DATA ITEM DESCRIPTION

1. DID NUMBER: -
2. TITLE: PROJECT Management PLAN
3. DESCRIPTION and intended use

The Project Management Plan (PMP) provides an overview of the different project processes and how they fit together to form a totally integrated management system for the Contract. It should provide an overview and show how all of the detailed processes and plans fit together.

The Contractor uses the PMP, including or supplemented by subordinate plans, to provide direction and guidance to the Contractor’s management team responsible for coordinating and conducting the work required under the Contract.

The Commonwealth uses the PMP to:

gain visibility into the Contractor’s planning;

understand and evaluate the Contractor’s approach to managing the scope of work associated with the Contract; and

provide input into the Commonwealth’s planning.

1. INTER-RELATIONSHIPS

The PMP is the primary plan for the Contract. All other plans related to the Contract fit beneath the umbrella of the PMP.

1. Applicable Documents

The following documents form a part of this DID to the extent specified herein:

|  |  |
| --- | --- |
| 1. DSPF | 1. *Defence Security Principles Framework* |
| 1. LCAM | 1. *Logistics Compliance and Assurance Manual* |
| 1. AS/NZS ISO 31000:2018 | 1. *Risk Management—Principles and guidelines* |

1. Preparation Instructions
   1. Generic Format and Content

The data item shall comply with the general format, content and preparation instructions contained in the CDRL clause entitled ‘General Requirements for Data Items’.

The PMP shall be a stand-alone document that provides sufficient information to allow the reader to understand, without referring to other documents, how the scope of work associated with the Contract will be managed. It is not acceptable to simply reference a document, procedure or standard, without providing an overview of the relevant information within the PMP.

The PMP shall be the master planning document, integrating, summarising and referencing other plans and schedules required by this DID and elsewhere in the SOW.

The PMP need not be developed as one document. It may be divided into volumes, sections and/or sub-plans provided that the head document links all sub-documents together as a cohesive whole.

When the Contract has specified delivery of another data item that contains aspects of the required information, the PMP shall summarise these aspects and refer to the other data item.

The data item shall include a traceability matrix that defines how each specific content requirement, as contained in this DID, is addressed by sections within the data item.

* 1. Specific Content
     1. System Overview

The PMP shall give a brief overview of the system being developed and its purpose.

* + 1. Scope

The PMP shall clearly identify:

the scope of work associated with the Contract, including the scope undertaken by the Contractor and Approved Subcontractors; and

areas that are not within scope, if there is a possibility of the reader misinterpreting the scope (eg, interfaces with existing infrastructure, other projects or systems are typical areas that may be misinterpreted).

* + 1. Organisation

The PMP shall describe the organisational structure responsible for managing and performing the scope of work associated with the Contract, including:

the Contractor's company organisation structure;

the Contractor's project management organisation;

the Contractor's contractual relationship with Approved Subcontractors;

each Approved Subcontractor’s organisational structure to the extent applicable to the scope of their Subcontract; and

the identification and purpose of relevant teams employed in the performance of the Contract (eg, *Integration and Test team, Project Management team, and so on*).

* + 1. Structure of Contractor Plans

The PMP shall contain an indentured list of the plans to be used by the Contractor in the execution of the Contract, showing the hierarchical relationship of the plans.

Note: The following structure is an example of a plan hierarchy. Italicised text indicates sub-plans that may be incorporated within the next higher-level plan. Regular text indicates stand-alone sub-plans. If a plan contains stand-alone sub-plans, it is to reference all such sub-plans at the next lower level. The hierarchy of plans is to be tailored to the needs of the Contract.

**Project Management Plan**

*Subcontractor Management Plan*

*Partnering Plan*

*Communications Plan*

**Australian Industry Capability Plan**

**Systems Engineering Management Plan**

**Integrated Support Plan**

* + 1. Contract Work Breakdown Structure

The PMP shall contain the Contract Work Breakdown Structure (CWBS) as an indented list to level 4.

* + 1. Contract Master Schedule

The PMP shall provide an overview of the Contract Master Schedule (CMS), including the critical path, to the same level of detail as required for the CWBS in clause 6.2.5.

* + 1. Personnel Management

The PMP shall describe the Contractor’s strategy for recruiting and retaining staff.

If Key Persons management is required under the Contract, the PMP shall describe the Contractor’s methodology for identifying Key Staff Positions and for managing Key Persons, including:

the identification of Key Staff Positions within the Contractor’s and Approved Subcontractor’s organisations (eg, *typically Project Manager, SE Manager and ILS Manager and key technical personnel, as applicable to the Contract scope*);

the definition of the person/position specifications, or responsibilities and authorities for each Key Staff Position and the skill sets needed to fill that position (eg, *SE Manager with 10 years of experience in managing medium-sized, moderately complex projects*); and

the identification of relevant background skills and experience of each Key Person.

* + 1. Business Resource Planning

If business resource planning is required under the Contract, the PMP shall demonstrate that company resources are available to meet the current and future obligations of this Contract. In particular, the PMP shall address:

the Contractor’s obligations in regard to current and future contracts / work;

the Contractor’s resource needs in relation to current and envisaged contracts / work, such as:

skilled personnel / human capital;

financial resources;

physical infrastructure, including equipment, facilities and other resources;

other organisational resources; and

Subcontractor relationships and other supply arrangements;

details of the company’s capabilities to satisfactorily discharge its responsibilities under the Contract in relation to the use of the identified resources; and

arrangements for reprioritising resources across the company’s span of commitment, including the criteria used to determine when reprioritisation is required.

* + 1. Planning and Control

The PMP shall provide an overview of the processes and tools used by the Contractor to ensure the integration of technical, cost and schedule planning and control for the management of the work associated with the Contract.

* + 1. Engineering Program

The PMP shall provide an overview of the engineering program for the Contract, referring to the engineering plan(s) as appropriate.

* + 1. Integrated Logistics Support Program

The PMP shall provide an overview of the Integrated Logistic Support (ILS) program for the Contract, referring to the ILS plan(s) as appropriate.

* + 1. Configuration Management

The PMP shall provide an overview of the Configuration Management (CM) arrangements for the Contract, referring to the governing plan for CM (eg, Configuration Management Plan) as appropriate.

* + 1. Verification and Validation Program

The PMP shall provide an overview of the Verification and Validation (V&V) program for the Contract, referring to the V&V program plans as appropriate.

* + 1. Quality Management

The PMP shall describe the Quality Management program for the Contract, referring to the Quality Management System if one is required under the Contract.

* + 1. Risk Management

The PMP shall describe the Risk Management processes and tools used for managing risks under the Contract, in a manner consistent with AS/NZS ISO 31000:2018 (or other Approved standard).

The PMP shall describe the procedures for the management of risks to Work Health and Safety (WHS), which shall, to the extent that the WHS Legislation applies to the work under the Contract, be consistent with the requirements of the WHS Legislation.

The PMP shall describe the Risk Register used by the Contractor for recording and managing risk, which includes in a separate record for each risk:

a risk identification number;

an outline of the risk, including the relevant CWBS element number, the risk source, and the individual responsible for managing it;

the risk priority;

an evaluation, considering the likelihood and consequence of the risk event;

the risk treatment adopted (eg, eliminate, avoid, remove the source, reduce the likelihood, reduce the consequence, transfer, or retain); and

the actions taken to eliminate the source or reduce the risk, which for WHS-related risks demonstrates that the risk has been reduced so far as is reasonably practicable.

The Risk Register shall be a separate entity from the PMP (due to the dynamic nature of the content of the Risk Register).

* + 1. Issue Management

The PMP shall describe the Contractor’s processes and tools used for managing Issues for the Contract.

The PMP shall describe the Issue Register used by the Contractor for recording Issues and the associated action(s) for addressing each Issue.

The Issue Register shall be a separate entity from the PMP (due to the dynamic nature of the content of the Issue Register).

* + 1. Subcontract Management

The PMP shall provide an overview describing how the Contractor intends to manage Subcontractors, including:

the communications, meeting and review plan for each Approved Subcontractor;

the method for ensuring that each Approved Subcontractor has an integrated technical, cost and schedule control mechanism in place;

the method for ensuring that each Approved Subcontractor is collecting and analysing relevant metrics to enable progress and performance to be tracked against applicable schedules and plans; and

the method for ensuring that each Approved Subcontractor is managing its own Subcontractors.

* + 1. Security Management

The PMP shall provide an overview of the processes to be used by the Contractor to satisfy the security requirements of the Contract (other than system security for the Mission System and Support System), including applicable requirements of the Defence Security Principles Framework (DSPF), and referring to any separate Security Management Plan if such a plan exists.

* + 1. Communications Management
       1. General

The PMP shall describe the processes and information flows associated with Contract communications between the Contractor and the Commonwealth.

The PMP shall detail the type, frequency and subject coverage of the various Contract-related meetings, including progress meetings to be conducted with the Commonwealth.

The PMP shall identify the reports, including any non-routine reports, to be provided to the Commonwealth to meet Contract requirements.

* + - 1. System Reviews

The PMP shall set out the general management requirements pertaining to all System Reviews, including both Mandated System Reviews (MSRs) and Internal System Reviews.

Note: The following clause only relates to the project-management-related System Reviews, such as the Resource and Schedule Review (RSR) and the System Acceptance Audit (SAA). The main governing plans for each of the Level 2 subject area clauses in the SOW address the other System Reviews (eg, the SEMP addresses SE-related System Reviews, the ISP addresses ILS-related System Reviews, and the CMP or SEMP addresses CM-related System Reviews).

The PMP shall detail the following information for each of the project-management-related System Reviews, incorporating the associated SOW requirements (including entry criteria, exit criteria and checklist items) for these System Reviews and supplemented where required by the Contractor’s internal processes:

the organisations and individuals involved in the review and their specific review responsibilities;

the proposed review venue;

the pre-requisites for the conduct of the review (ie, entry criteria);

the checklist items to be addressed during the System Review, including key documentation to be reviewed;

the essential review completion criteria (ie, exit criteria); and

the applicable Milestone criteria in Attachment C, Delivery Schedule.

* + 1. Commonwealth Resources

If Resident Personnel are required under the Contract, the PMP shall describe the arrangements for the collocation of any Resident Personnel (RP) at the Contractor's premises.

* + 1. Transition

The PMP shall describe the processes to be used by the Contractor to meet the Transition requirements of the Contract. The description of Transition shall include the linkages with the phase‑in and ramp-up (as applicable) of Commonwealth and contracted in-service support services, including services that are associated with any linked Contract (Support).

If a Transition Register is required under the Contract, but a separate Contractor Transition Plan is not required, the PMP shall describe the management and use of the Transition Register, used to identify and track the progress of each Transition activity.

* + 1. Government Furnished Material, Facilities and Services

The PMP shall describe the Contractor’s arrangements for the receipt, custody, storage, care, maintenance and use, as applicable, of any Government Furnished Material, Government Furnished Facilities and Government Furnished Services.

* + 1. Technical Data and Software Rights Management

The PMP shall describe the arrangements for managing the Technical Data and Software rights (including Intellectual Property (IP) rights) under the Contract, including:

the identification of the responsible manager(s) and their responsibilities;

the processes for obtaining and providing, as applicable, the Technical Data and Software rights required under the Contract (including rights required for the through life operation, support and disposal of the Materiel System);

the processes for managing the Contractor’s and Subcontractors’ use of sublicensed Technical Data and Software, and to ensure compliance with the rights and restrictions in the Contract and applicable licences; and

the processes for maintaining the Technical Data and Software Rights Schedule, related Attachments, and data items such as the Master Technical Data Index and the Software List (if applicable).

* + 1. Health and Safety Management

The PMP shall describe (including by reference to applicable plans, management systems and procedures) how the Contractor will ensure that the work performed under the Contract will meet WHS requirements, as identified in the Contract and as required by relevant legislation and regulations (including the WHS Legislation).

* + 1. Environmental Management

If environmental management is required under the Contract, then the PMP shall describe how the Contractor will ensure that the performance of work under the Contract will meet Defence environmental requirements, as identified in the Contract, relevant legislation and regulations.

* + 1. Commonwealth Assets Stocktaking Plan

The PMP shall contain a Commonwealth Assets Stocktaking Plan (CASP), which shall describe the stocktaking program to be used by the Contractor to account for Contractor Managed Commonwealth Assets (CMCA), including inventory holdings.

The CASP shall include:

the strategy, processes, procedures, systems and tools for:

accounting for CMCA, including physical counting, measuring, and weighing, as applicable to the different types of CMCA; and

reporting the results from the stocktake of CMCA;

the frequency with which stocktaking will be carried out in respect of the different types of CMCA and the applicable stocktaking regime as detailed in the LCAM Volume 2 Part 1; and

the Contractor’s regime for the investigation of stocktake discrepancies.

The CASP shall describe the Assets Register(s) used by the Contractor for recording CMCA.

The Assets Register(s) shall be separate from the CASP (due to the dynamic nature of the content of the Assets Register(s)).

Without limiting the content of the CASP, the Assets Register(s) shall:

identify all CMCA;

identify the locations and/or accounts to be counted, or otherwise measured, during stocktakes and other assurance checks; and

outline the proposed start and finish dates of stocktakes and other assurance checks.