**Benefits Management Plan**

***[Project/Program Name]***

*Version 0.1*

*[DATE]*

# *About this Template*

## *Instructions*

*This benefits management plan template includes guidance and resources as appropriate. All italic text, including this section, should be removed once the document is populated.*

# Revision History

|  |  |  |  |
| --- | --- | --- | --- |
| Author | Date | Version | Comments |
|  | *01/01/2000* | *0.1* | *Initial draft* |
|  |  | *0.2* | *Updated draft after initial review* |
|  |  | *0.3* | *Updated draft after program manager review*  |
|  |  | *0.4* | *Updated measurable benefits tables and benefits reporting section* |
|  |  | *1.0* | *Finalized for signature* |

This plan will be reviewed semi-annually to ensure it is meeting the needs of the project and will be modified to address issues or concerns.

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# 1. Introduction

*This Benefits Management Plan details the process for assessing the value and organizational impact of a project or the component projects of a program. It identifies the benefits to be delivered and ensures the benefits are specific, measurable, attainable, realistic and time based (SMART). This plan also outlines the methodology to be used to carry out benefits management and the roles and responsibilities of those involved.*

*Program component projects include:*

* *xx*
* *xx*
* *xx*
* *xx*

# 2. Assumptions and Constraints

**Assumptions**

*The conditions or factors that you believe to be true or valid for your program/project benefits to be realized.*

* *[Example: Benefits realization is dependent upon the selected solution.]*

**Constraints**

*The limitations or restrictions that may affect your program/project benefits or their realization.*

* *[Example: There is a lack of historical data for many of the identified benefits, which will require significant effort.]*

# 3. Program Benefit Descriptions and Measures

*The following table details the measurable benefits of the program. Use asterisks below the table to add additional information if needed.*

Table 1 Program Measurable Benefits

| Benefit | Metric ID# & Measurement | Baseline/Plan for Measuring Baseline |
| --- | --- | --- |
| *[Example: Improved data transparency and auditing capabilities]* | ***[Example:*** *#01 %\* Reduction in time required for review and retrieval of audit information]* | ***[Example:*** *Obtain estimated average of time spent reviewing and retrieving information for audits from Stakeholder Engagement Committee members]* |
|  |  |  |

# 4. Project Benefit Descriptions and Measures

*The following tables detail the measurable benefits specific to each project or component project of a program, as outlined in their project management plans. Add or remove tables as needed.*

## 4.1. Project A Measurable Benefits

Table 2 Project A Measurable Benefits

| Benefit | Metric ID# & Measurement | Baseline/Plan for Measuring Baseline |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## 4.2. Project B Measurable Benefits

Table 3 Project B Measurable Benefits

| Benefit | Metric ID# & Measurement | Plan for Measuring Baseline |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## 4.5. Agency Key Performance Measures

*Give a brief description of the related Key Performance Indicators (KPI) with details of the benefits realized that impact agency Key Performance Measures (KPM).*

# 5. Benefits Realization Methodology

*Give a brief description of the benefits realization methodology used for the project/program.*

## 5.1. Baseline Measurements

Baseline measurements for each identified benefit will start to be collected in *[Qx YYYY]* and documented in the Benefits Tracking Spreadsheet *(See Appendix A).* The benefits described in section three of this plan include quantitative benefits that can be measured objectively and qualitative benefits that are measured subjectively.

**Quantitative Benefits**

Baseline measurements for benefits with objective, numeric measures will be collected through the following methods:

*[Examples:*

* *Interviews with Subject Matter Experts (SMEs)*
* *Reviews of current state data, databases, and technical documentation*
* *Reviews of the most recent audit reports (security, penetration testing, IRS, etc.)*
* *Surveys]*

**Qualitative Benefits**

Baseline measurements for benefits with subjective measures that relate to interpretive values will be collected through the following methods:

*[Examples:*

* *Surveys*
* *Observation*
* *Audit results]*

## 5.2. Benefits Tracking *[A spreadsheet should be used for tracking. See appendix A for an example.]*

*The project manager assigned to the project will act as benefits manager for their project’s benefits. Benefits and associated measurements will be tracked quarterly in the Benefits Tracking Spreadsheet. The spreadsheet is used to track metrics against baseline measurements and includes the following fields:*

* *Project – drop-down menu of each of the four component projects*
* *Project Benefit – description of the benefit*
* *Metric ID – unique identifier assigned automatically to each measurement*
* *Metric – measurement used to quantify the benefit*
* *Baseline Measurement Method – method used to collect initial measurement*
* *Baseline Date Collected – date the measurement was collected*
* *Baseline Data – actual initial measurement*
* *Benefit Tracking Measurement Method – method used to collect ongoing/post implementation measurement(s)*
* *Benefit Tracking Quarter – which quarter the benefit measure is collected*
* *Benefit Measurement Data – actual measurement during specified quarter*
* *Benefit Realization Sign-Off Date – date benefit is realized*
* *Benefit Realization Sign-Off Owner – signoff from benefit owner*

## 5.3. Benefits Reporting

*Once benefit measurement data has been collected, beyond the initial baseline data, benefit measurement data will be reported once per quarter in the monthly status report and presented quarterly at the Executive Steering Committee meetings.*

## 5.4. Sustainability

This section outlines the plan for transitioning benefits management to operations and maintenance (O&M) at the end of the program/project. *[Example Text:* *Some technical benefits will be realized soon after* ***the closing*** *project phase. Other benefits, such as those related to efficiency, user adoption, and increased stakeholder satisfaction, may not be realized until users have received sufficient training and are comfortable with the new workflows and processes, which may extend beyond the life of the program.*

*During the closing phase, program staff will work with O&M managers to handoff benefits management activities. The continuation of benefits tracking and reporting activities will be essential to truly realize the benefits brought forth by the project/program. The following managers will be provided with baseline and post go-live tracked measurements for benefits related to their work areas:*

* *Help Desk Manager – benefits related to user satisfaction and end user system usage.*
* *Operation Managers – benefits related to enterprise systems and infrastructure.]*

# 6. Roles and Responsibilities

The following table details specific responsibilities for the different aspects of benefits management.

| Role | General Responsibilities |
| --- | --- |
| Executive Sponsor | Responsible for sign-off and approval of this Benefits Management Plan. Promotes/socializes the benefits with the agency. Encourages agency participation in benefits management related activities. |
| Business Owner | Participates in internal QA review of this Benefits Management Plan. Promotes/socializes the benefits with the agency. Encourages agency participation in benefits management related activities. |
| Chief Information Officer | Participates in internal QA review of this Benefits Management Plan. Assists with benefits baselining and tracking, as requested. |
| Program Manager | Reviews and approves project benefits, baseline measurements, and tracking frequency. |
| Project Management Team | Responsible for investigating and developing project benefits. |
| Project Manager(s) acting as Benefits Manager(s) | Responsible for benefits baselining and tracking, including soliciting information from SMEs and gaining sign-off approval from Business Owner. Each Project Manager will act as Benefits Manager for their project’s benefits. |
| Organizational Change Manager | Responsible for development of surveys and acts as liaison between the program and business SMEs. |
| Communication Specialist | Assists in development of project benefits and this Benefits Management Plan. Assists in benefits baselining and tracking. Assists in survey development, as needed. |
| Product Owner | Participates in internal QA review of this Benefits Management Plan. Assists with benefits baselining and tracking, as requested, acting as a liaison with the business to gather satisfaction feedback with the new solution |
| Technical Lead | Participates in internal QA review of this Benefits Management Plan.Assists with benefits baselining and tracking, as requested. |
| Business Analyst Lead | Participates in internal QA review of this Benefits Management Plan.Assists with benefits baselining and tracking, as requested. |
| Subject Matter Experts | Assists Benefits Manager in capturing measures related to their work. |
| Help Desk Manager | Responsible for benefits sustainability related to end user satisfaction, efficiency, and system usage. |
| Applications Development Manager | Responsible for benefits sustainability. |
| Enterprise Information Services (EIS) IT Investment/Planning Analyst | Reviews and approves this Benefits Management Plan.  |
| iQMS | Reviews and provides recommendations on this Benefits Management Plan. |

**Signatures of Approving Authority**

The person(s) signing this section are attesting to reviewing and approving the Benefits Management Plan as written.

|  |
| --- |
|  Agency Executive Sponsor  |
|   | Date  |
|    |   |
|  Signature  |   |
|  Program Manager  |
|   | Date  |
|    |   |
|  Signature  |   |

# Appendix A – Example of a Benefits Tracking Spreadsheet

**1\_ Instructions**

|  |
| --- |
| **Benefit Management Plan Instructions** |
| **Background** |
| The purpose of the Benefits Management Plan is to document project benefits and create a plan for realizing those benefits. The plan should be used to categorize benefits and record relevant information regarding impact, stakeholders affected, and time to realization. A benefits realization plan should be created, and benefits should be tracked against set baseline measurements with progress reported to appropriate stakeholders. Using this tool will increase the chances of the project realizing its benefits after implementation. |
| **How to use this tool** |
| Create an excel workbook and add a tab for each heading below. Each **bold** data field below represents the columns that should be created on each tab. |

**2\_ Quantitative Benefits**

In 2 Quantitative Benefits, list all the benefits that are expected to be captured with this project. For each entry, record the time to realization (how long will it take to achieve this benefit?), the estimated impact, and the stakeholders affected. Utilize project documents and gather stakeholder input as needed to fully identify and outline each expected benefit.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Metric ID** | **Project Benefit** | **Time to Realization** | **Estimated Impact** | **Stakeholders Impacted** |
|  |  |  |  |  |

**3\_ Qualitative Benefits**

In 3 Qualitative Benefits, list all the benefits that are expected to be captured with this project. For each entry, record the time to realization (how long will it take to achieve this benefit?), the estimated impact, and the stakeholders affected. Utilize project documents and gather stakeholder input as needed to fully identify and outline each expected benefit.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Created by** | **Project Benefit** | **Time to Realization** | **Estimated Impact** | **Stakeholders Impacted** |

**4\_ Benefits Realization Plan**

Using the data compiled in sheets 2 and 3 create a plan to capture all benefits in tab 4 Benefits Realization Plan. Each benefit must be assigned an owner, who will be responsible for ensuring that the activities outlined in the benefits realization plan are carried out. List any technical, process, training, communication, and business actions that must be completed for the benefit to be realized.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Metric ID** | **Project Benefit** | **Owner** | **Technical Actions** | **Process Actions** | **Training Actions** | **Comm. Actions** | **Business Actions** |
|  |  |  |  |  |  |  |  |

**5\_ Benefits Tracking**

In sheet 5 Benefits Tracking Plan, set a metric for each benefit that can be used to measure benefit realization progress. Note the measurement method. Log the date that the baseline measurement was taken. Under the benefit tracking column, log the date that the benefit was measured.

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Metric ID** | **Project Benefit** | **Metric** | **Baseline Measurement Method** | **Baseline Data** | **Baseline Sign-Off Owner** | **Benefit Tracking Measurement Method** | **Benefit Tracking Start Date** | **Benefit Tracking End Date** | **Benefit Tracking Sign-off Date** | **Benefit Tracking Sign-off Owner** |
|  |  |  |  |  |  |  |  |  |  |  |

**6\_ Benefits Reporting**

Use sheet 6 Benefits Reporting to plan how information regarding project benefits will be reported to stakeholders. For each benefit, note the stakeholder receiving the information, the communication method, strategy, frequency, and type. Log the start and end date for reporting to each stakeholder.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Created by** | **Project Benefit** | **Stakeholder** | **Communication Method** | **Communication Frequency** | **Type of Report** | **Start Date** | **End Date** |
|  |  |  |  |  |  |  |  |