

Configuration Management Plan



[COMPANY]
Falls Church, Virginia

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Introduction

Context

The [Company] created a Project Portfolio Management Office (PPMO) to standardize processes across all medical projects. The standardization of processes also requires the management of documentation that is created, collected, and distributed throughout the organization.

Purpose

This Configuration Management Plan (CMP) establishes how documents (soft and hard copies) will be managed throughout the Project Lifecycle. This document defines methods and processes for:

- Creating, organizing, securing, updating, and distributing documents.
- Managing document libraries for hard and soft copies.
- Establishing consistent processes to ensure secure and efficient configuration management (CM).
- Maintaining a record of approved deliverables.

Additionally, the [COMPANY] will review and update this CMP, as needed, throughout the project.

Objectives

The objective of this CMP is to formalize and streamline document management processes by:

- Providing secure storage of all documents in the Hard Copy Library (HCL) and Soft Copy Library (referred to hereafter as the Portfolio Management Information System (PMIS), which is hosted on the web service OMB MAX).
- Establishing standards and processes for maintaining version control.
- Maintaining a record of approved deliverables throughout the project.
- Managing an accurate and complete archive of documents throughout the project.

Assumptions and Constraints

Assumptions and constraints must be identified because of their possible impact on the project.

Assumptions for this CMP include:

- [COMPANY] personnel will have the appropriate level of access to the applications, [COMPANY] networks, and data repositories necessary to perform duties.
- All resources needed to store hard and soft copies will be available throughout the project.
- [COMPANY] team members will uphold their designated CM responsibilities.
- [COMPANY] team members will abide by the documentation standards and processes listed in this CMP.
- There is adequate space (online and offline) to store all documents.

Constraints for this project include:

- Availability of documentation storage space online and offline.
- Change in documentation priorities (e.g., stringent deadlines, increase in documentation needs) that require alternate actions that are not specified in this CMP.

- Change in resources (e.g., budget, personnel) that affect the proper execution of CM.

Audiences

Designated audiences will have access to the HCL and the PMIS. In this CMP, audiences are referred to as User Groups (for more information about User Groups, refer to the Concept of Operations for Portfolio Website and Dashboards (Reference (a))). The [COMPANY] has identified the following key User Groups for the PMIS:

- Executive Managers
- Regional Managers
- Project Managers
- Financial Managers

Most User Groups will not have immediate access to the HCL that will be located on site; therefore, the [COMPANY] is the only User Group for the HCL. Each User Group will have specific requirements based on their individual roles, and the execution of this CMP will ensure that the needs of all audiences are met consistently.

Roles and Responsibilities

For the [COMPANY], CM will be a collaborative process that will consist of the following roles and responsibilities:

PMIS Administrators (Information Systems (IS) Team)

PMIS Administrators will oversee and maintain the PMIS. They are the only individuals who will be permitted to make changes to the PMIS—the only exception to this is in the Collaboration Space, where all users are permitted to upload and edit documents. Additionally, PMIS Administrators also gather and identify content from each content owner, as well as update content based on edits that content owners provide. Every page on the PMIS will have an “As of” date to ensure content is accurate and updated.

Content Manager

The Content Manager is responsible for overseeing content in the HCL and PMIS on a weekly basis. The Content Manager audits and updates content for both libraries, in conjunction with content owners. This will ensure that content in the HCL and PMIS meets [COMPANY] standards and is accurate, consistent, and useful for stakeholders and the patient community.

Content Owners

Content Owners consist of [COMPANY] team members who will provide PMIS content updates on their assigned area of responsibility to the PMIS Administrators. Also, Content Owners oversee the Peer Review Process for the documents that they create (more details about the Peer Review Process are available in the Content Development section of this CMP). [COMPANY] Content Owners include:

Project Leads: Ensure that the project performance and financial status are populated and updated on a regular basis.

Financial Analysts: Ensure that the financial data and reports are current and accurate.

Business Analysts: Conduct audits of performance and financial information to ensure that the data collected and published is current and accurate.

Communications Specialist: Ensures operational and administrative items (e.g., Weekly Wellness, Project Tracking) are updated.

Users

Users include individuals listed in the Audiences section of this CMP. All users will have access to the HCL and PMIS and will be able to obtain information at their convenience.

Content Development

Overview

To maintain documentation quality and consistency, all documents—including deliverables, work products, and internal documents—will be created in accordance with the guidelines in the Peer Review Process, Document Standards Guide (Appendix 1), and Writing Style Guide (Appendix 2).

Peer Review Process

The [COMPANY] will conduct document reviews to track changes to documents, maintain quality control, and meet PMI best industry practices and [COMPANY] standards. Team members will review documents for:

- **Readability:** Is the document organized and is there a logical flow for the intended audience?
- **Clarity:** Are the purpose and supporting details clear and focused?
- **Technical Content:** Is the information sufficient and accurate?

Outline and Create

The [COMPANY] team member who creates a document will be the Content Owner of that document. It is the Content Owner's responsibility to maintain strict version control, reconcile feedback from team members, and revise documents, as necessary.

First, the Content Owner will complete an outline of the document and send the document to the PPMO Manager and PPMO Senior Manager. This will prevent unnecessary rework and will ensure that the Content Owner has a thorough understanding of the content that is required for the document. Once the Content Owner completes the initial draft, he or she will upload the draft (with "Track Changes" on) into the Working Draft Documents section of the PMIS Collaboration Space.

Review and Edit

When the document is ready for review, the Content Owner will send an email to Peer Reviewers—including a Subject Matter Expert (a team member with knowledge of the document's topic), the PPMO Manager/PPMO Senior Manager, the Quality Assurance Specialist, and the Technical Writer. The email will consist of the following:

Email Subject: Peer Review: Provide Edits for [document name]

Body:

Hello team,

The [insert document title] is available in the PMIS for peer review.

For your convenience, here is the link to the document: [insert link to document]

The document is titled [insert file name].

Please provide your edits and comments by COB [insert date].

When you've completed your review, please reply to this email and let me know.

Peer Reviewers will review the draft in accordance with the guidance in Tables 1 and 2 below. Peer Reviewers will also provide their feedback using the Track Changes feature in the document.

Table 1: Roles and Responsibilities

Role	Responsibilities
Content Owner	Creates document and oversees the Peer Review Process.
Subject Matter Expert	Reviews document for accuracy of information.
PPMO Manager/PPMO Senior Manager	Reviews document for adherence to PMI and [COMPANY] standards. Ensures document meets stakeholders' needs. The PPMO Manager/PPMO Senior Manager also has final approval authority for all documents.
Quality Assurance Specialist	Ensures quality of content and reviews document for adherence to PMI and [COMPANY] standards.
Technical Writer	Ensures document is in accordance with the Document Standards Guide and Writing Style Guide, and performs basic and comprehensive copyediting.

Table 2: Peer Review Timeline

Document Deadline Within:	Time for Review (per reviewer): ¹
1-2 days	.5 day – 1 day
3-4 days	1.5 – 2 days
5-6 days	2.5+ days

Incorporate Feedback and Perform Final Review

The Content Owner will incorporate the Peer Reviewers' edits and inform the PPMO Manager/PPMO Senior Manager that the document is ready for their final review.

Approve and Distribute

Once the PPMO Manager/PPMO Senior Manager performs the final review and approves the document, he or she will submit the document to the Portfolio Manager and other appropriate parties, as necessary.

Only the PPMO Manager/PPMO Senior Manager has the authority to approve final documents and revisions to documents. Content Owners will be responsible for making additional edits when mandatory changes are required after the document has been published.

Document Tracking

The Content Manager will be responsible for overseeing and tracking the completion of documents via the PMIS. The PMIS will have a Document Tracker that will illustrate where documents are in the editorial process:

- Draft Stage
- Peer Review Stage
- PPMO Senior Manager Approval Stage
- Portfolio Manager Approval Stage
- Publication Stage
- Revision Stage

The Document Tracker will allow [COMPANY] team members to view updated document statuses from a reliable, centralized location.

Document Storage

There will be a soft and hard copy for every document that the [COMPANY] creates. All documents will be stored in only two locations—the PMIS (for soft copies) and the HCL (for hard copies).

HCL

The HCL will be located on site in the Office Admin Center. This area will be clearly designated and accessible to all [COMPANY] team members.

The HCL will be structured as a collection of binders organized by category. [COMPANY] documents will be categorized into four types of documents:

¹ Exact number of days will be determined on a case-by-case basis.

- **Deliverables:** Required documents, as stated in the Performance Work Statement (PWS), which describe how the project will be executed and managed.
- **Work Products:** Documents that are not specified as deliverables in the PWS, but are necessary for PPMO operations.
- **Project Coordination Documents:** Administrative documents (e.g., agendas, minutes, briefings) used for monthly regional meetings, meetings with the Portfolio Manager, etc.
- **Internal Documents:** Documents essential for maintaining communication within the PPMO internally (e.g., Office Guide, PPMO meeting agendas).

The Content Manager will place updated copies of approved documents into binders that are appropriately labeled with one of the four categories listed above. All binders will be stored in a secure location that will have ample storage for documentation created throughout the project.

Document Checkout Process

[COMPANY] team members will be able to check out documents, as they are available. Each team member will complete the Document Checkout Sheet that will be clearly labeled and located in the same area as the HCL.

PMIS

In addition to an HCL, documents will also be stored online via the PMIS. The Content Manager will be responsible for overseeing PMIS content and ensuring content adheres to the standards stated in this CMP. Additionally, PMIS Administrators will be responsible for managing PMIS content backups and archives (for more information regarding content backups, archives, and additional PMIS capabilities, refer to the PMIS Implementation Plan (Reference (b))).

Version Control

The [COMPANY] will manage documentation version control via the R: Drive, SharePoint, and the PMIS (Figure 1 below illustrates the Version Control Process). The R: Drive will store historical information that the [COMPANY] will refer to, as necessary, and SharePoint will store Deep Dive documents. While the R: Drive, SharePoint, and local hard drives are helpful backups for storing documents, the [COMPANY] will not rely on these locations for storing and accessing up-to-date documentation (excluding historical and Deep Dive documents) that is created throughout the project.

The PMIS will be the primary location for the storage of project documentation. This allows for stakeholders and [COMPANY] team members to conveniently access the latest project information. Also, the PMIS and SharePoint will automatically manage version control for documents that are uploaded into the system.

Naming Conventions

As an extra precaution for maintaining documents, the [COMPANY] will save documents in accordance with the following naming convention: **DocumentTitle-Version-Date**. To maintain version control, drafts of documents will be saved with version numbers, and all deliverables and work products will include a Version History Log that the [COMPANY] will update, as appropriate.

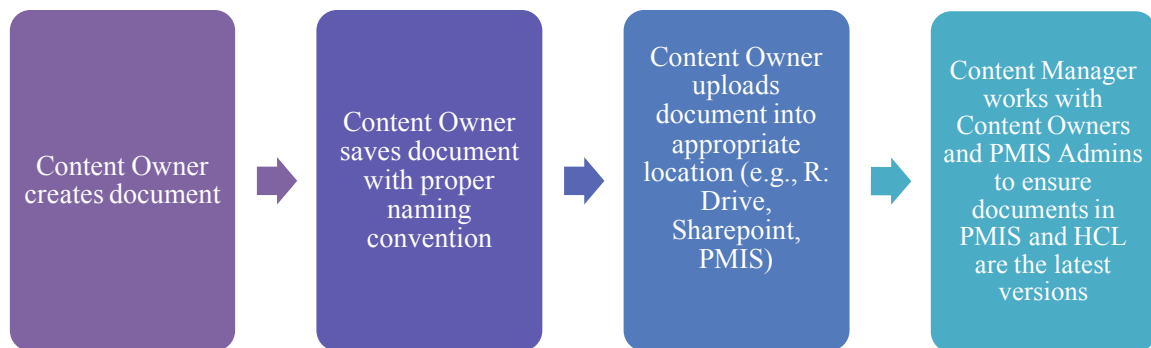
Version numbers will consist of a number followed by a period and an additional number (e.g., V1.0). The number to the left of the period shows the number of major revisions, and the number to the right of the period shows the number of minor revisions. Content Owners will save document drafts as V0.1. Once a document is published, the Content Owner will save the document as V1.0 (the first published version of every document will always be V1.0).

Additionally, there are two types of revisions that may occur after a document has been published. Major revisions will consist of revisions that change at least 25% of a document. For major revisions, the number to the left of the period changes (e.g., V1.0 changes to V2.0). Minor revisions will consist of revisions that change less than 25% of a document and that do not impact the substance of the content. For minor revisions, the number to the right of the period changes (e.g., V1.0 changes to V1.1).

Below are examples of how to correctly use the naming convention for various types of documents:

- **Deliverables:** ProjectCharter-V2.0-8JUL16
- **Work Products:** RoadmapCONOPS-V1.1-5SEP17
- **Project Coordination Documents:** BeyondthePWS-V1.0-7AUG17
- **Internal Documents:** PPMOMeetingAgenda-V0.1-6MAR17

Figure 1: Version Control Process



Maintenance

Audits

The Content Manager will perform HCL and PMIS audits on a monthly basis. He or she will review content to ensure it is:

- Updated, accurate, and sufficient
- Relevant to the [COMPANY] mission
- Valuable to the patient population, [COMPANY], and stakeholders

Content Removal

PMIS Administrators will be responsible for removing content from the PMIS. PMIS Administrators will also consult [COMPANY] team members to ensure the appropriate documents are removed in a timely manner. Additionally, the Content Manger will be responsible for removing outdated documents from the HCL.

Appendix 1: Document Standards Guide

Formatting

The formatting provided in the Template for Documents (Reference (c)) is the formatting that should be used in all documents (more information about document formatting is also available in Reference (c)). All document templates, guides, and instructions are located on the Internal Resources page (Internal Team Templates link).

Font Style

Word documents should be written with the “Office Classic” style. Ensure this style is selected in Microsoft Word by doing the following:

1. Click the “Home” tab located in the upper-left corner of Microsoft Word.
2. Click “Change Styles” located in the upper-right corner of the screen.
3. Click “Fonts.”
4. Ensure “Office Classic” is selected.
5. From this point forward, Microsoft Word will automatically format the entire document to align with the “Office Classic” style.

For files created in PowerPoint, Excel, etc., the following fonts should be used:

- **Heading Font:** Arial, size 13
- **Body Font:** Times New Roman, size 11

Cover Page

The cover page for all documents will consist of the following (as also shown in Reference (c)):

- **Header:** “UNCLASSIFIED” is center aligned
- **Document Title**
- **[COMPANY] Information**
 - [COMPANY]
 - Falls Church, Virginia
- **Version #**
- **Date** (when final draft was completed)
- **Watermark** (Navy Medicine seal)
- **Black border**

Headers and Footers

Document headers will consist of the following text:

- **Left aligned:** [COMPANY]
- **Center aligned:** UNCLASSIFIED
- **Right aligned:** Version #

Document footers will consist of the following text:

- **Left aligned:** As of date

- **Center aligned:** Page number
- **Right aligned:** Blank (However, for pages in the Appendix, Glossary, and References, this section of the footer will be labeled accordingly)

Table of Contents

A table of contents is mandatory for documents that are at least 10 pages. To update the table of contents:

1. Click on the table of contents.
2. Click “Update Table.”
3. Select “Update entire table.”
4. Click OK.
5. The table is now updated.

Tables and Figures

- Use a table to present information that is best communicated in tabular rather than paragraph form.
- Use a figure to present information that is best communicated as an illustration (images, graphs, etc.).
- Title the table or figure using the word “Table” or “Figure,” as appropriate. The table and its title should be centered and as close to the text it supports as possible. However, do not place the table or figure in the middle of a paragraph.
- If the table or figure carries over to the next page, repeat the title of the table at the top of the next page, followed by a comma and the word “Continued.”

Appendices

Use an appendix/appendices to publish information that adds to or supplements a section. Capitalize the word “Appendix” only when referring to a specific appendix by name (e.g., Appendix 1). Use lowercase when referring to an appendix or appendices in general (e.g., “This appendix...”).

Glossary

A glossary is mandatory for all documents with acronyms and definitions. Also, the word “Glossary” should be capitalized when referring to the Glossary throughout the document.

To add an acronym to the Glossary:

1. Right click on the preceding acronym.
2. Click “insert.”
3. Click “insert rows below.”

References

A references page is mandatory for all documents that refer to other documents or sources. Capitalize the word “Reference” only when referring to a specific reference by name (e.g., Reference (a)). Use lowercase when referring to a reference in general (e.g., “This reference...”).

How to add a reference to the references page

1. Right click on the preceding reference.
2. Click “insert.”

3. Click “insert rows below.”

How to list a reference

References should follow this format: **Author. Title of publication. Year published. Website URL (when applicable).**

Example: Project Management Institute. PMO Frameworks. 2013. <http://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pmo-frameworks.pdf>.

Classification

The majority of the [COMPANY]’s documentation will be unclassified; however, the following includes a list of frequently-used classifications that all [COMPANY] team members must use appropriately:

- **Confidential:** The lowest classification level. Information is classified as Confidential when its unauthorized disclosure would cause “damage” to national security, if disclosed without proper authorization.
- **For Official Use Only (FOUO):** Used for documents that contain material that is exempt from release under the Freedom of Information Act.
- **Unclassified:** Information that can be released to individuals without a clearance.

Appendix 2: Writing Style Guide

The [COMPANY] will write all documents in accordance with the U.S. Navy Style Guide, the Associated Press Stylebook, and the Plain Writing Act of 2010. All of these reference documents will be available to the [COMPANY] on site.

Section 1 below includes general writing tips that all [COMPANY] members should employ during the creation of a document. Section 2 includes frequently used acronyms and words that are common in [COMPANY] and [COMPANY] documentation.

Section 1: General Writing Tips

Abbreviations and Acronyms

- Use two letters for country abbreviations.
 - Example: U.S. (not U.S.A.)
- Do not use periods in city abbreviations.
 - Example: DC
- Use two-letter acronyms for states.
 - Example: San Francisco, CA

Dates

Use the military format for dates: DD MMM YY (Example: 5 AUG 17)

Numbers

- Spell out numbers one to nine. Write the numerals for the number 10 and higher.
- Use the % symbol when referring to a percentage.

Professional Titles

Capitalize professional titles when referring to the specific title of a specific person.

Punctuation

- Leave a single space after periods.
- Include the last comma in a series.
 - Example: Project leads, project managers, and regional managers.
- Insert periods and commas inside of quotes.
 - Example: He said, “Move forward with the process.”

Voice

Use active voice instead of passive voice. Active voice makes content clear and direct. In a sentence with active voice, the subject of the sentence performs the action.

Example of Active Voice: Susie completed her work on time.

Example of Passive Voice: The work was completed by Susie on time.

Section 2: Frequently Used Acronyms

APF	Appropriated Funding
BAG	Budget Activity Group
BAERS	Budget Analysis Evaluation Reporting System
BJON	Basic Job Order Number
CPO	Context, Purpose, Outcome
DHA	Defense Health Agency
DTS	Defense Travel System
FSA	Field Support Activity
IDES	Integrated Disability Evaluation Service
ITACS	Information Technology and Communication Services
MIPR	Military Interdepartmental Purchase/Procurement Request
NH	Naval Hospital
NHC	Navy Health Center
NMC	Navy Medical Center
NME	Navy Medicine East
NMW	Navy Medicine West
PH	Psychological Health
PMI	Project Management Institute
PMIS	Portfolio Management Information System
PPBE	Planning, Programming, Budgeting, and Execution
PPMO	Portfolio Project Management Office
PR	Purchase/Procurement Request
PTSD	Post-Traumatic Stress Disorder
PWS	Performance Work Statement
RM	Regional Managers
SMART	Summarized Management Analysis Resource Tool
SOP	Standard Operating Procedure
SP	Special Programs
STAR	Standard Accounting and Reporting System
TBI	Traumatic Brain Injury
WII	Wounded, Ill, and Injured

Glossary

Acronyms

CM	Configuration Management
CMP	Configuration Management Plan
HCL	Hard Copy Library
IS	Information Systems
PMIS	Portfolio Management Information System
PPMO	Portfolio Project Management Office
PWS	Performance Work Statement

Definitions

Configuration Management: The collective body of processes, activities, tools and methods project practitioners use to manage items during the project life cycle. For the [COMPANY], configuration management pertains to the electronic and physical management of documents.

Portfolio Management Information System: An information system consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes. The [COMPANY]'s Portfolio Management Information System is hosted on OMB MAX.

References

- Reference (a) [COMPANY]. Concept of Operations for Portfolio Website and Dashboards. 2016. [URL withheld].
- Reference (b) [COMPANY]. PMIS Implementation Plan. 2016. [URL withheld].
- Reference (c) [COMPANY]. Template for Documents. 2017.