



**Project Management Plan**

**Key Principles for care of**

**Confused Hospitalised Older Persons**

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Deliverable documents such as project management plans should be subject to version control.

NOTE

*This Project Management Plan Template includes guidelines in italics.*

*Fill in the document in this copy and an electronic copy can be found on the CHOPs program website. For better clarity, please delete the italic guideline them once you have filled in the document.*

# Introduction

## Purpose of the Plan

This plan outlines the goals, objectives and scope of the project. It includes roles and responsibilities of team members, timelines for deliverables and outcomes.

This plan is an agreement between <the Project Manager, Sponsor, Project Team and other business unit managers associated with and/or affected by the project>.

*(Update with stakeholders agreeing to the plan).*

## Case for Change

*Building a strong case for change will assist the project team to communicate to others why system and behaviour changes need to occur to improve outcomes and care for the older patient with a confusion at your hospital.*

*The following points are suggested for consideration in this section:*

* *What is the current situation (‘as is’/state of play)?*
* *What are the consequences of not changing?*
* *What is changing?*
* *Why are we changing?*
* *What are the measures of success and what will success look like?*

*Detail the background that has led to this project. Include:*

* *Information such as previous initiatives, business reforms and changes (may be related to legislation, government policy or direction, regulations or internal reform),*
* *Relevant* ***data***
* *Key issue / rationale for the new project proposal.*

*Describe, in essence, how the project came about,* ***why*** *it is important and what the* ***consequences of not changing*** *are to the facility, staff and patients.*

*Maximum ½ page, succinct and clear case for change*

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**Project Approach**



# Goal and Objective

## Goal

*The goal is the overall aim of the project. This is a broad high level statement which aligns the project with the strategic direction of the organisation.*

*The high level goal can be agreed with the project eam initially as this is a general high level statement of what the project will achieve. Example: ’To improve the outcomes for the older patient with confusion at Hospital X’*

*It is recommended that the project objectives are developed after the baseline assessment has been completed in order to ensure that understanding of the current situation will allow improvements to be identified that can align local site practice with the Key Principles.*

*…..*

## Project Objective(s)

*State the objective(s) which will stem from completion of the project. Project objective(s) are the outcomes and should be SMART, including timeframes and targets:*

* ***Specific****: Identify the specific result to be realised, i.e. the problem, who it is to be achieved with and where*
* ***Measurable****: Define a method to monitor and measure progress in meeting the objective*
* ***Attainable****: Ensure the objective is achievable within timeframe and resources (i.e. Realistic)*
* ***Relevant****: Ensure the objective is the right one to achieve your goal*
* ***Timely****: Be certain to establish the time frame in which the objective is expected to be met.*

*Project objectives may be difficult to define entirely at the start of the project and may be refined / updated after the diagnostic phase.*

*Please note that objectives will evolve within the organisation’s context and may need to be realigned as the project moves forward.*

*….*

## Benefits

*The achievement of the objective may result in additional benefits. If these are expected, they should be outlined in a SMART format, they may not be known at the beginning of the project.*

…..

# Scoping the Project

*A clear and concise definition of scope is the key to the success of your project. Its purpose is to aid in establishing realistic work plans, budgets, schedules, and expectations. The scope will be determined by the objective.*

*A well-defined scope will prevent the occurrence of “scope creep” and never-ending projects. Should identified work arise that falls outside the defined scope, the Project Manager must either deem the work out of scope and defer it, or expand the scope of the project to include the work. The latter choice would result in formal changes to the work plan, resource allocation, budget and/or schedule and must be endorsed by the sponsor.*

*This preliminary scope statement is exactly that: preliminary. All of this information will be expanded upon in greater detail as the project moves forward and evolves.*

*You can use the breakdown in the following table to identify a comprehensive scope. State specifically what will be included in your redesign project and what will not be included.*

|  |  |  |
| --- | --- | --- |
|  | In | Out |
| Patient  *Which patient groups are in or out* | *People aged over 70*  *Younger people with early onset Alzheimer’s disease* | *People under 70*  *I.e. younger people with confusion related to mental illness* |
| Process | e.g. *Admission to Discharge*  *Referral* |  |
| Organisation | *e.g. Policies and Procedures / staffing* |  |
| Technology | *IT programs / documents* |  |
| Facility | *Where?* |  |

*Each project occurs in a specific environment impacting on its activities and outcomes. State here assumptions, constraints and external dependencies that will / may impact on the project.*

|  |  |
| --- | --- |
| Assumptions | *Describe any assumptions made about the project in relation to resources, scope, expectations, schedules, etc. Assumptions should be specific and measurable. These assumptions are what the project manager / team expects to have or be made available without anyone specifically stating so (resources, access to staff and information, etc.).*  …..  The project team will be allocated 2 days per week… |
| Constraints | *Describe the principal constraints and limitations under which the project must be conducted. Constraints will relate to the project environment or parameters (timeframes and deadlines, funding, knowledge/skill level of the project team, resource availability, etc.).*  …..  Time – how long you have, Resources, and? Budget |
| External Dependencies | *Dependencies are defined as* actions, deliverables or pre-conditions that are outside the immediate scope of the project or the project manager’s span of control and that impact / determine the project’s successful completion. *They are not to be confused with the normal activities and logical relationships that exist between different project activities.*  …..  E.G ACIs continued support, assistance with…..  Ongoing funding…. |

# Governance, Roles and Responsibilities

## *Project governance is the management framework within which decisions are made for the project. It will be important to meet with the executive sponsor early to discuss how the project will be governed. This is an opportunity to clarify the role of the Executive Sponsor and also to agree on regular reporting channels and how issues and risks will be escalated to appropriate decision makers.*

*A project steering committee may be necessary to support implementation and provide high-level advice to ensure delivery of the project outcomes. Members of the steering committee may be representative of senior hospital staff who are in a position to drive the project, provide advice and advocate and escalate issues to the hospital’s chief executive.*

## Project Team and Steering Committee

*When establishing the project team consider staff who are interested and enthusiastic about the project and who are keen to improve the overall care for older patients with confusion. It is also worth considering including people who may not have a direct interest in the project but who are in a position of power and influence. Representation from key stakeholders who can influence and engage their colleagues in the project should be considered too. Involving patients and carers in the project is important as they will be able to give their perspective on the project.*

|  |  |
| --- | --- |
| Name | Position |
| Sponsor | |
|  |  |
|  |  |
| Clinical Champions | |
|  |  |
|  |  |
| Project Team | |
|  |  |
|  |  |
|  |  |
|  |  |
| Ward Champions | |
|  |  |
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|  |  |

## Governance Chart

*Provide a project governance chart showing the key project responsibilities and reporting lines.*

…..

## Roles & Responsibilities

*Identify the Governance roles that will be required for the successful completion of the project and briefly state their key responsibilities (you can choose from the selected responsibilities below and put them into the table)*

|  |  |  |
| --- | --- | --- |
| Roles | Governance Responsibilities (overseeing to see that the project moves ahead) | Project Responsibilities  (tasks) |
| CHOPs Steering Committee | ACI and key stakeholder meeting hosted at ACI, reported to CDPC | * + Set top-down objectives and vision for the project   + Keep the project aligned with the organisation's strategy   + Being actively involved in stakeholder management and empowerment of the multidisciplinary team to drive the improvement process   + Review & approve recommendations and make decisions * - Sponsorship of major iniatives |
| ACI Project Team | Reports to the Steering committee and ACI PCCS Clinical director | * Identify and escalate risks * Advise on ethic / privacy and other requirements according to their expertise * Provide specialised information e.g. clinical services and ‘best practice’ * Manage communications to stakeholders + feedback |
| Project Sponsor |  | * It is essential that executive and senior management support is identified for the project * Provide leadership and commitment * Align project at an executive level to hospital and LHD operational plans * Govern escalated risks and assist in resolution of risks/barriers * Evaluate resource requests |
| Clinical Champions |  | * Work collaboratively with the project manager |
| NUMs |  |  |
| Project Manager |  | * Lead the implementation, project monitoring and evaluation process * Facilitate and lead meetings and other project management activities * Escalates risks, issues and updates to the project steering committee and executive sponsors * Monitors and evaluates project outcomes |
| Project Team |  | * Should be multidisciplinary and representative of the clinical and non-clinical teams that care for the older patient with confusion * Have sound understanding of case for change * Work together to understand current practice * Drive local ownership of CHOPs * Develop solutions and implement them locally * Consult with patients and carers * Monitor and evaluate project outcomes |
| Ward Champions |  |  |
| Others (specify) |  |  |

***Vision and leadership***

* *Set top-down objectives and vision for the project*
* *Keep the project aligned with the organisation's strategy*
* *Review & approve recommendations and make decisions*
* *Provide project leadership*
* *Sign off deliverables / milestones*

***Risks and compliance***

* *Responsible for project compliance with organisation’s policies and procedures*
* *Resolve project risks and issues escalated*
* *Manage complaints*
* *Remove Project Barriers*
* *Escalate risks / issues not being managed*
* *Identify and escalate risks*
* *Advise on ethic / privacy and other requirements according to their expertise*
* *Provide specialised information e.g. clinical services and ‘best practice’*

***Stakeholders Management and Communication***

* *Manage communications to stakeholders + feedback*
* *Organise working parties (as required)*
* *Determine appropriate stakeholders involvement*
* *Manage stakeholders*
* *Express, model and reinforce the change to direct reports*
* *Assign project roles and responsibilities*
* *Act as reinforcing sponsor for change implementation*

***Project schedule, resources and organisation***

* *Authorise resources and allow modifications*
* *Validate decisions, including scope modification*
* *Ensure schedule is respected*
* *Monitor budget*
* *Report project outcomes*
* *Monitor project performance*
* *Manage scope*
* *Plan and execute the project*
* *Participate directly on working parties as needed*
* *Provide coaching and guidance with project methodology*
* *Execute / follow methodology, deliverables, change strategy implementation plans, etc.*
* *Accountable for tasks allocated*
* *Organise procurement (if applicable)*
* *Provide access to data / patients records*

***Implementation***

* *Determine implementation approaches*
* *Responsible for the implementation*
* *Implement project solutions*
* *Ensure quality objectives are achieved*
* *Accountable for the Implementation*
* *Responsible for the implementation*
* *Facilitate change on a local level*

## Meet regularly

It is important to communicate effectively with the project team to keep members engaged. Be prepared, organised and run meetings efficiently with good communication systems in place to keep team members up to date and accountable for their agreed actions.

Hosting regular and purposeful meetings will allow the team to determine and achieve their short term actions. Agree on a regular meeting cycle. Weekly or fortnightly team meetings are recommended for the duration of the project.

|  |
| --- |
| ***Tips for running effective meetings:***   * *All meetings have a purpose* * *Plan the agenda and circulate at least 24 hours in advance* * *Start and end on time* * *Introductions/wrap up* * *Address each agenda item* * *Give people actionable steps with timeframes, measureable outcomes and record/minute* * *Create a ‘parking lot’ for items that come up but are not within scope* * *Challenge ideas not people* * *If there is no reason/purpose to meet – cancel the meeting and don’t meet. Time is valuable to busy clinicians.* |

# Project Deliverables, Scheduling and Milestones

## Major Deliverables

Some deliverables may be known at the beginning of the project *(e.g. develop systems / clinical decision support tools/polices/pathways to ensure that best practice for prevention and management of pressure ulcers, UTI, DVT, chest infections for hip fracture patients is clearly defined)* however others will only become apparent at the implementation planning stage. This table is a dynamic table that can be updated with specific deliverables.

|  |  |  |  |
| --- | --- | --- | --- |
| Deliverable | Dependency | Assigned to | Date / Timeframe |
|  | List which other deliverable this is dependent upon |  |  |
| *Project plan* |  |  |  |
| *Diagnostic completed* | *Ethics* | *ACI and Project lead* |  |
|  |  |  |  |
|  |  |  |  |

*Include in this section a list of the deliverables and their contents (if appropriate) to be produced during the project. Include a detailed list of deliverables in a structured approach that ensures that the project team involved in the project understands what is expected.*

*Update the project schedule with scoped solutions during the Implementation Planning phase.*

## Project Schedule

| **Task** | **Jan** | **Feb** | **Mar** | **April** | **May** | **Jun** | **Jul** | **Aug** | **Sept** | **Oct** | **Nov** | **Dec** | **Who** | **when** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Ethics** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Submitted |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Approved |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Initiation** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Establish Executive sponsorship |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Establish project team |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Project kick-off meeting |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Project team questionnaire |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Pre-implementation systems audit |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify and map stakeholders |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Start Communications Plan |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Project initiation communication activities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Diagnostic** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Communications re baseline assessment activities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Staff K&A survey |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Medical record audit |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Environmental audit |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| PETs |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Staff focus group |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Carer focus group |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Identify gaps/issues; build case for change |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Governance team meeting |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Diagnostic Tool |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Solutions Design** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Brainstorming sessions to identify and prioritise solutions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Governance team meeting |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Solution Design Tool |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Solutions communication activities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Implementation Planning** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Implementation Tool |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Risk assessment |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Implementation communication activities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Implementation** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Governance team meeting |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Evaluation, Sustainability & Feedback** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Staff K&A survey |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Medical record audit |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Environmental audit |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Staff focus group |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Communication of success and outcomes |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Final project team meeting |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Final governance team meeting |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

# Risk and Issues Management

*The Risk Assessment matrix looks at identifying and prioritising each risk that could or does threaten the project’s ability to meet its objectives within the schedule, scope and budget. Risks are rated on their consequence (impact on the project or organisation activities) and likelihood (the probability for the risk to happen).*

*Issues don’t have likelihood: unlike risks, their likelihood is 100% certain, they happened or are happening.*

*Awareness of the risk will require decisions on whether to accept the exposure to the risk and will direct mitigation activities. Mitigation strategies should be very specific.*

*The risk assessment will be performed throughout the life of the project, the potential impacts on the project’s success, and how the results and recommended contingencies to manage or mitigate the risks will be communicated to stakeholders. Issues as they arise must be added to the Risk & Issues Management Matrix and reported according to the ‘action plan’ outlined in your template.*

*The risk and issues management matrix will need to be regularly updated through the project.*



|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Risk Title / Description *There is a risk that...*** | **Potential Causes  *because...*** | **Potential Impact  th*erefore…*** | **Likely-hood** | **Impact** | **Risk Rating** | **Current/ Proposed Mitigation Strategy** | **By When** | **Responsible** | **Target rating post mitigation strategy** | **Progress / Comment** |
| Provide a concise description of the risk | What is the cause of the risk? | What is the potential impact of the risk on your project? | Review the matrix | Review the matrix | Review the matrix | Identify and capture any actions that need to be carried out in order to manage the risk to an acceptable level | Date for mitigation strategies to be implemented | Who will implement the mitigation strategy? | Proposed target risk rating after implementing mitigation strategies | Use to track / monitor the implementation of mitigation strategies. |
|  |  |  |  |  |  |  |  |  |  |  |
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# Stakeholder Management and Communication Plan

*Well-planned communications with staff and stakeholders at your hospital will be essential to the success of the project. Planning your communications involves:*

* *Developing consistent content or ‘key messages’ for your communications*
* *Identifying and targeting communications to key stakeholders which are written in their frame of reference*
* *Scheduling communications to align with key time points during your project.*

*There are many forms of communication that you may choose to employ, including: meetings, newsletters, the LHD intranet, websites, emails, reports and presentations.*

*Face to face communication is time-consuming, but often the most effective form of communication.*

## Stakeholders Map

*Identify the stakeholders using a stakeholders map. This is different to a governance chart, as it is developed by identifying all persons / services that will be impacted by the project changes (again this will evolve through the project, and this step will be repeated prior to implementation).*

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## Key Messages

*Before any communication or information is released about the project, including presentations to key stakehodlers, it is important to firstly determine what the key messages are and who should receive them.*

*Developing key messages will ensure that all information released is consistent and accurate.*

*Key messages written in the frame of reference (perspective) of stakeholders should include:*

* *The* ***rationale/case for change*** *for the projerct*
* ***Key steps/milestones*** *to be achieved*
* *Anticipated* ***outcomes.***

## Communication Plan

*Use the communication plan to:*

* *Identify how progress on the project will be determined and how it will be communicated to those involved in or impacted by the project*
* *Identify how often project status reports will be distributed and to whom*
* *Determine how often project working party meetings and steering committee meetings will be held and who is expected to attend*
* *If external contractors/consultants are involved in the project, identify how their performance and progress will be monitored*
* *Determine the most appropriate method of communication for each of your stakeholder groups, etc.*

*The communication plan will need to be regularly updated through the project. This update will be based on:*

* *New needs emerging from the project*
* *The evaluation of your communication; showing you may need to revisit method / frequency / targets, etc. Project managers should conduct this evaluation regularly through the project.*

*Align the plan with the project timeline and major deliverables/key milestones.*

…..

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Key messages** | |  | |  |  | |  | |  | |  |  |
| - | |  | |  |  | |  | |  | |  |  |
| - | |  | |  |  | |  | |  | |  |  |
| - | |  | |  |  | |  | |  | |  |  |
|  | |  | |  |  | |  | |  | |  |  |
| **Audience Groups** | **Purpose** | | **Content** | | **Medium &  Delivery Method** | **Date / Frequency** | | **Sender** | | **Output / Deliverable** | | **Progress / Comment** |
|  |  | |  | |  |  | |  | |  | |  |
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1. **Aboriginal Health Impact Statement Checklist**

*This Checklist should be used when preparing an Aboriginal Health Impact Statement for new health policies, as well as major health strategies and programs. To complete the checklist and to fully understand the meaning of each checklist item you can refer to the Aboriginal Health Impact Statement and Guidelines (NSW Health).*

*Note: At this stage, you might be only able to complete the first of these 3 sections. However, you should refer back to this checklist as the project develops.*

## Development of the project

1. Has there been appropriate representation of Aboriginal stakeholders in the development of the project?

Yes / No

1. Have Aboriginal stakeholders been involved from the early stages of policy, program or strategy development?

Yes / No

Please provide a brief description

1. Have consultation/negotiation processes occurred with Aboriginal stakeholders?

Yes No N/A

1. Have these processes been effective?

Yes No

Explain

1. Have links been made with relevant existing mainstream and/or Aboriginal-specific policies, programs and/or strategies?

Yes No N/A

Explain

## Contents of the policy, program or strategy

1. Does the project clearly identify the effects it will have on Aboriginal health outcomes and health services?

Yes No

Comments

1. Have these effects been adequately addressed in the project?

Yes No

Explain

1. Are the identified effects on Aboriginal health outcomes and health services sufficiently different for Aboriginal people (compared to the general population) to warrant the development of a separate policy, program or strategy?

Yes No N/A

Explain

## Implementation and evaluation of the policy, program or strategy

1. Will implementation of the policy, program or strategy be supported by an adequate allocation of resources specifically for its Aboriginal health aspects?

Yes No N/A to be advised

Describe

1. Will the initiative build the capacity of Aboriginal people/organisations through participation?

Yes No N/A

In what way will capacity be built?

1. Will the policy, program or strategy be implemented in partnership with Aboriginal stakeholders?

Yes No N/A

Briefly describe the intended implementation process

1. Does an evaluation plan exist for this policy, program or strategy?

Yes No N/A

1. Has it been developed in conjunction with Aboriginal stakeholders?

Yes No N/A

Briefly describe Aboriginal stakeholder involvement in the evaluation plan

# Document Approvals

This signature page is to indicate approval for the Project Management Plan. It signifies that all parties have reviewed the Plan and agree with its contents.

Version approved: \_\_\_\_\_\_\_\_\_\_\_\_

|  |  |
| --- | --- |
|  |  |
| Project Manager (Name / Position / Signature) | Date |
| Project Team Members (Name / Position / Signature) | Date |
|  |  |
| Project Sponsor (Name / Position / Signature) | Date |
|  |  |
| Other Groups | Date |