DATA ITEM DESCRIPTION

1. DID NUMBER: DID-PM-MGT-PMP-V5.3
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. LCAM Volume 2 | 1. Logistics Compliance and Assurance Manual, Volume 2, Stocktaking |
| 1. DSPF | 1. Defence Security Principles Framework |
| 1. ISM | 1. Information Security 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. Objectives

The PMP shall describe the objectives of the Contract, showing how these relate to the success of the project overall. Objectives may be related to capability, cost, schedule, Australian Industry Capability, minimisation of disputation, avoidance of conflict, the environment, public good, safety, law, and other outcomes as appropriate.

* + 1. System Overview

The PMP shall:

give a brief overview of the Materiel System being developed and its purpose;

state the operational capability that this Materiel System will be delivering;

identify the key functions of the Mission System;

if applicable, describe the Mission System in the context of higher-level systems;

identify major subsystems of the Mission System; and

identify major interfaces.

* + 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; and

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

* + 1. Personnel Management
    2. Team and Sub-Team Composition and Purpose

The PMP shall identify, and describe the make-up and purpose of, each team to be employed in the performance of the Contract *(eg, Integrated Product Teams,* *the Systems Engineering team, Integrated Logistic Support (ILS) team, and financial team*).

* + 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**

*Business Resource 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 6.2.8.

* + 1. Personnel Management

The PMP shall describe the Contractor’s staffing strategy for the Contract, including the Contractor’s approach to recruiting and retaining staff.

The PMP shall contain an aggregate, labour-category-based, time-phased plan for the use of the Contractor’s human resources in the performance of the Contract, which:

identifies the staffing requirements on a month-by-month basis;

is consistent with the identified work and the CMS identified in clause 6.2.9; and

breaks the staffing requirements into the labour categories identified in Attachment B.

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, Software Development 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 large, complex, software-intensive projects)*; and

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

* + 1. Business Resource Planning

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 to determine when reprioritisation is required.

* + 1. Planning and Control

The PMP shall provide an overview of the processes 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.

The PMP shall identify the tools to be used in support of Contract and project management, and shall describe the planned purpose and method of usage of each tool. Example of tools that may be addressed are management information systems, databases, spreadsheets, cost estimating tools, scheduling tools and decision analysis tools.

* + 1. Performance Management

The PMP shall describe how the Contractor will monitor and manage the performance of the work under the Contract, including:

the identification, recording and analysis of performance data;

the collection of data relevant to any Key Performance Indicators (KPIs);

the data-management systems to be used to collect, document, disseminate, coordinate, control and share performance data;

the review of performance data to ensure that it is current, accurate and applicable;

the use of the performance data to ensure that the Contract performance requirements are being achieved and improved where necessary; and

the integration of the performance-management activities with the measurement and quality-management programs.

* + 1. Earned Value Management

The PMP shall provide an overview of the Earned Value Management System arrangements for the Contract, if applicable, referring to the Earned Value Management Plan if such a plan is required under 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 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. Quality Management

The PMP shall provide an overview of the Quality Management program for the Contract, referring to the Quality Plan as appropriate.

* + 1. Risk Management

The PMP shall describe the Contractor’s processes and tools used for managing risks under the Contract, in a manner consistent with AS/NZS ISO 31000:2018.

The PMP shall include a description of the following:

the risk management organisation, including the allocation of risk management responsibilities for the project management, systems engineering, ILS and Verification and Validation programs;

Note: A rigorous risk identification process is considered by the Commonwealth to be essential to the management of risk.

procedures for identifying and capturing risks;

procedures for analysing risks;

procedures for assessing and evaluating risks;

procedures for treating risks, including:

avoiding the risk;

removing the risk source;

reducing the likelihood of the risk;

reducing the consequences of the risk;

transferring the risk to a party that is better able to manage the risk; and

retaining the risk;

procedures for reporting risks;

procedures for monitoring and reviewing risks;

the processes for integrating the risk management activities into work planning and control (eg, Earned Value Management, etc); and

if the Contractor is required to provide a Modern Slavery Risk Management Plan to the Commonwealth, the details of that plan required by clause 12.10 of the COC.

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.

* + 1. Risk Register

The PMP shall describe the Risk Register used by the Contractor for recording each risk, its attributes, evaluation and treatments.

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

The Risk Register shall include, in a separate record for each risk:

the CWBS element number;

a risk identification number;

a brief outline of the risk;

the risk priority;

the source of risk (eg, whether the risk stems from the Commonwealth or from the Contractor (including Subcontractors));

the likelihood of the risk event;

the consequence of the risk event in terms of Life Cycle Cost (LCC), Contract cost, Contract schedule, environmental, safety, and/or the performance or suitability of the Supplies;

details of the individual responsible for eliminating or treating the risk;

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

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

For risks that are to be treated, the Risk Register shall include:

the risk treatment plan;

the work package identifier, budget and schedule allocated to the risk treatment plan; and

progress against the risk treatment plan.

The Risk Register shall also include:

the total cost exposure caused by all risks to the Contract;

the budget reserve remaining for cost risks;

the total schedule exposure caused by all risks to the Contract; and

the total schedule reserve remaining.

* + 1. Issue Management

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

* + 1. Issue Register

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).

For each Issue, the Issue Register shall include:

an account of the Issue;

the effect of the Issue on the Contract or the Supplies;

the proposed action to address the Issue, including the identification of the responsible individual for addressing the Issue and the timeframes involved;

any requested Commonwealth Representative actions to address the Issue;

the effect on the Contract and the Supplies if the proposed actions are put into effect; and

the consequences for the Contract and the Supplies if the proposed actions are not taken or fail.

* + 1. Customer Expectation Management

The PMP shall provide an overview of the processes to be used by the Contractor for, and the responsibilities associated with, the management of the following types of issues:

alerting the Commonwealth Representative of any disagreement occurring across the customer organisation; and

ensuring customer expectations are consistent with the budget and Contract.

* + 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 the Information Security Manual (ISM), and referring to any separate Security Management Plan if such a plan exists.

* + 1. Partnering

If the Contractor and the Commonwealth should agree to enter into a partnering agreement, then the PMP shall include the Partnering Plan.

* + 1. Communications Management

The PMP shall describe the processes and information flows associated with Contract communications, including:

within the Contractor’s organisation;

between the Contractor’s team and the Commonwealth’s team;

between the Contractor’s team and other stakeholders; and

where appropriate and agreed, between other stakeholders.

The PMP shall identify the reports, including any non-routine reports, to be provided to the Commonwealth to meet the Contract requirements, including the identification of any linkages between the reports and any Contract meetings that require those reports.

The PMP shall provide an overview of any data-delivery systems (eg, the Data Management System (DMS)) implemented under the Contract.

The PMP shall detail the type, frequency and subject coverage of the various routine Contract-related meetings to be held within the Contractor’s organisation and between the Contractor and other relevant stakeholders, including the Commonwealth.

* + 1. Commonwealth Resources

The PMP shall describe the Contractor’s expectations with respect to Commonwealth resources to enable the Contractor to meet its obligations under the Contract, including an indication of types, quantities, timescales (such as points in time and/or events (eg, Mandated System Reviews)) and where the resource requirements will be detailed.

The PMP shall describe the arrangements for the collocation of any Resident Personnel, and/or Commonwealth persons involved in testing and/or training, at the Contractor's premises, as required under the Contract.

* + 1. Transition

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

* + 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 the 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.

* + 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

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. Life Cycle Cost Management

The PMP shall describe how the Contractor will manage the LCC program, including:

the processes, procedures and tools to be used to undertake LCC activities;

the methodology for undertaking the development of the LCC model(s);

the processes and procedures for collecting and recording LCC data;

the processes and procedures for identifying and analysing LCC drivers;

the strategy and methodology for using the LCC model to analyse the collected LCC data, including performing sensitivity and trade-off analyses;

the strategy, methodology and assumptions associated with the modelling of Software life-cycle costs; and

the strategy and methodology for demonstrating to the Commonwealth, at each Mandated System Review, that the Contractor’s developmental activities will result in a Mission System and Support System solution that minimises LCC while meeting the other requirements of the Contract.

* + 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; 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.