

## KEY PERFORMANCE INDICATORS

Action	Project Management Phases with Key Performance Indicators (KPIs)
<b>Initiating</b>	
1. Demonstrate project need and feasibility.	A document confirming that there is a need for the project deliverables and describing, in broad terms: the deliverables, means of creating the deliverables, costs of creating and implementing the deliverables, benefits to be obtained by implementing the deliverables.
2. Obtain project authorization.	<ul style="list-style-type: none"> <li>• A "go/no go" decision is made by the sponsor.</li> <li>• A project manager is assigned.</li> <li>• A "project charter" is created which</li> <li>• Formally recognizes the project</li> <li>• Is issued by a manager external to the project and at a high enough organizational level so that he or she can meet project needs</li> <li>• Authorizes the project manager to apply resources to project activities</li> </ul>
3. Obtain authorization for the phase.	<ul style="list-style-type: none"> <li>• A "go/no go" decision is made by the sponsor which authorizes the project manager to apply organizational resources to the activities of a particular phase</li> <li>• Written approval of the phase is created which</li> <li>• Formally recognizes the existence of the phase Is issued by a manager external to the project and at a high enough organizational level so that he or she can meet project needs</li> </ul>
<b>Planning</b>	
4. Describe project scope.	<ul style="list-style-type: none"> <li>• Statement of project scope</li> <li>• Scope management plan</li> <li>• Work breakdown structure</li> </ul>
5. Define and sequence project activities.	<ul style="list-style-type: none"> <li>• An activity list (list of all activities that will be performed on the project)</li> </ul>

	<ul style="list-style-type: none"> <li>• Updates to the work breakdown structure (WBS)</li> <li>• A project network diagram</li> </ul>
<b>6.</b> Estimate durations for activities and resources required.	<ul style="list-style-type: none"> <li>• Estimate of durations (time required) for each activity and assumptions related to each estimate</li> <li>• Statement of resource requirements</li> <li>• Updates to activity list</li> </ul>
<b>7.</b> Develop a project schedule.	<ul style="list-style-type: none"> <li>• Project schedule in the form of Gantt charts, network diagrams, milestone charts, or text tables</li> <li>• Supporting details, such as resource usage over time, cash flow projections, order/delivery schedules, etc.</li> </ul>
<b>8.</b> Estimate costs.	<ul style="list-style-type: none"> <li>• Cost estimates for completing each activity</li> <li>• Supporting detail, including assumptions and constraints</li> <li>• Cost management plan describing how cost variances will be handled</li> </ul>
<b>9.</b> Build a budget and spending plan.	<ul style="list-style-type: none"> <li>• A cost baseline or time-phased budget for measuring/monitoring costs</li> <li>• A spending plan, telling how much will be spent on what resources at what time</li> </ul>
<b>10.</b> Create a formal quality plan. (optional)	<ul style="list-style-type: none"> <li>• Quality management plan, including operational definitions</li> <li>• Quality verification checklists</li> </ul>
<b>11.</b> Create a formal project communications plan. (optional)	<p>A communication management plan, including:</p> <ul style="list-style-type: none"> <li>• Collection structure</li> <li>• Distribution structure</li> <li>• Description of information to be disseminated</li> <li>• Schedules listing when information will be produced</li> <li>• A method for updating the communications plan</li> </ul>

<p><b>12.</b> Organize and acquire staff.</p>	<ul style="list-style-type: none"> <li>• Role and responsibility assignments</li> <li>• Staffing plan</li> <li>• Organizational chart with detail as appropriate</li> <li>• Project staff</li> <li>• Project team directory</li> </ul>
<p><b>13.</b> Identify risks and plan to respond. (optional)</p>	<p>A document describing potential risks, including their sources, symptoms, and ways to address them</p>
<p><b>14.</b> Plan for and acquire outside resources. (optional)</p>	<ul style="list-style-type: none"> <li>• Procurement management plan describing how contractors will be obtained</li> <li>• Statement of work (SOW) or statement of requirements (SOR) describing the item (product or service) to be procured</li> <li>• Bid documents, such as RFP (request for proposal), IFB (invitation for bid), etc. Evaluation criteria -- means of scoring contractor's proposals</li> <li>• Contract with one or more suppliers of goods or services</li> </ul>
<p><b>15.</b> Organize the project plan.</p>	<ul style="list-style-type: none"> <li>• A comprehensive project plan that pulls together all the outputs of the preceding project planning activities</li> </ul>
<p><b>16.</b> Close out the project planning phase.</p>	<ul style="list-style-type: none"> <li>• A project plan that has been approved, in writing, by the sponsor A "green light" or okay to begin work on the project</li> </ul>
<p><b>17.</b> Revisit the project plan and re-plan if needed.</p>	<ul style="list-style-type: none"> <li>• Confidence that the detailed plans to execute a particular phase are still accurate and will effectively achieve results as planned.</li> </ul>
<p><b>Executing</b></p>	
<p><b>18.</b> Execute project activities.</p>	<ul style="list-style-type: none"> <li>• Work results (deliverables) are created.</li> <li>• Change requests (i.e., based on expanded or contracted project) are identified.</li> <li>• Periodic progress reports are created.</li> </ul>

	<ul style="list-style-type: none"> <li>• Team performance is assessed, guided, and improved if needed.</li> <li>• Bids/proposals for deliverables are solicited, contractors (suppliers) are chosen, and contracts are established.</li> <li>• Contracts are administered to achieve desired work results.</li> </ul>
<b>Controlling</b>	
<p><b>19.</b> Control project activities.</p>	<ul style="list-style-type: none"> <li>• Decision to accept inspected deliverables</li> <li>• Corrective actions such as rework of deliverables, adjustments to work process, etc.</li> <li>• Updates to project plan and scope</li> <li>• List of lessons learned</li> <li>• Improved quality</li> <li>• Completed evaluation checklists (if applicable)</li> </ul>
<b>Closing</b>	
<p><b>20.</b> Close out project activities.</p>	<ul style="list-style-type: none"> <li>• Formal acceptance, documented in writing, that the sponsor has accepted the product of this phase or activity.</li> <li>• Formal acceptance of contractor work products and updates to the contractor's files.</li> <li>• Updated project records prepared for archiving.</li> <li>• A plan for follow-up and/or hand-off of work products</li> </ul>