

Project Management Office Workbook

Establishing a Common Methodology & Training

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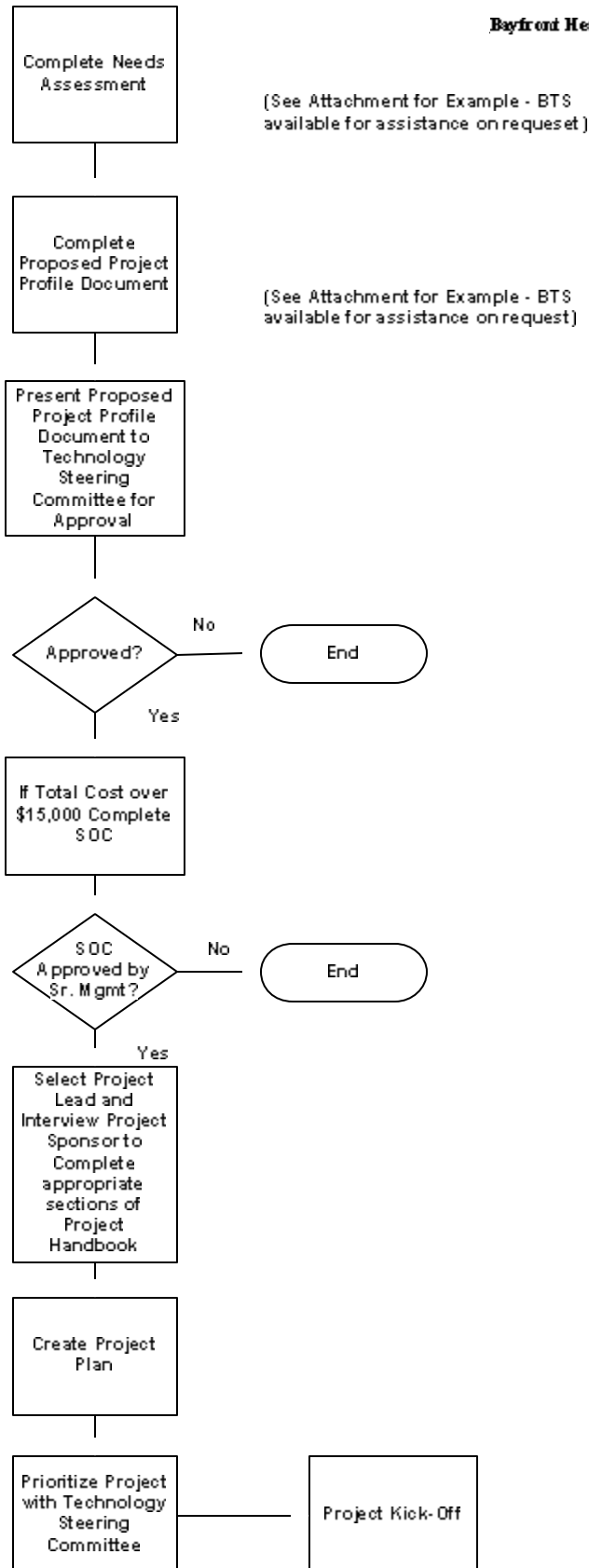


PROJECT BACKGROUND/HISTORY

- **Bayfront Health Systems founded in 1968, consists of the facilities listed below:**
- Bayfront Medical Center (BMC) St. Petersburg
- Bayfront Medical Plaza (Same Day Surgery) St. Petersburg
- Bayfront Convenient Care Clinics St. Petersburg
- Bayfront Family Health Center St. Petersburg

Bayfront Health System Technology Project Process

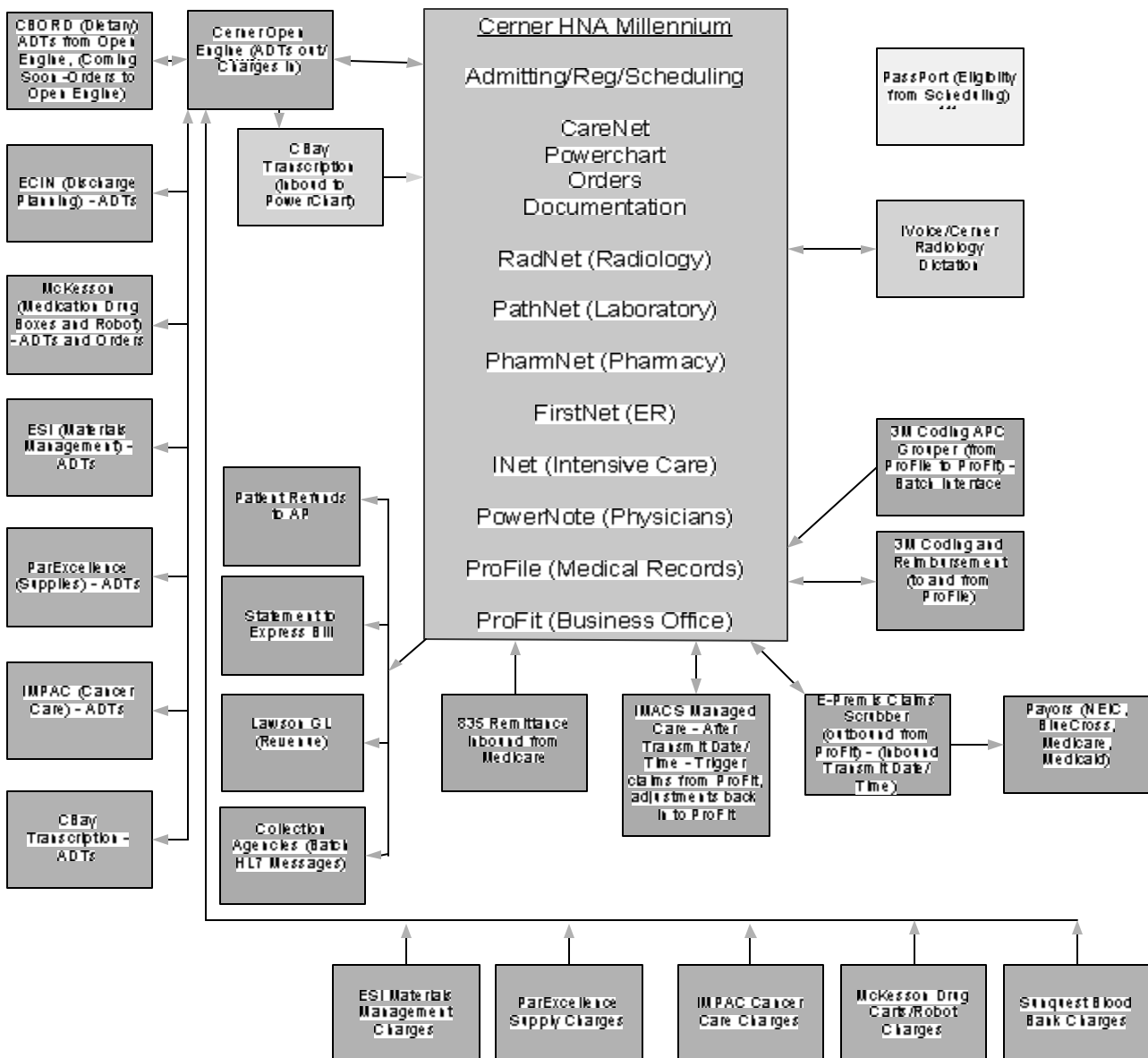
Bayfront Health System Technology Project Process



What is a Project?

A Project is a "temporary" endeavor (consisting of greater than 40 man-hours work) undertaken to create a unique product, service or result, i.e., install new technology, upgrade or change existing technology. Projects are marked by a definite beginning and end date. All Technology Projects undertaken within Bayfront Health System are initiated and sanctioned as outlined in this flow diagram.

The current Bayfront Health System environment encompasses versions of the following application systems, with various automated and manual interfaces between the systems. These systems are defined as follows



Vendors & Applications

- CHANGE BELOW VENDOR/APPLICATION/APPLICATION VERSION LIST AS IS APPROPRIATE FOR YOUR CURRENT ENVIRONMENT – USE TABLE FORM AS SHOWN)

Vendor	Application	Application Version

WRITE A FEW PARAGRAPHS THAT EXPLAIN THE HISTORY OF APPLICATION/SYSTEM YOU ARE INSTALLING OR UPGRADING AND GIVE BACKGROUND INFORMATION AS TO WHY THIS PROJECT IS BEING DONE



PROJECT DESCRIPTION

- CLEARLY DESCRIBE THE PROJECT
HERE IN PARAGRAPH FORM

PROJECT OBJECTIVES

- ❑ LIST IN BULLET FORM THE SPECIFIC OBJECTIVES OF THIS PROJECT (often times these can be found in documentation the vendor sends you)
- ❑ LIST THE BENEFITS TO THE ORGANIZATION AS A RESULT OF THIS PROJECT (can be either bullet format or paragraph format)

PROJECT SCOPE

- The scope of this project is:
 - DEFINE THE SCOPE OF THE PROJECT HERE – SCOPE INCLUDES EXACTLY WHAT WILL BE DONE AS PART OF THIS PROJECT.

Build a Draft Scope Statement

Build the draft by soliciting input from each member of the team, as in the example below:

- *Because of company growth, ABC Company needs to implement an automated Time and Attendance System that:*
 - 1. Accepts Inputs from:
 - Payroll system
 - Internet timesheets
 - Client server timesheets
 - Time clocks
 - Feed from call center login screens
 - 2. Includes the following outputs:
 - Payroll system interface
 - Feeds to current reporting database
 - Real time interface to billing system
 - Formatted flat file feed to contract company
 - Multiple "out of the box" reports
 - i. Employee time
 - ii. Accruals
 - 3. Defines responsibilities as follows:
 - HR will be the business point of contact
 - Application will be hosted by vendor
 - IT will support the technical interfaces
 - 4. Includes the following key functionalities:
 - Ability to track different pay and time rules for each division
 - Manage vacation and sick time accruals
 - Distribute labor hours across multiple departments, divisions and projects

PROJECT ASSUMPTIONS

- Project assumptions are any suppositions that were made while defining the project. If the assumption was found to be invalid, the project schedule and budget may be affected. In order to meet the deadlines outlined in this document, several assumptions or limitations must be used. The project assumptions are:

<ul style="list-style-type: none">• Communication
<ul style="list-style-type: none">• <u>ENTER VENDOR NAME</u> to provide resources to project, but client is to provide efficient/effective project management resources; design guidelines and testing support as necessary.• Communication method between client and <u>VENDOR NAME</u> personnel will be clearly defined to facilitate efficient and effective decision-making.• Estimates and time frames based on timely/adequate information.• BMC to designate Super-users to participate in validation, training and integration testing.• BMC is responsible for developing/writing Standard Operating Procedures for all modules affected by <u>UPGRADE OR INSTALL AS APPROPRIATE</u>• End-user training to be performed by BMC personnel.• BMC responsible for ensuring that system meets all regulatory requirements.• Adequate disk space can be provided for the upgrade.• <u>ENTER VENDOR NAME</u> Upgrade Team will be identified prior to Go Live• Commitment of management and staff to <u>ENTER PROJECT NAME</u>• Availability of <u>ENTER VENDOR NAME</u> / Bayfront Medical Center resources during the entire project, as scheduled.• Liaison with <u>ENTER VENDOR NAME</u> Project Manager is available throughout the project.• Continuity of vendor resources throughout the project.
<ul style="list-style-type: none">• Project Plan/Functionality/Scope
<ul style="list-style-type: none">• BMC to provide resources to meet the deadlines.• BMC responsible for developing/writing Standard Operating Procedures for all modules.• BMC responsible for verifying system functionality.• Clearly defined scope will be developed and followed.
<ul style="list-style-type: none">• Interfaces
<ul style="list-style-type: none">• BMC responsible for the testing of all Interfaces. <u>LEAVE IN IF APPROPRIATE OTHERWISE REMOVE THIS SECTION</u>
<ul style="list-style-type: none">• Technical Activities
<ul style="list-style-type: none">• Hardware and network support available as needed throughout the project.• Access to Technical Consultant as needed.

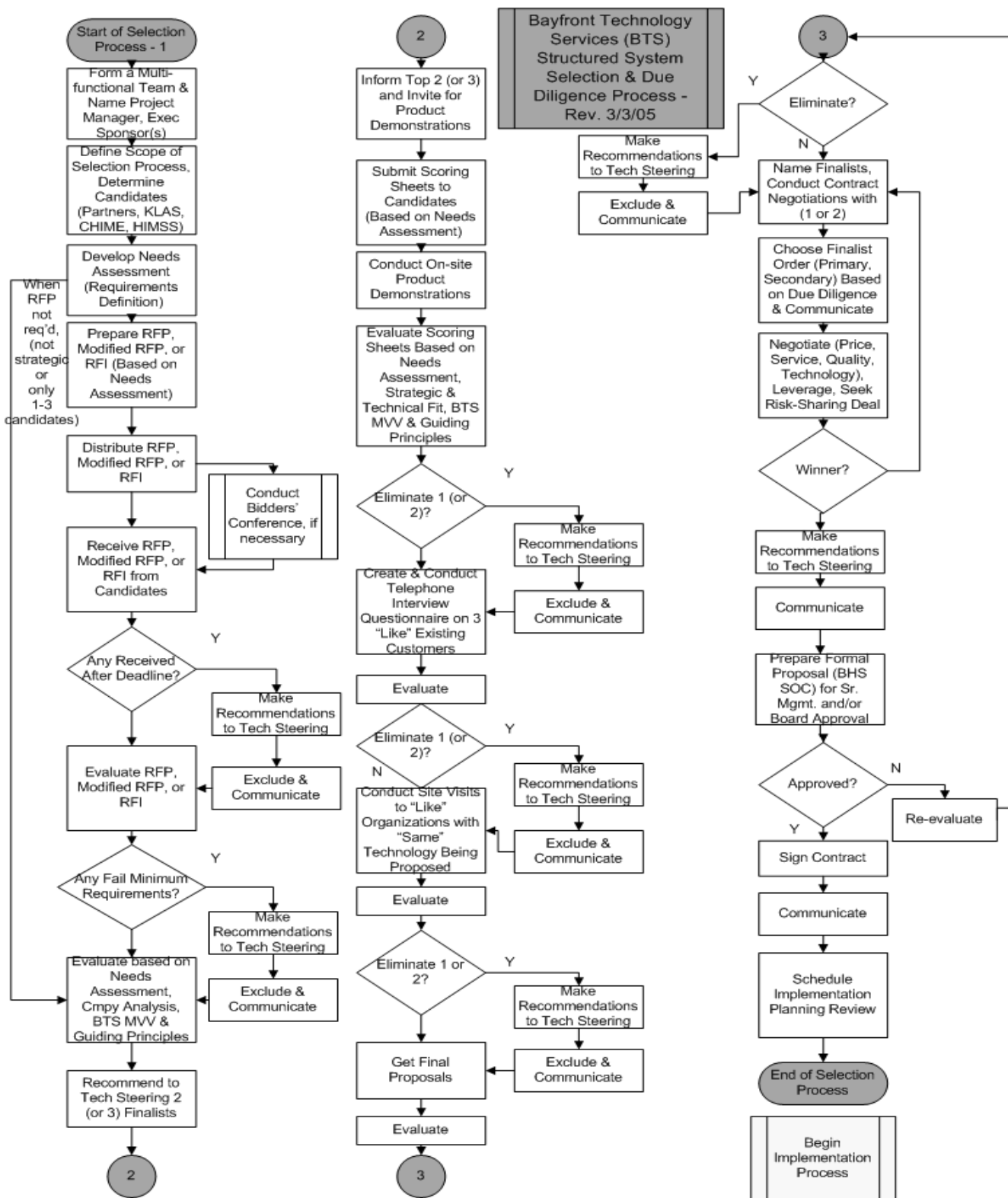
RISK MANAGEMENT

- Risk Management is the process of identifying areas of risk that could negatively impact the success of the project and proactively managing those areas. Risk is analyzed during the initial stages of the project to lay the foundation for success and on an ongoing basis during the project.
- Risk assessments are the means used to analyze risk. They highlight common areas of risk with the intent of identifying and controlling the risk. After high-risk areas are identified, risk control processes are selected and implemented.
- The following risk assessment describes potential high-risk areas of the project and documents the mechanisms established to control these areas.

SHOULD CHOOSE BETWEEN 4-6 FOR UPGRADES AND ALL NECESSARY FOR NEW INSTALLATIONS. USE FORMAT SHOWN BELOW

Risk	Target	Control Procedures
Business		
Vendor involvement not at a level to insure success	Vendor involvement at a level to insure success	Vendor involvement not at a level to insure success: <ul style="list-style-type: none"> •Implement regular status reporting •Detailed project management •Try to expand vendor involvement •Develop a very detailed project plan •Include frequent quality reviews
Project Environment		
New system hardware required	No new system hardware required	New system hardware required: <ul style="list-style-type: none"> •Gain access to technical specialists •Integrate delivery and installation into project schedule •Purchase proven hardware
Vendor Project Manager		
Inexperienced vendor project manager	Experienced vendor project manager	Inexperienced vendor project manager: <ul style="list-style-type: none"> •Training •Project management •Contingency •Methodology
Project Team Support		
Lack of project team support	Project team support	Lack of project team support: <ul style="list-style-type: none"> •Stress benefits •Executive mandate •Replace non-supportive members

SYSTEM SELECTION & DUE DILIGENCE APPROACH



PROJECT STRUCTURE

■ PROJECT ORGANIZATION

One of the key foundations of this project is establishing an effective project structure. Success requires the Bay front's IT Leadership's commitment to thorough planning and regular review and approval of the project. An experienced, knowledgeable and committed project organization must be assembled and certain members designated as leaders. The formal project structure will be comprised of the following organizations:

- **Steering Committee:** The role of the Steering Committee is to provide executive direction and approval to the project team and ensure the direction of the project team is consistent with Bay front's goals and objectives. The Steering Committee is responsible for:
 - Initial review and approval of the Project Definition Document and prioritizing of projects.
 - Final review and approval of deliverables produced throughout the project.
 - Determining project priorities.
 - Resolving issues beyond the authority of the project team.
 - Ensuring commitment of resources throughout the project.
 - Communicating project status to Bayfront Medical Center senior management.
 - Contractual aspects of this project.
- **Project Sponsor** – The Project Sponsor is responsible for:
 - Communicating project directives and objectives to the Steering Committee and gaining consensus on scope and objectives.
 - Communicating project directives, scope, and objectives to the application areas.
 - Directing user involvement.
 - Monitoring the project progress by functional area.
 - Communicating the Bayfront Medical Center's needs to the Project Team.
- **Project Director** – The role of the PMO Director is to coordinate the implementation effort and ensure that the implementation objectives are being successfully met in a timely manner within budget. The PMO Director is responsible for:
 - Directing the Project Team.
 - Providing status reports to the Steering Committee and directing project status review meetings with the Project Lead.
 - Recommending issue resolutions to the Steering Committee and obtaining approval for project deliverables and key decisions.
 - Ensuring liaison efforts between sub-teams are facilitated.

PROJECT STRUCTURE (Continued)

- **Vendor Project Manager** – Vendor project manager will be contracted to advise and assist in the overall project effort to include:
 - Provide full-time project management assistance as detailed in the contract, to include
 - Provide full time project management assistance, to include participation with Steering Committee and Advisory Committee meetings.
 - Assist Project Director in meeting of responsibilities.
 - Provide additional resources on an ad hoc basis as required.
- **Project Team Lead – BMC:** The role of the Project Lead is to provide direction to the Project Team and to provide direction to the resources assigned to each coordinator's team to fulfill project tasks.
 - Monitoring project plans and implementation schedules to ensure upcoming tasks are identified and communicated to team members.
 - Making task assignments and ensure task completion.
 - Identifying and documenting potential problems or issues and ensuring these are communicated to the Project Director and Project Management Team.
 - Reporting progress to the Project Director and other Team Leaders in status report meetings.
 - Maintain the official project documentation.
- **Project Management Team** – The Project Management Team consists of IT leadership within the organization as well as from participating consultant(s) and vendor(s).
- **Application Leads** – Applications Leads are responsible for:
 - Acting as a liaison to Bayfront Medical Center counterparts for communication and decisions.
 - Obtaining consensus from Bayfront Medical Center counterparts, when appropriate.
 - Attend other Project Sub-Team meetings in an advisory capacity when business-practice knowledge is needed
 - Represent their particular business are/application on the Advisory Committee

Contacts

First Name	Last Name	Title	Telephone Number	Email
VENDOR				
BMC PROJECT TEAM MEMBERS				

PROJECT DELIVERABLES

The key deliverables for the project are as follows:

- **Visualize the final product**
Build a visual of the implemented application by posing the following questions to the team:
- When the system is in place, what will it look like to you?
- What does the application have to do to meet your critical business requirements?
- How will information get into the system?
- How will that information be updated, used, modified and distributed?
- What technical capabilities are essential for your environment?
- Will the system have to interact and/or integrate with other systems? If so, how will that occur?
- Who will use the system?
- Who will own the system?
- Who will support/maintain the system?
- When will the system need to be in place?
- Where will the system reside?
- How will users access the system?
- What additional features are critical to the system to be effective for your business area?
- **Milestones**
 - *Key deliverables

PROJECT ADMINISTRATION

- Project monitoring and control procedures document the process and mechanisms for tracking the project. Proper monitoring of the project is dependent upon excellent communication throughout the project organization. Tools to be used to monitor and control the project are detailed below.
- **Project Work Plan**
 - The project work plan is used to control the progress of the project on a day-to-day basis. The project work plan contains the detailed activities and tasks required to develop the project deliverables, to monitor progress compared to plan, and to assign tasks to project team members. The overall project work plan is updated weekly based on the accomplishments communicated at the project status review meetings, documented in project status reports, and discussion with project team members.
- **New Project Work Breakdown Structure (See Appendix for Example)**
 - Project Kickoff
 - Acquire Resources
 - Requirement Definition
 - Detailed Design
 - System Configuration
 - Acquire and Install System
 - Application Development
 - Data Migration
 - System Documentation
 - Testing
 - Training
 - Production Implementation
 - CLOSE-DOWN

PROJECT ADMINISTRATION (Continued)

■ Project Status Review Meetings/Project Team Management Meetings

- Project status review meetings serve to convey status, identify issues, and detect scope changes to the overall project. Additionally, these meetings serve as a tool to record and measure team progress and performance and ensure project objectives are being met. These meetings are conducted on a weekly or bi-weekly basis and typically include the Project Team Management. The following agenda will be used:
 - Brief summary of project to date
 - Review of open issues
 - Discussion of previous week's tasks and accomplishments
 - Review status and update project work plan
 - Identify new issues, provide resolutions, or record on the project issue and project log forms and assign as appropriate
 - Assign new tasks and action items for the next week
 - The results of the meeting are summarized, activities recorded and minutes distributed to the Project Management Team. Team Leaders are responsible for communicating the results of these meetings to their sub-teams

■ Project Sub-Team Status Meetings and Work Sessions

- The project sub-team will meet as often as the current work plan tasks dictate, usually weekly or bi-weekly. As with the team management meetings, these meetings will serve as a tool to monitor sub-team progress, identify issues and provide an opportunity for collaboration between sub-team members. The following agenda will be used:
 - Brief summary of project to date
 - Approval of minutes
 - Review of open issues
 - Discussion of previous week's tasks and accomplishments
 - Progress discussion
 - Assign new tasks and action items for the next week
 - Other items as determined by the project sub-team or work plan
 - The results of the meeting will be summarized, activities recorded and minutes distributed to the Project Sub-Team, Project Director, and Vendor Project Manager.

Project Administration (Continued)

■ **Steering Committee Meetings**

- The purpose of the Steering Committee Meeting is to provide executive direction to the Project Team, verify the project is meeting Bay front's business objectives, and resolve issues that are beyond the authority of the Project Team. Additionally, project deliverables are presented as they are completed for review. The Steering Committee will verify the deliverables meet the business requirements of Bayfront. These meetings are conducted at key project milestones and/or monthly, with the results communicated to the Project Team.

■ **Project Documentation**

- Project documentation is any material related to the project that provides an audit of the project. This includes the formal deliverables identified in the Project Work Plan, as well as project status reports, project and steering committee reports, supporting notes and memos, key decisions forms, meeting minutes, and other informal documentation kept by Project Team members to support their work and deliverables. Project documentation may be maintained in electronic form in designated project file directories, with those project documents requiring approval printed for distribution and signature. Project Team Leaders will maintain team documentation, such as meeting minutes, in electronic and/or paper form and supply key deliverables to the Project Director when completed

BAYFRONT MEDICAL CENTER

Meeting Minutes Template

Minutes of Meeting

Customer:

Project:

Location:

Date:

Time:

Purpose:

Attendees:

CC:

Review of Previous Action Items

Action Items)	Who	When

Discussion Topic 1

Action Items	Who	When

Topic 2

Action Items	Who	When

Summary of Action Items

Action Items	Who	When

•Next meeting

The next meeting will be (date) at (time) at (location), room (room number or “to be determined”).

Status Report for Week

Status Report	
Customer:	
Project:	For period: Starting: _____ Ending: _____
Achievements This Period:	
Planned Next Period:	
Scope Status:	
Budget Status: Original budgeted costs:	Expected final costs:
Schedule Status: Planned completion:	Expected completion:
Major Issues:	

SECURITY / CONFIDENTIALITY

- Data in all its forms (electronic, paper, or other), and throughout its life cycle (creation, entry, storage, processing and disposal) will be protected from unauthorized access, modification, destruction and disclosure, whether accidental or intentional, at Bayfront Health System.
- Security can no longer be addressed through an unplanned series of spot checks or an uncoordinated patchwork of technical fixes. Security risks and tools have become too complex for ad-hoc administration. Protecting the integrity of our data is of vital importance at Bayfront. This protection is provided through user access controls, password management, employee awareness programs and monitoring/reporting.
- **User Access Controls**
 - One of the key ingredients of information protection is user access controls over who can access the information and how they can access it. To ensure appropriate levels of access, security measures will be instituted for this project.
- **Security will be controlled by menu design as well as security levels attached to individual items.**
 - A complete analysis of existing application access and security will be done and adjustments made to ensure all existing users have access specific to their job requirements.
- **Password Management**
 - Passwords are not displayed when entered.
- **Employee Awareness Programs**
- The most extensive security products, systems, and procedures can fail at the human link. To prevent this from happening, Bayfront Medical Center Team Members are informed at employee orientation of the importance of protecting the enterprises valuable secrets, and the proper security practices. Failure to comply with data security policies, standards and procedures constitutes improper conduct and is handled in accordance with personnel policies concerning disciplinary action, up to and including dismissal. A confidentiality agreement is signed by each employee and kept in Human Resources
- **Monitoring/Reporting**
- The Security Administrator, when appointed, ensures the integrity, confidentiality and security of data through the utilization of appropriate controls. Data security violations are reported promptly to hospital management for review.

Change Management

- **Change Management** is the process of managing changes to previously agreed-upon areas of the project. Changes can affect many areas: the project resources, the project deliverables, the cost and time frame in which objectives must be achieved and even the project priority. Change will be viewed positively as long as its purpose is to ensure Bay front's business needs are met. Change management documentation preserves the integrity of the project definition document, provides a mechanism for handling change requests, and provides a means for retaining historical change/issue information to enhance future project management efforts.
- The following process is followed when a change to the schedule, budget, or scope of the project is required.
- **Identify the Change:** Determine if the change is within or outside the scope of the project.
- **Record the Request:** Complete the Change Request Form and submit to the Project Manager.
- **Evaluate the Request:** The Project Team will review the proposed change and make a decision to approve, disapprove, or alter the change request. The Steering Committee will be contacted if a decision requires approval at a higher level.
- **Implement the Change:** If it is determined the change should be incorporated into the project, the Project Work Plan will be updated to reflect the change in tasks, resource requirements, deliverables and/or timeframes.

Scope Change Form

Scope Change Request Form

Customer:

Project:

Requested by:

Description of the Change:

Justification for the Change:

Project Impacts

(Project Manager Use Only)

Budget and Schedule Impacts:

(Project Manager Use Only)

New Project Completion Date:

Additional Project Costs:

Date: Resolution Required by:

Signed (Project Manager):

Resolution:

(Customer Use Only)

Approved

?

Rejected

?

Date:

Signed:

Name and Title:

Issue Management

An issue is anything that arises which, if left unresolved, could delay or have an impact on the success of the project.

All issues are documented on the Project Issue Form. Each issue is prioritized, assigned an owner, and documented on the Project Issue Log. Issues the Project Team is unable to resolve are escalated to the Project Team Management for resolution or submission to the Steering Committee for resolution. Outstanding issues are reviewed at the project status review meeting.

Any issues that result in an increase in the project budget, time estimates, or scope must be documented on the Project Issue Form.

Issue Escalation Guidelines:

- Level I Issues are resolved and documented by the Project Team and/or Work Team. Decision deadline: up to one (1) week.
- Level II Issues which cannot be resolved at the Project Team Management level are submitted to the Project Director for review with the Project Team Management. Decision deadline: up to one (1) week.
- Level III Issues which cannot be resolved at the Project Team Management level, or which are so sensitive as to require Executive approval, will be submitted to the Steering Committee, for resolution. Decision deadline: up to fourteen (14) days.
- Level IV Issues which cannot be resolved at the Steering Committee level are submitted to the Project Sponsor for review with senior management. In addition, **an issue can be escalated directly to Level IV based on issue criticality.**

PROJECT ISSUE FORM

Issue Number: _____ Priority: _____

Low _____ Medium _____ High _____

Issue Description with Suggested Alternatives:

Follow-up Action:

Resolution:

Submitted By: _____

Date: _____

Assigned To: _____

Date: _____

Date Resolved: _____



PROJECT TEAM REVIEW AND APPROVAL FORM

- Document/Deliverable: **Project Workbook**

- Date Presented:

- **Paul Capello, Project Office Manager**
Date_____

- **Judy Best , Director of Applications & Projects**
- Date_____

Appendix A - Needs Assessment

A Needs Assessment is a systematic exploration of the way things are and the way they should be. These "things" are usually associated with organizational and/or individual performance.

WHY design and conduct a Needs Assessment? We need to consider the benefits of any project related endeavor before we just go and do it:

- What learning will be accomplished?
- What changes in behavior and performance are expected?
- Will we get them?
- What are the expected economic costs and benefits of any projected solutions?

We are often in too much of a hurry. We implement a solution, sometimes but not always the correct one. But we plan, very carefully and cautiously, before making most other investments in process changes and in capital and operating expenditures. We need to do the same for any Project.

Step 1. PERFORM A "GAP" ANALYSIS.

- The first step is to check the actual performance of our organization and our people against existing standards, or to set new standards. There are two parts to this:
- *Current situation:* We must determine the current state of skills, knowledge, and abilities of our current and/or future employees. This analysis also should examine our organizational goals, climate, and internal and external constraints.
- *Desired or necessary situation:* We must identify the desired or necessary conditions for organizational and personal success. This analysis focuses on the necessary job tasks/standards, as well as the skills, knowledge, and abilities needed to accomplish these successfully. It is important that we identify the critical tasks necessary, and not just observe our current practices. We also must distinguish our actual needs from our perceived needs, our wants.
- The difference the "gap" between the current and the necessary will identify our needs, purposes, and objectives.
- What are we looking for? Here are some questions to ask, to determine where the needs assessment may be useful in providing solutions:
- *Problems or deficits.* Are there problems in the organization which might be solved by specific software?
- *Impending change.* Are there problems which do not currently exist but are foreseen due to changes, such as new processes and equipment, outside competition, and/or changes in staffing?
- *Opportunities.* Could we gain a competitive edge by taking advantage of new technologies, training programs, consultants or suppliers?
- *Strengths.* How can we take advantage of our organizational strengths, as opposed to reacting to our weaknesses? Are there opportunities to apply new software to these areas?
- *New directions.* Could we take a proactive approach, applying new software to move our organizations to new levels of performance?

Step 2. IDENTIFY PRIORITIES AND IMPORTANCE

The first step should have produced a large list of needs for development. Now we must examine these in view of their importance to our organizational goals, realities, and constraints. We must determine if the identified needs are real, if they are worth addressing, and specify their importance and urgency in view of our organizational needs and requirements. For example:

Cost-effectiveness: How does the cost of the problem compare to the cost of implementing a solution? In other words, we perform a cost-benefit analysis.

Legal mandates: Are there laws requiring a solution? (For example, safety or regulatory compliance.)

Executive pressure: Does top management expect a solution?

Population: Are many people or key people involved?

Customers: What influence is generated by team member's specifications and expectations?

If some of our needs are of relatively low importance, we would do better to devote our energies to addressing other human performance problems with greater impact and greater value.

Step 3. TECHNIQUES FOR INVESTIGATING ORGANIZATIONAL AND PERSONAL NEEDS:

Use multiple methods of Needs Assessment. To get a true picture, don't rely on one method. It is important to get a complete picture from many sources and viewpoints. Don't take some manager's word for what is needed.

There are several basic Needs Assessment techniques. Use a combination of some of these, as appropriate:

- Direct observation
- Questionnaires
- Consultation with persons in key positions, and/or with specific knowledge
- Review of relevant literature
- Interviews
- Focus groups
- Tests
- Records & report studies
- Work samples

Remember that actual needs are not always the same as perceived needs, or "wants". Look for what the organization and people really need they may not know what they need, but may have strong opinions about what they want.

Use your collected data in proposing software solutions:

Use your data to make your points. This avoids confronting management since your conclusions will follow from your Needs Assessment activities. Everybody should share the data collected. It is important to provide feedback to everyone who was solicited for information. This is necessary if everyone is to "buy into" any proposed training or organization development plan.

Having identified the problems and performance deficiencies, we must lay out the difference between the costs of any proposed solutions against the cost of not implementing the solution. Here's an economic "gap analysis":
What are the costs if no solution is applied?

What are the costs of conducting programs to change the situation?

The difference determines if intervention activities will be cost-effective, and therefore if it makes sense to implement the proposed **software solution**.

Step 4. SUMMARY STEPS IN A NEEDS ANALYSIS:

- Perform a "gap" analysis to identify the current skills, knowledge, and abilities of your people, and the organizational and personal needs for a new software system
- Identify your priorities and importance of possible activities
- Identify the causes of your performance problems and/or opportunities Identify possible solutions and growth opportunities.
- And finally:
- ***Compare the consequences if the software program is or is not implemented***
- ***Generate and communicate your recommendations.***

Appendix B

Proposed Project Profile Document

PART I—PROFILE IDENTIFICATION AND REGISTRATION

1.Profile/Project Title

2.Profile Control Number

The PMO will register the PPP in the project control system.

1.Profile Preparation Team

Name	Specialty	Position

1.Profile Completion Date

2.Business/Clinical Case

- *Refer to an early stage SOC*
- *Strategic Direction or Action Steps*
- *Budgeted for Capital Year (Yes or No)*

Proposed Project Profile Document (Continued)

PART II—PROPOSED PROJECT DESCRIPTION AND OUTLINE

1. Project Scope

1. Project Objectives
2. Project Background/Linkage
3. Project Assumptions
4. Project Classification
5. Recommended Project Start and Completion Dates

PART III—PROPOSED PROJECT MANAGEMENT PLAN

1. Project Manager
2. Project Management Team

Name	Specialty	Position

1. Project Phasing

Project Phase-Workload Estimate Table

Phase	Work Package/Activity	Recommended Schedule	Recommended Resource	Estimated Cost

PART IV—PROJECT EVALUATION AND VALIDATION

4.1 Project Objectives

4.2 Project Risks

4.3 Project Structure

4.4 Hardware Requirements (If applicable)