launches, infrastructure, etc.).

The project schedule will be defined and agreed jointly between the project manager and the <Customer> project manager at the beginning of the project. During the Plan & Architect stage of the project, an updated (re-baselined) schedule will be established once requirements and design are approved. Material changes may require a fully executed Change Order in order to be included.

Activity / Task definition in the project schedule will be captured at an appropriate level of detail to be useful in establishing schedule status, but should not be overly detailed nor so complex as to create undue administrative overhead.

The project schedule will represent the tasks required to complete the scope of work agreed in the SOW (including any fully executed Change Orders) only. Milestones for customer or third-party activities will be included when they exist as dependencies. For engagements with multiple partners working in conjunction with each other, <Customer> is responsible for developing a consolidated program plan incorporating the individual project schedules from all parties.

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# Project Budget

## Budget Management

The budget management for this project is limited to the management of professional services fees and expenses. The contract terms have been agreed on a time and materials basis - meaning the customer will be invoiced only for hours incurred on the project, and for all of the hours expended. The project manager will provide, as part of weekly status reporting, a burn / utilization report of planned, actual and forecasted hours / budget. The weekly burn report will be provided on an aggregate basis <or individual basis> (total budget – burned to date = remaining budget). The burn reporting will also include Estimated To Complete (ETC) forecasting, which can be compared to the remaining budget to determine overall budget expectations.

Budget status review will be part of the Weekly Project Management Meeting between the project manager and the <Customer> project manager. Any material deviations or forecasted overruns will be escalated to the project sponsor along with root cause analysis and recommendations for remediation.

# Risks, Issues, Actions and Dependencies

## RAID Log

Risks, issues, actions and dependencies will be captured in a project RAID log. Depending on the complexity and scale of the project this may feature as part of the weekly status report. The following sections outline how the elements will be categorized, monitored and managed during the project lifecycle.

The RAID log will be a living document updated by the Project Manager and shared each week with the Customer Project Manager and other stakeholders. Alongside the burn report and project plan, these will form the basis for discussion at weekly status meetings.

## Risks

Project risks are uncertain events or conditions that, if they occur, have an effect on at least one project objective or task. Risks will be raised and tracked by the project team and will be reviewed on a weekly basis as part of the Weekly Project Management Meeting. In addition, major risks and any risk impacting schedule or budget will be communicated in the Weekly Status Report and will be reviewed with executive sponsorship in Monthly Steering Committee meetings. Risks deemed to be urgent in nature will be escalated immediately to the <Customer> sponsor via email.

Risks will be categorized by use of the matrix below. The combination of the likelihood and impact of the risk determines the risk rating i.e. Low, Medium, High.

Risk severity is a measure of the potential impact of a risk on the project, and is categorized as described below:

● Minor - if the risk occurred, it would cause delays but not impact the critical path and would have a negligible impact on the final estimated spend of the project.

● Moderate - if the risk occurred, it would increase the final estimated spend without requiring additional funds, or require replanning with little or a negligible impact on the critical path.

● Major - if the risk occurred, it would require additional project budget, impact the critical path and incur replanning of the project, or mean objectives of the project may not be met.

The probability of a risk occurring during the project is classified as shown below:

● Unlikely - most likely will not occur, or an event has been witnessed once or twice in the past

● Possible - could occur or has occurred in the past multiple times

● Probable - more than likely will occur, or a recurring event that occurs frequently

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | **Severity** | | |
| **Minor** | **Moderate** | **Major** |
| **Probability** | **Probable** | Medium | High | High |
| **Possible** | Low | Medium | High |
| **Unlikely** | Low | Low | Medium |

The following outlines the template to be used for tracking risks to the project. In addition, a mitigation strategy (plans to avoid the risk) and/or contingency plans (what to do if the risk does occur) will be identified where possible.

Any known risks to the project at the time of writing this document are detailed below. The format of the risk log will be replicated as part of the PM Toolkit configuration.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk** | **Description** | **Severity** | **Probability** | **Risk Rating** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## Issues

An issue is an event or circumstance which has or will impact progress on any of the identified project tasks or activities. An issue may have previously been an identified risk which has occurred.

Problems, inconsistencies, or conflicts are all examples of issues and will be recorded when they happen. Any stakeholder or team member can raise an issue and these will be recorded in the project RAID log. The project manager will then investigate and resolve the issue as quickly and effectively as possible.

The RAID log will briefly keep a record of the issue, status (Closed or Open) and the severity level as described below:

● Low - Currently little or no impact to project objectives, budget or schedule.

● Medium - Could impact a project objective, impact on budget but not requiring a Change Request, has schedule implication but critical path is not impacted.

● High - Will result in project failure or severe business impact e.g. additional budget will be required, the critical path and / or go live date will be impacted.

Action Items

An action item is a documented event, task, activity, or action that needs to take place. Action items are discrete units that can be handled either by a single person or team of resources. The action log will compile all actions assigned during the project, for instance via request from the project team or agreed during a project meeting. The project manager will track all action items and issue reminders where necessary - for example for actions relating to items on the critical path or in managing project issues.

Action items will typically detail the nature of the task, the action item owner responsible for the task and its due date. In addition, a RAG status will be assigned based as per below

● Green - task is on track to complete as planned.

● Amber - task is delayed but either remedial action have been identified to compensate or the item isn’t on the critical path.

● Red - task is delayed with no remedial action or is on the critical path.

## Dependencies

A project dependency is the logical, constraint-based or preferential relationship between two activities or tasks such that the completion or the initiation of one is reliant on the completion or initiation of the other. Highlighting and tracking dependencies aids the planning of the project and highlights specific tasks or activities in the schedule which if not completed pose a risk to delivery. The project’s critical path is made up of a series of dependent tasks, the combined duration of which will determine the shortest possible duration of the entire project.

Dependencies will be highlighted by the project team and progress should be discussed during the weekly status meeting. In re-planning scenarios, a change in priorities or de-prioritization of the requirements may break dependencies and allow the project to be delivered on an alternative schedule.

## Constraints

This section summarizes any constraints that affect the scope of the project or the decision-making throughout the life of the project. Typically, these constraints cover cost, scheduling, staffing, and quality.

An example constraint could be that the project must be completed by a specific date due to a particular reason (e.g., project must be completed by June xx, 2014, which is the beginning of Fall 2014 registration, because it impacts the banner registration processes). Other examples include staff availability, client availability, external interface with another system, and hardware and software availability.

There are no external constraints identified at this time.

# Project Organization

## Project Structure

The following organization chart outlines the project team delivering this engagement.

<Insert Team Structure Chart>

Roles and Responsibilities

The table below outlines roles and responsibilities for each team member from both <provider> and customer project teams.

<Delete if not required / used. A detailed RASIC will be developed as part of the Plan stage to define responsibilities related to deliverables and key activities. However, the following is a project roster of key stakeholders on the project.>

### Services Roles and Responsibilities

|  |  |  |  |
| --- | --- | --- | --- |
| **Resource** | **Role** | **Involvement** | **Contact Information** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

### Client Roles and Responsibilities

|  |  |  |  |
| --- | --- | --- | --- |
| **Resource** | **Role** | **Involvement** | **Contact Information** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
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### Escalation

Any issues with the project team should first be addressed with the Project Manager. If the Project Manager is not available or further escalation is warranted, the following people should be contacted, in order:

|  |  |  |
| --- | --- | --- |
| **Escalation Contact** | **Title** | **Contact Information** |
|  |  |  |
|  |  |  |

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# Change Control

This section documents what happens when a modification to the scope, schedule, budget, or contractual terms of the project is proposed or required. Each time a request for such a change is identified, it should be documented using the Change Request form (see Appendix 1) and logged in the RAID log.

The following provides a summary of the process to follow:

• A project change request (“Change Request”) will be the vehicle for communicating change. The Change Request must describe the change, the rationale for the change and the effect the change will have on the Professional Services.

• The designated Customer project manager or <Provider> project manager will review the proposed change and determine whether to submit the request to the other party.

• Both the Customer and <Provider> project managers will review the proposed change and either approve it for further investigation, or reject it. The investigation will determine the technical merits and the effect on the charges, schedule, and other terms and conditions of the SOW that may result from the implementation of the Change Request. The parties will then decide either to accept or to reject the Change Request.

• A written Change Request Form (see the Change Request Form below) must be signed by both parties to authorize implementation of the Change Request.

• Once approved, a fully executed Change Order related to this SOW will be required in order to implement the requested change.

## Definitions of Change

There are several types of change which may be requested and considered. Types of change requests include:

|  |  |  |
| --- | --- | --- |
| **Type** | **Description** | **Possible Mitigation** |
| Schedule Changes | Changes that will impact the approved project schedule. | These changes may require fast tracking, crashing, or re-baselining the schedule. |
| Budget Changes | Changes that will impact the approved project budget. | These changes may require requesting additional funding, releasing funding which would no longer be required, or adding to project or management reserves.    May require changes to the cost baseline. |
| Scope Changes | Changes that impact the project’s scope may be the result of unforeseen requirements or unforeseen complexity needed to satisfy existing requirements. These changes may also impact budget and schedule. | These changes may require revision to the scope baseline, project scope statement, and other project documentation. They may require changes to the cost baseline, schedule baseline or both. |

The project manager must ensure that any approved changes are communicated to the project stakeholders. Additionally, as changes are approved, the project manager must ensure that the changes are captured in the project documentation where necessary. These document updates must then be communicated to the project team and stakeholders as well.

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# Reporting

## Reporting within the Project Team

All members of the project team will provide internal status on a weekly basis to the Project Manager, who will in turn summarize overall status in the weekly status report submitted to the <Customer> each week. These reports will highlight what was accomplished during the week, what is planned for the coming week, and any issues, concerns, or risks that the project manager would like to highlight.

## Management Status Reporting

The Project Manager will issue weekly status reports (this interval may be adjusted as needed). Specifically, the weekly status reporting will include:

● Completion status of project milestones

● What the team has accomplished over the past week

● Questions, deliverables, and issues needing attention

● Requested changes in scope

● Major or critical risks and issues

● What the team is planning to accomplish in the coming week

Only critical or time-sensitive risks are included in the status report, with a more complete list being maintained in the RAID Log. Likewise, only recent or significant change requests are included, with a more complete list being maintained in the RAID Log.

In addition to the Project Status Report, a weekly status meeting (day of the week and time to be identified) will be held with stakeholders to review the status report and address the overall status of the project, identified risks, issues needing attention, and change requests.

See Communication Plan below for planned distribution and meeting schedule.

# 

# Communication Plan

The following outlines the planned project communications and meetings used to govern the project throughout its duration.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Communication Type** | **Objective** | **Frequency** | **Owner** | **Format** |
| Kickoff (Initiation) Meeting | Introduce the project team and the project. Review project objectives and management approach. Will include all team members and sponsorship (business and IT) | One Time | <Provider> PM | Slide Deck |
| Status Report | Alert Sponsorship of status, progress, issues, and risks. Maintain alignment between <Provider> and <Customer> | Weekly (by Monday EOD for week prior) | <Provider> PM | PDF |
| Risk Log | Log of risks that are being managed on the project with response | Updated Weekly | PMs | RAID Log |
| Change Log | Capturing change requests as part of the change control process | Updated Weekly | PMs | PM Toolkit |
| Burn Report | Status reporting | Weekly | PM | Excel |
| Project Management Meeting | Status, Scope, Schedule, Risks | Weekly | PMs | Live |
| Steering Committee Meeting | Maintain executive alignment between <Customer> sponsor, <Provider> sponsor and respective PMs | Monthly | <Provider> PM | Live |
| User Stories | Requirements captured in the voice of the end user | On-going | Functional Lead | Rally |
| Deliverable Sign-offs | Formal acceptance of deliverables outlined in the SOW | As Needed | <Provider> PM | PM Toolkit signoff |
| Meeting Minutes | Artifact to document key decisions and outcomes of a meeting. | Within x hours of meeting adjournment | Meeting Leader or designee | Word Doc |
| Project Schedule | Schedule of tasks, activities, key milestones, dependencies, and the critical path. | Updated Weekly | <Provider> and <Customer> PM | Gantt (Omni-Plan) or MS Project |
| Quality Status | Testing results and defect counts. | As Needed | QA Lead | Rally |
| Sprint Planning Meeting | Establish priorities and estimates for user stories in an upcoming sprint | Prior to each development sprint | Functional Lead | Rally |
| Sprint Retrospective  Meeting | Review what went well and what needs to be improved from sprint to sprint | End of every sprint | <Provider> PM | Project Repository |

## 

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# Approval & Sign-off

The following deliverables should be taken from Appendix 1 of the SOW and inserted into the table

The following formal deliverables will be presented to the <Customer> for approval and sign-off during the project:

|  |  |
| --- | --- |
| Deliverable | Approver |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Any delay in providing feedback and ultimately approval and sign-off for any milestone or checkpoint will result in project delays and/or budget overruns.

In addition, a final project phase sign-off document will be used to signify completion of all tasks and deliverables and the formal end to this phase of the project.

##### Appendix 1: Change Request Form

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Change Request Form** | | | | | |
| **Project:** |  | | **Project Manager:** |  | |
| **Phase:** |  | | **Date Assigned:** |  | |
| **Issue #:** |  | | **Assigned to:** |  | |
| **Title:** |  | | **Date Due:** |  | |
| **Submitted Date:** |  | | **Closed Date:** | \_\_\_\_/\_\_\_\_/\_\_\_\_\_\_ | |
| **Description Of Change** | | | | | |
|  | | | | | |
| **Alternatives** | | | | | |
|  | | | | | |
| **Impact Analysis** | | | | | |
| *For a Change Request, this field should include:*  · **Scope:**  · **Deliverables:**  · **Schedule:**  · **Budget:**  · **Resources:**  · **Risk:**  · **Priority:** | | | | | |
| **Dependencies** | | | | | |
|  | | | | | |
| **Recommendation** | | | | | |
|  | | | | | |
| **Related Documents** | | | | | |
|  | | | | | |
| **Resolution** | | | | | |
|  | | | | | |
| <Provider>  **Project Manager** | | **Signature** | | | **Date** |
| Approved  Not Approved | |  | | |  |
| Project Manager Name:    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |  | | | \_\_\_\_\_/\_\_\_\_\_20\_\_ |
| **Customer Acceptor** | | **Signature** | | | **Date** |
| Approved  Not Approved | |  | | |  |
| Assigned To Name:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | |  | | | \_\_\_\_\_/\_\_\_\_\_20\_\_ |
|  |  |  |  |  |  |

## 